

**U.S. GENERAL SERVICES
ADMINISTRATION**



**FY 2010
CONGRESSIONAL
JUSTIFICATION**

U.S. General Services Administration

SUMMARY of the FY 2010 REQUEST

Fiscal Year 2010 Budget Request

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Summary of the Request

The FY 2010 budget of the U.S. General Services Administration (GSA) requests \$645 million in discretionary budget authority. This is \$158 million less than the FY 2009 appropriated level (excluding one-time appropriations for the Presidential Transition Fund and the American Recovery and Reinvestment Act, "Recovery Act", Public Law 111-5). Within the aggregate level, \$375 million is requested as net budget authority for the Federal Buildings Fund, and \$270 million is requested for GSA's operating appropriations.

Summary of Discretionary Budget Authority

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
Discretionary Budget Authority (BA):			
<i>Presidential Transition Appropriation</i>	\$ 0	\$ 8,520	\$ 0
<i>FBF Net Budget Authority</i>	119,216	585,070	374,506
<i>Operating Appropriations</i>	209,949	218,253	270,397
<i>Recovery Act Appropriations</i>	0	5,857,000	0
GSA Discretionary BA Requested:	\$ 329,165	\$ 6,668,843	\$ 644,903

Federal Buildings Fund

GSA requests \$8,531 million in New Obligational Authority (NOA) for the Federal Buildings Fund, a decrease of \$296 million over the FY 2009 current rate (excluding the Recovery Act). GSA requests an appropriation to the Fund of \$525 million to supplement anticipated revenues of \$8,223 million.

Federal Buildings Fund, Request for New Obligational Authority

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
Construction & Acquisition of Facilities	\$ 737,841	\$ 746,317	\$ 657,637
Repairs and Alterations	825,468	692,374	496,276
Installment Acquisition Payments	155,781	149,570	140,525
Rental of Space	4,569,820	5,041,259	4,879,871
Building Operations	2,137,460	2,197,354	2,356,376
New Obligational Authority	\$ 8,426,370	\$ 8,826,874	\$ 8,530,685
<i>Net Budget Authority</i>	119,216	585,070	374,506
FBF Appropriation	\$ 265,964	\$ 651,198	\$ 525,000

GSA's request for the Federal Buildings Fund would support a capital investment program of \$1.15 billion, including \$658 million for New Construction and Acquisition and \$496 million for Repairs and Alterations.

FY 2010 Capital Investment Program
(Dollars in Thousands)

CONSTRUCTION AND ACQUISITION Program (in priority order, dollars in thousands):

Executive Agencies:

White Oak, MD, Food and Drug Administration Consolidation.....	\$ 137,871
Washington, DC, Columbia Plaza.....	100,000
Washington, DC, Southeast Federal Center Remediation.....	15,000
Lakewood, CO, Denver Federal Center Remediation.....	9,962
Miami, FL, Federal Bureau of Investigation Field Office Consolidation.....	<u>190,675</u>
Subtotal, Executive Agencies.....	\$ 453,508

Land Ports of Entry:

El Paso, TX, Tornillo-Guadalupe United States Land Port of Entry.....	\$ 91,565
Calexico, CA, Calexico West United States Land Port of Entry.....	9,437
Madawaska, ME, United States Land Port of Entry.....	<u>50,127</u>
Subtotal, Land Ports of Entry.....	\$ 151,129

Federal Judiciary:

Lancaster, PA, United States Courthouse.....	\$ 27,000
Yuma, AZ, United States Courthouse.....	<u>26,000</u>
Subtotal, Federal Judiciary.....	\$ 53,000

New Obligational Authority, CONSTRUCTION AND ACQUISITION Program..... \$657,637

REPAIRS AND ALTERATIONS Program (in priority order, dollars in thousands):

Non-Prospectus (Basic) Repairs and Alterations Program..... \$ 260,000

Full Scope Repairs and Alterations:

Washington, DC, East Wing Infrastructure Replacement.....	\$ 121,000
Washington, DC, New Executive Office Building.....	30,276
Washington, DC, Eisenhower Executive Office Building (Courtyard Replacement).....	10,000
Washington, DC, Eisenhower Executive Office Building (Roof Replacement).....	<u>15,000</u>
Subtotal, Full Scope Repairs and Alterations Projects.....	\$ 176,276

Special Emphasis Programs:

Fire and Life Safety Program.....	\$ 20,000
Energy and Water Retrofit and Conservation Measures.....	20,000
Federal High-Performance Green Buildings.....	<u>20,000</u>
Subtotal, Special Emphasis Programs.....	\$ 60,000

New Obligational Authority, REPAIRS AND ALTERATIONS Program..... \$ 496,276

GSA Operating Appropriations

GSA requests \$270.4 million for our six operating appropriations, an increase of \$52 million over the FY 2009 appropriated level (excluding funds provided in the Recovery Act). In total, \$4 million of the requested increase would provide funds for the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation. The remaining \$48 million is requested to support critical initiatives of the agency and the Administration, which are detailed below.

Operating Appropriations, Request for New Budget Authority

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
Governmentwide Policy	\$ 52,891	\$ 54,578	\$ 65,165
Operating Expenses	85,870	70,645	71,881
Office of the Inspector General	48,382	54,000	60,080
Electronic Government Fund	3,000	0	33,000
Former Presidents	2,478	2,934	3,756
Federal Citizen Services Fund	17,328	36,096	36,515
Total Budget Authority	\$ 209,949	\$ 218,253	\$ 270,397

Program Increases:

The FY 2010 budget requests \$48 million in program increases for GSA operating programs. Most requested increases are designed to satisfy new, government-wide responsibilities assigned to GSA:

- GSA requests an increase of \$33 million to the Electronic Government Fund appropriation, to:
 - (1) *Address the areas of Open Government and Transparency;*
 - (2) *Enhance citizen participation in Government;*
 - (3) *Realize potential savings through alternative approaches to IT infrastructure; and*
 - (4) *Advance the use of innovative technology, including increasing agency use of collaborative technologies across the Government.*

- GSA requests an increase of \$4.3 thousand to the Government-wide Policy appropriation, including:
 - (1) *\$2 million for the Office of Governmentwide Policy (OGP), to develop a new, government-wide database of information on the integrity and performance of individuals who are awarded Federal agency contracts and grants, as directed by the FY 2009 Defense Authorization Act (Public Law 110-417);*

 - (2) *\$1 million for OGP, for upgrades and systems enhancements to the Regulatory Information Service Center (RISC) and Office of Information and Regulatory Affairs (OIRA) Combined Information System (ROCIS);*

(3) \$1 million for OGP, for enhancements to the Federal government's database of buildings, land, and structures, the Federal Real Property Profile (FRPP); and

(4) \$300 thousand for the Office of the Chief Acquisition Officer, for enhancements to the Catalog of Federal Domestic Assistance (CFDA).

- GSA requests \$4 million and 9 FTE, for salaries and expenses of the Office of Federal High-Performance Green Buildings in the Government-wide Policy appropriation. GSA is requesting funding for this office in the Government-wide Policy appropriation because the responsibilities assigned to GSA by the Energy Independence and Security Act of 2007 (Public Law 110-140) extend to all Federal buildings, of which GSA owned and leased buildings represent less than five percent.
- GSA requests \$1,500 thousand for training support activities in the Government-wide Policy appropriation. These funds would allow the Federal Acquisition Institute meet its statutory requirements under the Office of Federal Procurement Policy Act (41 USC 403 et seq.), to provide training for acquisition professionals in all civilian, Executive agencies.

Office of the Inspector General

The Office of the Inspector General (OIG) has requested 320 FTE and an appropriation of \$60 million for FY 2010. Consistent with the recommendations of the Senate Committee on Appropriations (published in S. Rpt. 110-129), GSA has transmitted the budget request of the OIG directly to the Office of Management and Budget (OMB), without any alteration, interference or delay. GSA has likewise transmitted the OMB passback and all related guidance directly to the OIG without alteration, interference or delay. The FY 2010 GSA Congressional Justification includes the OIG request exactly as settled between OMB and the OIG.

- GSA requests \$2.8 million to realign 13 reimbursable FTE into the Office of Inspector General appropriation. This request would increase OIG appropriated employment levels by 13 FTE, but would not increase the OIG's overall FTE allocation, since these FTE are currently funded by a reimbursable agreement with GSA's Federal Acquisition Service.
- GSA requests \$1.5 million and 7 FTE for new hires, to meet increased workload requirements in the Office of Inspector General appropriation.

GSA Mission and Goals

In FY 2008, GSA conducted a comprehensive and detailed review of all externally-reported goals, measures, and targets. This review allowed GSA to re-assess key measures and goals, and resulted in better alignment of performance goals and resources with GSA's Strategic Goals and Mission. This review also increased the use of outcome-oriented goals, and ensured that targets are reasonably aggressive compared to prior-year actual performance, and thus drive incremental improvement in program performance over time.

GSA MISSION

The General Services Administration (GSA) leverages the buying power of the Federal government to acquire best value for taxpayers and our Federal customers. We exercise responsible asset management. We deliver superior workplaces, quality acquisition services, and expert business solutions. We develop innovative and effective management policies.

STRATEGIC GOALS

GSA's four new Strategic Goals govern how we fulfill our roles as stewards of Federal space and property; providers of quality workplaces; the primary source for value-based products, services and solutions; innovators in anticipating the Federal government's current and future needs; and providers of government information for citizens.

1. **Stewardship:** GSA will lead Federal agencies in the economical and efficient management of Federal assets by spearheading effective policy development and by the exemplary management of the buildings/workplaces, motor vehicles, and personal property provided by GSA.
2. **Superior Workplaces:** GSA will deliver and maintain productive workplaces consisting of office space, furnishings, technology, supplies, and related services.
3. **Best Value:** GSA will develop and deliver timely, accurate, and cost-effective acquisition services and business solutions.
4. **Innovation:** GSA will develop new and better ways of conducting business that result in more productive and effective Federal policies and administrative operations.

Summary of Requested Appropriations Action

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
Presidential Transition Appropriation	\$ 0	\$ 8,520	\$ 0
<i>Federal Buildings Fund (FBF), New Obligational Authority:</i>			
Construction & Acquisition of Facilities	\$ 737,841	\$ 746,317	\$ 657,637
Repairs and Alterations	825,468	692,374	496,276
Installment Acquisition Payments	155,781	149,570	140,525
Rental of Space	4,569,820	5,041,259	4,879,871
Building Operations	2,137,460	2,197,354	2,356,376
Subtotal, New Obligational Authority	\$ 8,426,370	\$ 8,826,874	\$ 8,530,685
<i>FBF Net Budget Authority</i>	<i>119,216</i>	<i>585,070</i>	<i>374,506</i>
FBF Appropriation	\$ 265,964	\$ 651,198	\$ 525,000
<i>Operating Appropriations, Budget Authority:</i>			
Government-wide Policy	\$ 52,891	\$ 54,578	\$ 65,165
Operating Expenses	85,870	70,645	71,881
Office of Inspector General	48,382	54,000	60,080
Electronic Government Fund	3,000	0	33,000
Former Presidents	2,478	2,934	3,756
Federal Citizen Services Fund	17,328	36,096	36,515
Subtotal, Operating Appropriations	\$ 209,949	\$ 218,253	\$ 270,397
<i>Recovery Act Appropriations:</i>			
Federal Buildings Fund	\$ 0	\$ 5,546,000	\$ 0
Energy-Efficient Motor Vehicle Procurement	0	300,000	0
Office of Fed.High-Performance Green Bldgs	0	4,000	0
Office of Inspector General	0	7,000	0
Subtotal, Recovery Act Appropriations	\$ 0	\$ 5,857,000	\$ 0
TOTAL, BA and NOA	\$ 8,636,319	\$ 14,910,647	\$ 8,801,082
Discretionary Budget Authority (BA):			
<i>Presidential Transition Appropriation</i>	<i>\$ 0</i>	<i>\$ 8,520</i>	<i>\$ 0</i>
<i>FBF Net Budget Authority</i>	<i>119,216</i>	<i>585,070</i>	<i>374,506</i>
<i>Operating Appropriations</i>	<i>209,949</i>	<i>218,253</i>	<i>270,397</i>
<i>Recovery Act Appropriations</i>	<i>0</i>	<i>5,857,000</i>	<i>0</i>
Discretionary Budget Authority	\$ 329,165	\$ 6,668,843	\$ 644,903
FULL-TIME EQUIVALENTS (FTE)	11,793.0	12,376.0	12,640.0

- Notes:**
1. FY 2008 actual Federal Buildings Fund New Obligational Authority includes \$182 million from the Disaster Relief and Recovery Supplemental Appropriations Act (P.L. 110-329) for Cedar Rapids, IA Courthouse, and \$293.573 million of Indefinite Authority.
 2. FY 2008 actual FBF NOA includes approved reprogrammings of \$120.383 million to Construction and Acquisition (\$24.393 million) and Repairs and Alterations (\$95.99 million).
 3. FY 2009 current estimates of FBF NOA include \$399.103 million in Indefinite Authority.

Summary Explanation of Changes (Full-Time Equivalents)

(Dollars in Thousands)

	Full-Time Equivalents	Discretionary Budget Authority
FY 2009 Congressional Justification	11,962.0	\$ 8,612,974
<i>FY 2009 Base Adjustments:</i>		
FBF FY 2009 Re-baseline of FTE Requirements	358.0	\$ 0
FBF FY 2009 Indefinite Authority for Leased Space Expansion	0.0	399,103
FBF Increase Capital Program to Appropriated Level	0.0	126,198
FBF Decrease Building Operations Program to Appropriated Level	0.0	-26,000
FBF Decrease Rental of Space Program to Appropriated Level	0.0	-50,000
FBF-RA American Recovery and Reinvestment Act	20.0	5,546,000
GP Reduce CAO Reimbursable FTE	-1.0	0
GP Federal Acquisition Institute Training Support	0.0	-2,000
GP-RA Establish Office of Federal High-Performance Green Bldgs	9.0	4,000
OE Realign Federal Acquisition Service FTE to ASF	-15.0	0
OE Program Reduction	0.0	-1,166
OIG-RA American Recovery and Reinvestment Act	7.0	7,000
EG Reduce electronic Government Fund to Appropriated Level	0.0	-5,000
FCS Program Reduction	0.0	-462
ASF Consolidate Federal Acquisition Service FTE in ASF	36.0	0
EEMV American Recovery and Reinvestment Act	0.0	300,000
WCF Transfer in FTE to Establish Office of Management Svcs	8.0	0
WCF Increase FTE for Enterprise Web Management	4.0	0
WCF Transfer in FTE for the Office of General Counsel	3.0	0
WCF Increase FTE to Support New A-123 Requirements	3.0	0
WCF Increase FTE for Financial Management Intern program	1.0	0
WCF Increase FTE for Office of Civil Rights Admin Staff	1.0	0
WCF Increase FTE for University for People	1.0	0
TAC Realign Federal Acquisition Service FTE to ASF	-21.0	0
Total, Base Adjustments	414.0	\$ 6,297,673
FY 2009 Adjusted Base	12,376.0	\$ 14,910,647
<i>Maintaining Current Levels</i>		
Annualization of the FY 2009 Pay Raise (3.9%)	0.0	\$ 7,369
FY 2010 Pay Raise (2.0%)	0.0	11,594
Benefits for Former Presidents	0.0	14
Non-Pay Inflation	0.0	43,946
Building Services in New Space	0.0	18,775
Annualization of Benefits for President G.W. Bush	0.0	940
Total, Maintaining Current Levels	0.0	\$ 82,638

PT: Presidential Transition Fund
 FBF: Federal Buildings Fund
 FBF-RA: FBF - Recovery Act

GP: Expenses, Government-wide Policy
 GP-RA: Office of Fed. H-P Green Bldgs
 OE: Operating Expenses

OIG: Office of Inspector General
 OIG-RA: OIG - Recovery Act
 EG: Electronic Government Fund

U.S. General Services Administration
Summary of the FY 2010 Request

	Full-Time Equivalents	Discretionary Budget Authority
Program Decreases:		
PT Non-Recur FY 2009 Request for Presidential Transition	0.0	-\$ 8,520
FBF Transfer Out to establish the Office of Management Services	0.0	-671
FBF Decrease in Unassigned Construction	0.0	-1,200
FBF Decrease in Installment Acquisition Payments	0.0	-9,045
FBF Decrease in New Construction for the Judiciary	0.0	-57,362
FBF Decrease in New Construction for Executive Agencies	0.0	-107,133
FBF Net Change in Rental of Space Requirements	0.0	-161,388
FBF Decrease in Repairs and Alterations Base Program	0.0	-196,098
FBF-RA Non-Recur One-Time Recovery Act Appropriation	0.0	-5,546,000
GP-RA Non-Recur One-Time Recovery Act Appropriation	-9.0	-4,000
OIG-RA Non-Recur One-Time Recovery Act Appropriation	0.0	-7,000
FP Decrease in Former President Clinton Goods and Services	0.0	-130
FP Decrease in Former President Carter Goods and Services	0.0	-4
EEMV Non-Recur One-Time Recovery Act Appropriation	<u>0.0</u>	<u>-300,000</u>
Total, Program Decreases	-9.0	-\$ 6,398,551
Program Increases:		
FBF Increase in New Construction for Land Ports of Entry	0.0	\$ 77,015
FBF Increased Costs of Utilities and Fuel Rates	0.0	48,140
FBF Security Charges for Vacant Space	0.0	26,000
FBF Increase for Information Technology Investments	0.0	6,559
FBF Increased Payment to the Working Capital Fund	0.0	1,534
GP Enhancements for Government-wide IT Systems	0.0	4,300
GP Office of Federal High-Performance Green Buildings	9.0	4,000
GP Federal Acquisition Institute Training Support	0.0	1,500
GP Increase CAO Reimbursable FTE	1.0	0
OIG Realignment of 13 Reimbursable FTE into OIG Appropriation	0.0	2,800
OIG Base Staff Increase to Meet current Unmet Workload Demand	7.0	1,500
EG New Electronic Government Projects and Initiatives	0.0	33,000
ASF Increased FTE for New Business Opportunities	249.0	0
WCF Adjustments to FTE to Reconcile	<u>7.0</u>	<u>0</u>
Total, Program Increases	273.0	\$206,348
TOTAL FY 2010 REQUEST	12,640.0	\$8,801,082

FP: Former Presidents
FCS: Federal Citizen Services Fund
ASF: Acquisition Services Fund

EEMV: Energy-Efficient Motor Vehicle Procurement – Recovery Act
WCF: Working Capital Fund
TAC: Transportation Audits

Total Obligations by Object Classification

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
11.1 Full-time permanent	\$984,616	\$1,054,879	\$1,127,370
11.3 Other than permanent	\$1,591	\$2,024	\$2,082
11.5 Other personnel compensation	\$54,185	\$53,026	\$59,352
11.8 Special personal services payments	\$1,105	\$1,114	\$1,215
12.1 Civilian personnel benefits	\$275,645	\$293,120	\$314,681
13.0 Benefits for former personnel	\$741	\$1,912	\$2,004
21.0 Travel and transportation of persons	\$42,733	\$48,705	\$32,766
21.0 Motor Pool	\$228	\$824	\$15,485
22.0 Transportation of things	\$58,850	\$57,251	\$59,070
23.1 Rental payments	\$86,639	\$83,045	\$84,769
23.2 Rental payments to others	\$4,628,041	\$5,134,463	\$4,952,549
23.3 Communications, utilities, and misc.	\$496,481	\$560,712	\$646,637
24.0 Printing and reproduction	\$7,646	\$13,032	\$12,737
25.1 Advisory and assistance services	\$2,244,718	\$2,781,077	\$2,707,697
25.2 Other services	\$5,410,771	\$6,258,010	\$6,362,894
25.3 Purch. of goods & services from Govt	\$562,943	\$954,423	\$610,053
25.4 Operation & maintenance of facilities	\$397,486	\$400,923	\$404,792
25.5 Research and development contracts	\$0	\$0	\$0
25.6 Medical care	\$119	\$1	\$0
25.7 Operation & maintenance of equipmt	\$16,831	\$38,837	\$39,526
25.8 Subsistence and support of persons	\$1	\$1	\$2
26.0 Supplies and materials	\$3,081,624	\$3,768,532	\$3,540,354
31.0 Equipment	\$848,378	\$1,055,242	\$1,113,474
32.0 Lands and structures	\$784,813	\$4,183,310	\$5,189,769
33.0 Investments and loans	\$0	\$0	\$0
41.0 Grants, subsidies and contributions	\$195	\$46	\$45
42.0 Insurance claims and indemnities	\$251	\$103	\$254
43.0 Interest and dividends	\$193,648	\$175,493	\$150,585
99.9 Total New Obligations	\$20,180,279	\$26,920,105	\$27,430,162
Presidential Transition Appropriation	\$0	\$8,520	\$0
	\$20,180,279	\$26,928,625	\$27,430,162

Note: Funds requested for the Presidential Transition Fund have not been distributed by object class.

Explanation of Changes, Federal Buildings Fund

(New Obligational Authority, Dollars in Thousands)

	Construction and Acquisition	Repairs and Alterations	Installment Acquisition Payments	Rental of Space	Building Operations	TOTAL
FY 2009 New Obligational Authority	\$746,317	\$692,374	\$149,570	\$5,041,259	\$2,197,354	\$8,826,874
Change in Construction for Executive Agencies	-107,133					-\$107,133
Change in Construction for Land Ports of Entry	77,015					\$77,015
Change in Construction for Judiciary	-57,362					-\$57,362
Decrease Unassigned Construction	-1,200					-\$1,200
Change in Basic R&A program		-90,000				-\$90,000
Change in Line-Item R&A program		-129,451				-\$129,451
Fire & Life Safety (Special Emphasis program)		20,000				\$20,000
Change in Energy & Water Retrofit (Special Emphasis program)		-16,647				-\$16,647
Federal High-Performance Green Buildings (Special Emphasis program)		20,000				\$20,000
Decrease in Capitalized Interest Payments			-4,803			-\$4,803
Decrease in Interest Payments			-4,242			-\$4,242
Annualization of FY 2008 Lease Expansions and Program Changes				-370,792		-\$370,792
Rental Rate Increases				75,092		\$75,092
Lump Sum Payments for real estate taxes and lease buyouts				144,790		\$144,790
Lease Cancellations				-20,826		-\$20,826
Lease Expansions (other than indefinite)				10,348		\$10,348
Annualization of FY 2009 Pay Increase (3.9%)					5,852	\$5,852
Pay Increase (2.0%), Effective January, 2010					9,435	\$9,435
Increase Cost of Supplies, Materials, and Service Contracts (0.5%)					8,043	\$8,043
Building Services in New Space					18,775	\$18,775
Increase for Costs Above Approved Inflation Rates					35,355	\$35,355
Increased Costs of Utilities and Fuel Rates					48,140	\$48,140
Security Charges for Vacant Space					26,000	\$26,000
Increase for Information Technology Investments					6,559	\$6,559
Increase Payment to the Working Capital Fund					1,534	\$1,534
Transfer out to establish the Office of Management Services					-671	-\$671
FY 2010 Budget Request	\$657,637	\$496,276	\$140,525	\$4,879,871	\$2,356,376	\$8,530,685

NOTE: FY 2010 Rental of Space NOA excludes lease expansions acquired through Indefinite Authority.

Explanation of Changes, GSA Operating Appropriations
(Budget Authority, Dollars in Thousands)

	GP		OE		OIG		EG		FP		FCS		TOTAL	
	FTE request	\$	FTE request	\$	FTE request	\$	request	\$	request	\$	FTE request	\$	FTE request	\$
FY 2009 Enacted Level	173.0	\$54,578	369.0	\$70,645	300.0	\$54,000	\$0	\$2,934	86.0	\$36,096	928.0	\$218,253		
Adjustments to the FY 2009 Base:														
Realign unfunded FTE to the ASF			-15.0								-15.0			
Maintaining Current Levels														
Annualize FY 2009 Pay Raise (3.9%)	247		432		722						116		1,517	
FY 2010 Pay Increase (2.0%)	383		670		927						179		2,159	
Inflation (0.5%)	157		134		131						2		548	
Benefits for Former Presidents											14		14	
Annualize Benefits for FP G.W. Bush											940		940	
Program Decreases:														
FP Clinton Goods & Services														-130
FP Carter Goods & Services														-4
Program Increases:														
New e-Gov Projects and Initiatives														33,000
Enhance Government-wide IT	4,300													4,300
Office of Fed. H-P Green Buildings	9.0	4,000											9.0	4,000
Realign 13 Reimb. FTE to Approp.					13.0	2,800							13.0	2,800
Base Staff Increase					7.0	1,500							7.0	1,500
Federal Acquisition Institute Support														1,500
FY 2010 Budget Request	182.0	\$65,165	354.0	\$71,881	320.0	\$60,080	\$33,000	\$3,756	86.0	\$36,515	942.0	\$270,397		

U.S. General Services Administration
FEDERAL BUILDINGS FUND
Fiscal Year 2010 Budget Request
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Summary of the Request

The Federal Buildings Fund (FBF) is an intra-governmental revolving fund that finances real property management and related activities of the Public Buildings Service (PBS). Principal activities include the operation, maintenance, and repair of GSA-owned and leased buildings, and the construction of Federal buildings, courthouses, and land ports of entry.

The FBF is financed by income from rent charged to occupants of GSA-controlled space. The charges are required by law to approximate commercial rates for comparable space and services. In addition, Congress may appropriate monies from the general funds of the Treasury to the FBF, as it deems necessary. The FBF is subject to annual enactment of New Obligational Authority (NOA), a limitation on the use of revenue, by Congress.

In fiscal year 2010, GSA is requesting **total NOA of \$8,530,685 thousand** for this account, to be financed by revenues collected and **an appropriation to the Fund of \$525,000 thousand**. The funds requested would finance a \$1,153,913 thousand capital investment program, including **(1) \$657,637 thousand for New Construction and Acquisition** and **(2) \$496,276 thousand for Repairs and Alterations**, composed of the following projects:

CONSTRUCTION AND ACQUISITION Program (in priority order, dollars in thousands):

Executive Agencies:

White Oak, MD, Food and Drug Administration Consolidation.....	\$ 137,871
Washington, DC, Columbia Plaza.....	100,000
Washington, DC, Southeast Federal Center Remediation.....	15,000
Lakewood, CO, Denver Federal Center Remediation.....	9,962
Miami, FL, Federal Bureau of Investigation Field Office Consolidation.....	<u>190,675</u>
Subtotal, Executive Agencies.....	\$ 453,508

Land Ports of Entry:

El Paso, TX, Tornillo-Guadalupe United States Land Port of Entry.....	\$ 91,565
Calexico, CA, Calexico West United States Land Port of Entry.....	9,437
Madawaska, ME, United States Land Port of Entry.....	<u>50,127</u>
Subtotal, Land Ports of Entry.....	\$ 151,129

Federal Judiciary:

Lancaster, PA, United States Courthouse.....	\$ 27,000
Yuma, AZ, United States Courthouse.....	<u>26,000</u>
Subtotal, Federal Judiciary.....	\$ 53,000

New Obligational Authority, CONSTRUCTION AND ACQUISITION Program.....	\$ 657,637
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REPAIRS AND ALTERATIONS Program (in priority order, dollars in thousands):

Non-Prospectus (Basic) Repairs and Alterations Program.....	\$ 260,000
 Full Scope Repairs and Alterations:	
Washington, DC, East Wing Infrastructure Replacement.....	\$ 121,000
Washington, DC, New Executive Office Building.....	30,276
Washington, DC, Eisenhower Executive Office Building (Courtyard Replacement).....	10,000
Washington, DC, Eisenhower Executive Office Building (Roof Replacement).....	<u>15,000</u>
Subtotal, Full Scope Repairs and Alterations Projects.....	\$ 176,276
 Special Emphasis Programs:	
Fire and Life Safety Program.....	\$ 20,000
Energy and Water Retrofit and Conservation Measures.....	20,000
Federal High-Performance Green Buildings	<u>20,000</u>
Subtotal, Special Emphasis Programs.....	\$ 60,000
New Obligational Authority, REPAIRS AND ALTERATIONS Program.....	\$ 496,276

In addition, GSA requests:

(3) \$140,525 thousand for Installment Acquisition Payments, which provide for payments of interest for facilities constructed under borrowing authority;

(4) \$4,879,871 thousand for Rental of Space activities, which involve acquiring and administering leasehold interests in privately owned buildings where Federally owned space is not available; and

(5) \$2,356,376 thousand for the Building Operations program, which provides services for both Federally owned and leased facilities including cleaning, utilities and fuels, maintenance, administration and management of all PBS real property programs, and provides for the salaries and expenses of the PBS workforce of **6,125 FTE**.

The FBF request is presented and organized around the three major program areas of the Public Buildings Service: Construction, Leasing, and Asset Management. Specific budget and program performance data is contained in each of these sections of the budget.

Schedule of Resources, New Obligational Authority, and Fund Balance

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
Resources:			
Available from prior year for reauthorization	\$141,078	\$287,826	\$353,954
Redemption of Debt	-50,077	-56,865	-66,360
Reprogramming Authority	120,383	0	0
Appropriation	265,964 ⁴	651,198	525,000
Transfer	0	0	0
Rescission/Lapsed	0	0	0
Revenue from operations:			
Rent	7,866,920	7,847,660	8,175,247
Indefinite Authority for Rental of Space	254,286	399,103	[536,277]
Other Indefinite Authorities	39,287	[49,712]	[49,387]
Miscellaneous	2,287	2,533	2,533
Outleasing	3,411	1,636	1,636
Retention of Proceeds (Sale of Real Property)	56,310	33,000	27,150
SSA/CDC/CMS Payments	14,347	14,737	15,973
Subtotal, Revenue.....	\$8,236,848	\$8,298,669	\$8,222,539
Total Resources Available.....	\$8,714,196	\$9,180,828	\$9,035,133
New Obligational Authority:			
Construction and Acquisition	\$737,841 ^{3,5}	\$746,317	\$657,637
Repairs and Alterations	825,468 ^{1,3}	692,374 ²	496,276 ²
Installment Acquisition Payments	155,781	149,570	140,525
Rental of Space	4,569,820 ¹	5,041,259 ¹	4,879,871 ²
Building Operations	2,137,460 ¹	2,197,354 ²	2,356,376 ²
Total New Obligational Authority.....	\$8,426,370	\$8,826,874	\$8,530,685
Fund Balance:			
Total Resources Available	\$8,714,196	\$9,180,828	\$9,035,133
Total New Obligational Authority	-\$8,426,370	-\$8,826,874	-\$8,530,685
Prior Year Recoveries	0	0	0
Fund Balance (Available for Reauthorization)	\$287,826	\$353,954	\$504,448
Net Budget Authority.....	\$119,216	\$585,070	\$374,506

Note: Net Budget Authority reports only that portion of New Obligational Authority financed by the Fund Balance, appropriations, or transfers in. Revenues collected from funds appropriated to other Federal agencies are excluded, to be scored against those other agencies. Net BA is calculated as the Appropriation, *plus* the net change in the Fund Balance ["Available from prior year for reauthorization" *minus* end-of-year "Fund Balance (Available for Reauthorization)"], plus any Transfers or Rescissions.

1. Includes Indefinite Authority.
2. Excludes Indefinite Authority.
3. Includes approved reprogrammings of \$120,383 thousand to: Construction and Acquisition (\$24,393 thousand) and Repairs and Alterations (\$95,990 thousand).
4. Includes \$182,000 thousand from the Disaster Relief and Recovery Supplemental Appropriations Act (P.L. 110-329) for Cedar Rapids, IA Courthouse.

Crosswalk of FY 2008 New Obligational Authority

(Dollars in Thousands)

	P.L. 110-161, dated 12/26/07	P.L. 110-329, dated 9/30/08	Approved Repro- gramming	Subtotal, FY 2008 Enacted Legislation	Indefinite Authority	FY 2008 Actual NOA
New Obligational Authority:						
Construction and Acquisition	\$531,448	\$182,000	\$24,393	\$737,841	\$0	\$737,841
Repairs and Alterations	722,161		95,990	818,151	7,317	825,468
Installment Acquisition Pymts	155,781		0	155,781	0	155,781
Rental of Space	4,315,534		0	4,315,534	254,286	4,569,820
Building Operations	2,105,490		0	2,105,490	31,970	2,137,460
Total, New Obligational Authority	\$7,830,414	\$182,000	\$120,383	\$8,132,797	\$293,573	\$8,426,370

1. Approved reprogrammings to New Construction provide funding for Cape Girardeau, MO Federal Building and Courthouse (\$2,263 thousand), Las Cruces, NM Courthouse (\$2,500 thousand), Blaine, WA Peace Arch LPOE (\$15,706 thousand), Denver, CO Federal Center Remediation (\$1,642 thousand) and Houston, TX FBI Field Office (\$2,282 thousand)
2. Approved reprogrammings to Repairs and Alterations provide funding for Washington, DC EEOB (\$32,450 thousand), Atlanta, GA MLK Federal Building (\$15,000 thousand), Los Angeles, CA Federal Building - 300 North LA St. (\$9,500 thousand), Seattle, WA Nakamura Courthouse (\$16,751 thousand), Pittsburgh, PA Courthouse (\$12,600 thousand) and Washington, DC West Wing Infrastructure (\$9,689 thousand).

Indefinite Authority

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
Repairs and Alterations (Line-Item):			
Recycling	\$277	[\$400]	[\$400]
Historical Outleasing	\$5,682	[\$5,500]	[\$5,500]
Energy Rebates	<u>\$1,358</u>	<u>[\$1,500]</u>	<u>[\$1,500]</u>
Total, Repairs and Alterations.....	\$7,317	[\$7,400]	[\$7,400]
Rental of Space:			
Leased Expansion Space.....	\$254,286	\$399,103	[\$536,277]
Building Operations:			
International Trade Center	\$22,735	[\$29,712]	[\$28,372]
Cooperative Use Act - Outleasing	\$6,448	[\$9,500]	[\$10,500]
National Antenna Program	\$1,644	[\$2,200]	[\$2,200]
Teleworking	<u>\$1,143</u>	<u>[\$900]</u>	<u>[\$915]</u>
Total Building Operations.....	\$31,970	[\$42,312]	[\$41,987]

Note: Bracketed numbers are projections and are not included in reported resources or NOA.

Appropriations Language

For an additional amount to be deposited in the Federal Buildings Fund, **\$525,000,000**. [To carry out the purposes of the Fund established pursuant to section 592 of title 40, United States Code, the] Amounts in the Fund, including revenues and collections deposited into the Fund shall be available for necessary expenses of real property management and related activities not otherwise provided for, including operation, maintenance, and protection of federally owned and leased buildings; rental of buildings in the District of Columbia; restoration of leased premises; moving governmental agencies (including space adjustments and telecommunications relocation expenses) in connection with the assignment, allocation and transfer of space; contractual services incident to cleaning or servicing buildings, and moving; repair and alteration of federally owned buildings including grounds, approaches and appurtenances; care and safeguarding of sites; maintenance, preservation, demolition, and equipment; acquisition of buildings and sites by purchase, condemnation, or as otherwise authorized by law; acquisition of options to purchase buildings and sites; conversion and extension of federally owned buildings; preliminary planning and design of projects by contract or otherwise; construction of new buildings (including equipment for such buildings); and payment of principal, interest, and any other obligations for public buildings acquired by installment purchase and purchase contract; in the aggregate amount of **\$8,530,685,000**, of which: (1) **\$657,637,000** shall remain available until expended for construction (including funds for sites and expenses and associated design and construction services) of additional projects at the following locations:

New Construction:

Arizona:

Yuma, United States Courthouse, \$26,000,000.

California:

Calexico, Calexico West, Land Port of Entry, \$9,437,000.

Colorado:

Lakewood, Denver Federal Center Remediation, \$9,962,000.

District of Columbia:

Columbia Plaza, \$100,000,000.

Southeast Federal Center Remediation, \$15,000,000.

Florida:

Miami, Federal Bureau of Investigation Field Office Consolidation, \$190,675,000.

Maine:

Madawaska, Land Port of Entry, \$50,127,000.

Maryland:

White Oak, Food and Drug Administration Consolidation, \$137,871,000.

Pennsylvania:

Lancaster, United States Courthouse, \$27,000,000.

Texas:

El Paso, Tornillo-Guadalupe, Land Port of Entry, \$91,565,000:

Provided, That each of the foregoing limits of costs on new construction projects may be exceeded to the extent that savings are affected in other such projects, but not to exceed 10 percent of the amounts included in an approved prospectus, if required, unless advance [approval is obtained from] notice is transmitted to the Committees on Appropriations of a greater amount: *Provided further*, That all funds for direct construction projects shall expire on September 30, [2010] 2011 and remain in the Federal Buildings Fund except for funds for projects as to which funds for design or other funds have been obligated in whole or in part prior

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to such date [:*Provided further*, That for fiscal year 2010 and thereafter, the annual budget submission of the General Services Administration shall include a detailed 5-year plan for Federal building construction projects with a yearly update of total projected future funding needs: *Provided further*, That for fiscal year 2010 and thereafter, the annual budget submission of the General Services Administration shall, in consultation with U.S. Customs and Border Protection, include a detailed 5-year plan for Federal land port-of-entry projects with a yearly update of total projected future funding needs]; (2) **\$496,276,000** shall remain available until expended for repairs and alterations, which includes associated design and construction services:

Repairs and Alterations:

District of Columbia:

East Wing Infrastructure Systems Replacement, \$121,000,000.

Eisenhower Executive Office Building Courtyard Replacement, \$10,000,000.

Eisenhower Executive Office Building Roof Replacement, \$15,000,000.

New Executive Office Building, \$30,276,000.

Special Emphasis Programs:

Fire and Life Safety Program, \$20,000,000.

Energy and Water Retrofit and Conservation Measures, \$20,000,000.

Federal High-Performance Green Buildings, \$20,000,000.

Basic Repairs and Alterations, \$260,000,000:

Provided further, That funds made available in this or any previous Act in the Federal Buildings Fund for Repairs and Alterations shall, for prospectus projects, be limited to the amount identified for each project, except each project in this or any previous Act may be increased by an amount not to exceed 10 percent unless advance [approval is obtained from] notice is

transmitted to the Committees on Appropriations of a greater amount: *Provided further*, That additional projects for which prospectuses have been fully approved may be funded under this category only if advance [approval is obtained from] notice is transmitted to the Committees on Appropriations: *Provided further*, That the amounts provided in this or any prior Act for “Repairs and Alterations” may be used to fund costs associated with implementing security improvements to buildings necessary to meet the minimum standards for security in accordance with current law and in compliance with the reprogramming guidelines of the appropriate Committees of the House and Senate: *Provided further*, That the difference between the funds appropriated and expended on any projects in this or any prior Act, under the heading “Repairs and Alterations”, may be transferred to Basic Repairs and Alterations or used to fund authorized increases in prospectus projects: *Provided further*, That all funds for repairs and alterations prospectus projects shall expire on September 30, [2010] 2011 and remain in the Federal Buildings Fund except funds for projects as to which funds for design or other funds have been obligated in whole or in part prior to such date: *Provided further*, That the amount provided in this or any prior Act for Basic Repairs and Alterations may be used to pay claims against the Government arising from any projects under the heading “Repairs and Alterations” or used to fund authorized increases in prospectus projects; (3) **\$140,525,000** for installment acquisition payments including payments on purchase contracts which shall remain available until expended; (4) **\$4,879,871,000** for rental of space which shall remain available until expended; and (5) **\$2,356,376,000** for building operations which shall remain available until expended: *Provided further*, That funds available to the General Services Administration shall not be available for expenses of any construction, repair, alteration and acquisition project for which a prospectus, if required by the Public Buildings Act of 1959, *as amended*, has not been [approved] submitted, except that necessary funds may be expended for each project for required expenses for the development of a proposed prospectus: *Provided further*, That funds

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available in the Federal Buildings Fund may be expended for emergency repairs when advance [approval is obtained from] notice is transmitted to the Committees on Appropriations: *Provided further*, That amounts necessary to provide reimbursable special services to other agencies under section [210(f)(6) of the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 592(b)(2))] 592(b)(2) of title 40, United States Code, and amounts to provide such reimbursable fencing, lighting, guard booths, and other facilities on private or other property not in Government ownership or control as may be appropriate to enable the United States Secret Service to perform its protective functions pursuant to 18 U.S.C. 3056, shall be available from such revenues and collections: *Provided further*, That revenues and collections and any other sums accruing to this Fund during fiscal year [2009] 2010, excluding reimbursements under section [210(f)(6) of the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 592(b)(2))] 592(b)(2) of title 40, United States Code, in excess of the aggregate new obligational authority authorized for Real Property Activities of the Federal Buildings Fund in this Act shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.

Analysis of Language Provisions and Changes

Language Provision [delete] <u>insert</u>	Explanation
<p>[To carry out the purposes of the Fund established pursuant to section 592 of title 40, United States Code, the] <u>Amounts in the Fund, including</u> revenues and collections deposited into the Fund shall be available for necessary expenses of real property management and related activities not otherwise provided for....</p>	<p>This proposed change deletes extraneous language. The purposes of the fund are listed in the language; therefore, the deleted section is not necessary.</p>
<p><i>Provided further,</i> That additional projects for which prospectuses have been fully approved may be funded under this category only if advance [approval is obtained from] <u>notice is transmitted to the Committees on Appropriations:</u></p>	<p>Where a new Construction and Acquisition project has received prospectus approval by the appropriate authorizing Committees, GSA requests authority to provide <i>notice to the Committees on Appropriations</i> rather than seeking their advance approval prior to utilizing funds appropriated under this category. A similar change is requested later in the Appropriations language, in provisions providing similar authority for Repairs and Alterations projects.</p>
<p><i>Provided further,</i> That all funds for direct construction projects shall expire on September 30, [2009] <u>2011</u> and remain in the Federal Buildings Fund except for funds for projects as to which funds for design or other funds have been obligated in whole or in part prior to such date;</p>	<p>This proposed change updates the provision which is intended to provide a two-year window of opportunity for GSA to obligate some or all of the funds provided for a project, following which, all funds provided for that project remain available until expended, for obligation against that project. If no obligation were to occur within the two-year window, all affected funds lapse into the Federal Buildings Fund and may be re-authorized for a different purpose under future appropriations Acts. A similar change is requested later in the Appropriations language, in provisions providing similar authority for Repairs and Alterations projects.</p>

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Language Provision [delete] <u>insert</u>	Explanation
<p><i>[:Provided further, That for fiscal year 2010 and thereafter, the annual budget submission of the General Services Administration shall include a detailed 5-year plan for Federal building construction projects with a yearly update of total projected future funding needs: <u>Provided further, That for fiscal year 2010 and thereafter, the annual budget submission of the General Services Administration shall, in consultation with U.S. Customs and Border Protection, include a detailed 5-year plan for Federal land port-of-entry projects with a yearly update of total projected future funding needs];</u></i></p>	<p>GSA recommends deleting these provisions because they are permanent requirements and therefore do not need to be repeated in subsequent Appropriations Acts.</p>
<p><i>Provided further, That funds available to the General Services Administration shall not be available for expenses of any construction, repair, alteration and acquisition project for which a prospectus, if required by the Public Buildings Act of 1959, <u>as amended</u>, has not been <u>[approved] submitted</u>, except that necessary funds may be expended for each project for required expenses for the development of a proposed prospectus:</i></p>	<p>This proposed change would require GSA to submit a prospectus to Congress, if one is required, before funds for each project requiring a prospectus are available.</p>
<p><i>Provided further, That funds available in the Federal Buildings Fund may be expended for emergency repairs when advance <u>[approval is obtained from]notice is transmitted to</u> the Committees on Appropriations:</i></p>	<p>Where an emergency repair requirement arises (e.g. following water or wind damage caused by a hurricane), GSA requires the authority to immediately obligate and expend funds to undertake corrective action. GSA requests authority to provide <i>notice to</i> the Committees on Appropriations rather than seeking their advance approval prior to utilizing funds appropriated under this category. This change would expedite and enhance GSA's ability to timely respond to emergency repair needs.</p>

Language Provision] <u> insert</u>	Explanation
<p><i>Provided further,</i> That amounts necessary to provide reimbursable special services to other agencies under section] <u> 210(f)(6) of the Federal Property and Administrative Services Act of 1949 (40 U.S.C. 592(b)(2))</u>] <u> 592(b)(2) of title 40, United States Code,</u> and amounts to provide such reimbursable fencing, lighting, guard booths, and other facilities on private or other property not in Government ownership or control as may be appropriate to enable the United States Secret Service to perform its protective functions pursuant to 18 U.S.C. 3056, shall be available from such revenues and collections:</p>	<p>This is the first of two identical proposed changes to the language referencing authorities provided in 40 U.S.C. 592(b)(2). These proposed changes remove references to the Federal Property and Administrative Services Act of 1949, and references only the codification of the referenced section of the Property Act.</p>
<p><i>Provided further,</i> That revenues and collections and any other sums accruing to this Fund during fiscal year] <u> 2009</u> <u> 2010,</u> excluding reimbursements... ..in excess of the aggregate new obligational authority authorized for Real Property Activities of the Federal Buildings Fund in this Act shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.</p>	<p>The requested change updates language intended to provide GSA with authority to retain all receipts collected in the year of the appropriation, in excess of aggregate annual new obligational authority, which is not available for obligation until authorized under future Appropriations Acts.</p>

Five Year Appropriations History

(Dollars in Thousands)

Fiscal Year	President's Request	Enacted Appropriation
2010	525,000	
2009	525,000	651,198
2008	344,450	265,964
2007	245,025	93,586
2006	0	75,000

Note: FY 2006 appropriations were provided by the Defense Appropriation and Emergency Supplemental Appropriation Acts for hurricane relief efforts.

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Obligations by Object Classification

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
11.1 Full-time, permanent.....	\$ 492,172	\$ 499,435	\$ 530,844
11.3 Other than full-time permanent.....	6	3	3
11.5 Other personnel compensation.....	25,546	26,023	31,581
11.8 Special personnel services payments.....	363	367	347
12.1 Civilian personnel benefits.....	135,166	136,300	142,644
13.0 Benefits for former personnel.....	162	130	191
21.0 Travel and transportation of persons.....	23,633	24,088	22,970
22.0 Transportation of things.....	2,036	1,959	2,078
23.2 Rental payments to others.....	4,627,828	5,098,549	4,879,856
23.3 Communications and utilities.....	<u>453,331</u>	<u>522,551</u>	<u>608,334</u>
Subtotal, Rent, communications & utilities...	\$ 5,081,159	\$ 5,621,100	\$ 5,488,190
24.0 Printing and reproduction.....	1,950	1,998	1,719
25.1 Advisory and assistance services.....	2,070,527	2,523,558	2,373,225
25.2 Other services.....	279	995	917
25.3 Goods & services from Gov't accounts.....	227,245	249,638	208,119
25.4 Operation and maintenance of facilities.....	397,486	400,923	404,792
25.6 Medical care.....	119	1	0
25.7 Operation and maintenance of equipment...	7,121	6,341	6,078
25.8 Subsistence and support of persons.....	<u>1</u>	<u>1</u>	<u>2</u>
Subtotal, Contractual services.....	\$2,702,778	\$3,181,457	\$2,993,133
26.0 Supplies and materials.....	43,070	39,949	43,253
31.0 Equipment.....	45,763	41,707	79,433
32.0 Land and structures.....	781,810	2,282,213	1,779,866
41.0 Grants, subsidies, and contributions.....	45	46	45
42.0 Insurance claims and indemnities.....	101	103	104
43.0 Interest and dividends.....	193,648	175,493	150,585
99.9 Total Obligations.....	\$ 17,313,345	\$ 20,834,928	\$ 19,748,309
Subtotal, PC&B.....	653,415	662,258	705,610
Subtotal, Non-labor.....	16,659,930	20,172,670	19,042,699

Obligations by Program
(Dollars in Thousands)

	FY 2008 Actual		FY 2009 Current		FY 2010 Request		Increase/Decrease for FY 2010	
	FTE	obligations	FTE	obligations	FTE	obligations	FTE	obligations
1. Construction and Acquisition		\$624,566		\$1,363,286		\$937,851	0.0	-\$425,435
2. Repairs and Alterations		722,604		903,883		824,110	0.0	-79,773
3. Design and Construction Services		0		607		0	0.0	-607
4. Installment Acquisition Payments		153,883		174,992		140,525	0.0	-34,467
5. Construction of Lease Purchase Facilities		5,480		14,140		0	0.0	-14,140
6. Pennsylvania Avenue Activities		0		0		0		0
a) Repairs and Alterations		0		2,200		18,708	0.0	16,508
b) Building Operations		23		132		50	0.0	-82
7. Rental of Space		4,610,338		5,098,558		4,879,871	0.0	-218,687
8. Building Operations		0		0		0		0
a) Cleaning	41.0	273,874	41.1	300,283	41.1	315,754	0.0	15,471
b) Utilities/Fuel	0.0	406,781	0.0	461,600	0.0	528,684	0.0	67,084
c) Maintenance	138.0	282,968	157.2	324,035	157.2	336,569	0.0	12,534
d) Other Building Services	1,120.0	275,843	1,039.1	301,064	1,039.1	277,030	0.0	-24,034
e) Space Acquisition	1,540.0	195,265	1,667.9	199,172	1,667.9	196,510	0.0	-2,662
f) Staff Support	2,913.0	434,566	2,985.5	383,972	2,985.5	372,172	0.0	-11,800
g) CIO	69.0	159,048	117.1	167,044	117.1	176,766	0.0	9,722
h) Centralized Services	0.0	132,707	0.0	149,301	0.0	152,891	0.0	3,590
i) International Trade Center	0.0	19,019	0.0	10,473	0.0	0	0.0	-10,473
Subtotal, Building Operations	5,821.0	\$2,180,071	6,008.0	\$2,296,944	6,008.0	\$2,356,376	0.0	\$59,432
9. Reimbursable	223.0	1,232,443	117.0	2,177,629	117.0	2,109,495	0.0	-68,134
Total, FTE and Obligations.....	6,044.0	\$9,529,408	6,125.0	\$12,032,371	6,125.0	\$11,266,986	0.0	-\$765,385
<i>Net Outlays:</i>		77,792		515,290		586,605		

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Summary of Total Inventory by Government-Owned and Leased Space

(Rentable Square Feet in Thousands)

	FY 2008 Actual	Change from FY 2007	FY 2009 Current	Change from FY 2008	FY 2010 Request	Change from FY 2009
Government Owned Space						
Assigned	164,168	1,824	168,332	4,164	167,463	(869)
Vacant	12,345	2,687	8,860	(3,485)	8,814	(46)
Total, Government-Owned	176,513	4,511	177,192	679	176,277	(915)
GSA Leased Space						
Assigned	174,838	1,353	186,979	12,141	190,654	3,675
Vacant	2,656	713	2,847	191	2,903	56
Total, GSA Leased Space	177,494	2,066	189,826	12,332	193,557	3,731
Government Owned and Leased						
Assigned	339,006	3,177	355,311	16,305	358,117	2,806
Vacant	15,001	3,400	11,707	(3,294)	11,717	10
Total Space in Inventory	354,007	6,577	367,018	13,011	369,834	2,816
% of Total Space Vacant	4.24%		3.19%		3.17%	
% of Govt-Owned Space Vacant	6.99%		5.00%		5.00%	
% of Leased Space Vacant	1.50%		1.50%		1.50%	

Summary of Total Inventory by Major Tenant Agency

(Rentable Square Feet in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request	Change from FY 2009
Department of Justice	44,552	43,454	49,786	6,332
U.S. Courts	40,462	39,852	41,673	1,821
Department of Homeland Security	35,113	34,616	37,936	3,320
Department of Treasury	29,767	29,298	30,006	708
Social Security Administration	29,527	29,139	30,605	1,466
Department of Defense	26,922	26,748	25,757	-991
Health and Human Services	14,765	14,909	16,095	1,186
Department of the Interior	14,178	14,001	14,573	572
All others	103,720	123,294	111,686	-11,608
Total Space Assigned	339,006	355,311	358,117	2,806

FY 2010 Capital Program – Construction and Acquisition

ARIZONA

Yuma – U.S. Courthouse.....\$26,000,000

The General Service Administration (GSA) proposes the construction of a new 54,399 gross square foot Magistrate Courthouse with 30 outside parking spaces in Yuma, Arizona. The courthouse will replace the existing leased court facility in Yuma. The new courthouse will provide one courtroom and chambers for an active Magistrate judge and space for other court-related agencies currently housed in a leased facility at 1940 South 3rd Street in Yuma.

The existing leased courthouse in Yuma is obsolete and no longer meets the mission requirements of the Courts. The Courts, U. S. Marshals Service, and other court-related agencies have outgrown the leased space and need a building that meets security requirements and U.S. Courts Design Guide standards. The current lease will expire on December 12, 2011 requiring design and construction of the new courthouse in FY 2010.

This request is for site acquisition (\$595 thousand), design (\$1,968 thousand), construction (\$21,500 thousand) and management and inspection (\$1,937 thousand). The estimated total project cost is \$26,000 thousand.

CALIFORNIA

Calexico – U.S. Land Port of Entry.....\$9,437,000

The General Services Administration (GSA) requests additional site acquisition and design for the reconfiguration and expansion of the existing land port of entry (LPOE) in downtown Calexico, CA. The project includes new pedestrian processing and privately owned vehicle (POV) inspection facilities, a new headhouse and new administration offices. The expanded facilities will occupy both the existing inspection compound and the site of the old commercial inspection facility.

The existing POE is a pedestrian and vehicle inspection facility constructed in 1974. It comprises a main building and a decommissioned commercial inspection building. The project involves the creation of new pedestrian and POV inspection facilities, expanding the port onto the site of the former commercial inspection facility. The commercial inspection facility operation was moved to Calexico East in 1996. Primary POV inspection facilities will include 16 northbound lanes and three southbound lanes. There will be new administration space, a new headhouse and 32 secondary inspection stations serving northbound and southbound traffic. A total of 340 parking stalls will be provided.

The project, as originally developed, included construction all in one phase. GSA now proposes the project to be completed in two phases. Phase 1 will consist of ten northbound POV inspection lanes, a headhouse and sitework necessary to accommodate those facilities on the sloping site. Phase 2 will consist of the balance of the project including additional sitework, a pedestrian processing facility, administrative offices, three southbound POV inspection lanes and six additional northbound POV inspection lanes. The two-phased construction approach will allow additional time for site acquisition and minimize the impact to the operations of the port.

On an average day, over 16,000 POVs and 20,000 pedestrians enter the U.S. through this POE. The existing facilities are undersized relative to existing traffic loads and obsolete in terms of inspection officer safety and border security. The space required for modern inspection technologies is not available in the existing facility. Current workspace is too small to accommodate additional staff, systems and equipment required at the facility following the events of September 11, 2001. The ability of DHS to accomplish its rapidly changing mission is seriously compromised by the inadequacy of the existing facilities. When completed, the project will provide the port operation with adequate operational space, reduced traffic congestion and a safe environment for port employees and visitors.

Since design was authorized, the overall square footage of the project has changed, at the request of CBP, due to the additional need for canopies particularly in the pre-primary area. Other elements of the project square footage such as the building footprint have decreased due to CBP program requirements. Similarly, the number of total parking stalls increased due to program adjustment, as well as the site acreage to be acquired. Overall, the number of northbound inspection lanes remained the same while the southbound inspection lanes reduced to less than half. This request for additional site acquisition and design is to address changes in requirements and the two-phased approach.

Partial site acquisition (\$2,000 thousand) and partial design (\$12,350 thousand) were funded in fiscal year 2007. This request is for additional site (\$3,000 thousand) and additional design (\$6,437 thousand). Construction (\$240,855 thousand) and management and inspection (\$10,357 thousand) will be requested in a future fiscal year. The estimated total project cost is \$274,999 thousand.

COLORADO

Lakewood – Denver Federal Center Remediation.....\$9,962,000

The General Services Administration (GSA) proposes remediation work to multiple sites that are located at the Denver Federal Center (DFC). Under the Resources Conservation and Recovery Act (RCRA) Consent Orders Program, the State of Colorado requires cleanup of these sites. RCRA is Federal legislation enacted in 1976 that is aimed at protecting the environment. RCRA addresses the treatment, storage, disposal, and cleanup of hazardous waste.

GSA is required by the State of Colorado to complete this remediation in order to satisfy the three state consent orders. In addition, the master plan for the DFC is nearing completion and this remediation must also be completed so that future land development planned for the DFC can commence. This remediation will ensure that future land development will be unrestricted and that future tenants and visitors of the DFC are safe from exposure to contaminated soil and water.

GSA is seeking funding to complete the environmental remediation necessary to satisfy the consent orders and prepare the land for future development. In addition, GSA has recently been involved in a large master planning effort aimed at improving utilization of the land and buildings located at the DFC.

In fiscal year 2004 (\$6,000 thousand) was provided for remediation. In fiscal year 2008 (\$1,642 thousand) was provided via a reprogramming action. In fiscal year 2009 (\$10,472 thousand) was provided for continued remediation activities. This request (\$9,962 thousand) is for continued remediation. The balance of project funding (\$17,264 thousand) will be requested in a future fiscal years. The estimated total project cost is \$45,340 thousand.

DISTRICT OF COLUMBIA

Columbia Plaza Building Acquisition.....\$100,000,000

The General Services Administration (GSA) proposes to acquire, through a purchase option, the Columbia Plaza Building located at 2401 E St., NW, Washington, DC. The government has an option to purchase the building at the set price of \$100,000,000 at the end of the lease term in 2012, provided notice has been given to the lessor.

The Columbia Plaza Building was constructed in the mid 1960s. Prior to the Department of State's (DOS) initial occupancy in 1992 the building underwent a major renovation converting the space from residential use to office use. GSA currently leases 511,500 rentable square feet and 361 parking spaces at Columbia Plaza for the DOS under a 20-year lease agreement that expires in April 2012.

The Columbia Plaza Building, located northwest of the Harry S Truman (Main State) Building (HST), has been occupied for more than 20 years as a leased location. DOS and GSA signed a Memorandum of Understanding (MOU) in 1987 committing both agencies to consolidate DOS space and personnel in the Foggy Bottom area of the District of Columbia and Rosslyn, VA. The Columbia Plaza Building's location in Foggy Bottom directly adjacent to Main State supports the goals of DOS as identified in the 1987 MOU. The building's proximity to both Main State and the approximately 3.5 million square feet DOS occupies in the Foggy Bottom area provides many operational benefits ranging from human resources, mobility in and around the State's Foggy Bottom locations, and efficiencies in facility operations through information technology linkages and security. Given all of these factors, DOS continues to have a long-term need for the space in the Columbia Plaza Building.

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DISTRICT OF COLUMBIA (cont.)

As part of the \$30M investment in 1992, GSA was directed by Congressional resolution that “GSA will attempt to include a purchase option in the lease contract”. GSA was successful in negotiating a purchase option as part of the terms of the 20-year lease. The terms of the purchase option and price were set when the lease transaction was signed. The government’s option to purchase the building is currently established at \$100,000,000 or approximately \$151 per gross square foot. This price is well below the current market rates for buildings in Washington, DC, especially a building with long-term government occupancy. GSA completed a fair market value (FMV) appraisal in 2006 which indicated that the FMV of Columbia Plaza Building is approximately \$190,000,000, well above the established option price to the government.

This request is for acquisition (\$100,000 thousand). The estimated total project cost is \$100,000 thousand.

Southeast Federal Center (SEFC) Remediation.....\$15,000,000

The Southeast Federal Center (SEFC) property is an underutilized Federal property with significant potential for development. The SEFC site is a 55.3-acre parcel located within the District of Columbia’s southeast boundary along the Anacostia River. The site consists of two projects configured for development. The first is 11 acres for the Department of Transportation Headquarters. The second is approximately 42 acres for development with mixed land uses. This land may be purchased by a developer, built up by a developer through a ground lease scenario, or a combination of the two.

GSA has funded mitigation efforts to comply with a consent decree from the Federal District Court in Washington, DC, and continues to fund mitigation requirements related to the Consent Order from the Environmental Protection Agency (EPA) pursuant to Section 3013 of the Solid Waste Disposal Act, commonly referred to as the Resource Conservation and Recovery Act of 1976, as amended by the Hazardous and Solid Waste Amendments of 1984 42 U.S.C. 6934. Compliance with this order and the associated mitigation costs are required to allow for development of the 44-acre project and will continue until the SEFC has been completely redeveloped.

Mitigation efforts (\$60,857 thousand) have been funded in (FY1997, FY1999, FY2000, FY2002, FY2003, FY2005, and FY2006). This request is for construction (\$15,000 thousand). The estimated total project cost is \$75,857 thousand.

FLORIDA

Miami Federal Bureau of Investigation Field Office Consolidation.....\$190,675,000

The General Services Administration (GSA) proposes building a new Federal Building in the Miami/Miramar, Florida area for the Federal Bureau of Investigation (FBI). This facility will serve to meet the FBI’s current and future space needs as their new District Office in South Florida, and will consolidate their current space spread across the Miami, Miramar, and Dade County, Florida area in twelve separate locations.

The new Miami FBI District Office will provide for the space requirements and security needs for the FBI in the South Florida area. There will be 535 secured structured parking spaces incorporated into the construction of the FBI District Office facility and made available to the FBI, primarily for the use of Government-owned vehicles and other official Government purposes. Surface parking spaces will also be provided.

An important component of the priorities of the FBI is the availability of efficient and cost effective facilities, with state-of-the-art infrastructure in which to carry out the FBI’s mission. FBI requires a facility that meets the Level 4 Interagency Security Committee (ISC) criteria, with sufficient space for the current and projected workforce. In addition, the expansion of the secure work environment is essential to foster synergy among FBI elements for greater coordination and productivity internally and with partner organizations. The existing, disparate FBI facilities are incapable of providing the increased square footage necessary to support new functions and cannot meet enhanced IT infrastructure and security requirements. A new, consolidated location will provide the FBI with sufficient space to meet its current requirements and allow for full compliance with the ISC guidelines.

This request is for site acquisition (\$9,000 thousand), design (\$11,924 thousand), construction (\$161,350 thousand) and management and inspection (\$8,401 thousand). The estimated total project cost is \$190,675 thousand.

MAINE

Madawaska U.S. Land Port of Entry.....\$50,127,000

The General Services Administration (GSA) proposes the acquisition of 12.45 acres of land and the design and construction of a new land port of entry (POE) at Madawaska, ME to replace the existing POE, expand inspection lanes, and operational functions. The proposed project will replace the undersized main administration building at 2 Bridge Street, while addressing current safety, security, circulation, and efficiency issues.

This project will provide for the improvement and expansion to this POE on approximately 13.32 acres of land. GSA owns approximately .87 acres and will purchase an additional 12.45 acres. The scope of the project includes a total replacement of the existing original 6,000 gsf building built in 1959 with a new, multiple building facility totaling 28,756 gsf. The planned expansion includes: a 10,423 gsf main administration building; 1,275 gsf for 2 non-commercial inspection lanes and an enclosed secondary inspection bay; a 146 gsf outbound inspection booth; 12,753 gsf of commercial inspection offices, dock, cargo facility, inspection booth, a non-intrusive inspection (NII) facility; a 1,894 pedestrian processing facility; and, 2,265 gsf of indoor parking.

The existing site at Madawaska is very small, situated on less than one acre of land and is geographically constrained by the St. Johns River, Nexfor Fraser Papers and the Montreal Maine & Atlantic Railroad. The planned addition of radiation portal monitors and other on-site inspection equipment will only exacerbate the situation as the existing site lacks sufficient staging and queuing areas. In addition, site parking and vehicle maneuvering areas are inadequate, the commercial truck traffic pattern, and visitor and employee parking are not clear and well defined. Existing site constraints imposed by the railroad and paper company, require that an elevated roadway be constructed to allow for a full inspection operation by CBP.

Madawaska is New England's third busiest port in automobile traffic and sixth busiest in truck traffic. On-site staffing has increased substantially since the terrorist attacks of September 11, 2001, resulting in the need for additional space. The existing facility lacks sufficient office and storage space, as well as a secure area to perform standard interview and search procedures. There is no commercial secondary inspection area to perform a proper secondary inspection, which at times involves unloading a typical tractor-trailer. As a result, secondary truck inspections are done at roadside. This effort often causes traffic congestion that backs up onto the bridge.

Site acquisition (\$14,406 thousand) and partial design (\$4,514 thousand) were funded in fiscal years 2005 and 2008. The balance of design (\$750 thousand) was funded via the American Recovery and Reinvestment Act of 2009. This request is for construction (\$46,300 thousand) and management and inspection (\$3,827 thousand). The estimated total project cost is \$69,797 thousand.

MARYLAND

Montgomery County – FDA Consolidation \$137,871,000

The General Services Administration (GSA) requests funding to construct a new headquarters and laboratory facility for the Food and Drug Administration (FDA) at the White Oak Federal Center in White Oak, MD.

FDA is currently being consolidated in Maryland's Montgomery (White Oak) and Prince George's Counties. FDA has consolidated two centers in Prince George's County, occupying approximately 584,000 gross square feet (gsf) of space. The proposed White Oak facility will provide approximately 5.1 million gsf of consolidated office, laboratory, and parking space for FDA headquarters. The increase in office space and parking is from programmatic growth over the years and recent legislation that added additional functions to FDA.

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MARYLAND (cont.)

Construction of the White Oak facilities has been subdivided into six phases. They are:

- Phase I: Center for Drug Evaluation and Research (CDER) Lab
- Phase II: Center for Drug Evaluation and Research Office & Prescription Drug User Fee Act (PDUFA)
- Phase III: Center for Devices and Radiological Health (CDRH) & Medical Device User Fee & Modernization Act (MDUFMA)
- Phase IV: Center for Biological Evaluation and Research (CBER) &
- Phase V: Office of the Commissioner and Office of Regulatory Affairs (OC/ORO)
- Phase VI: Center for Veterinary Medicine (CVM)

Since the September 11, 2001 terrorist attacks, Congress required that the proposed FDA consolidation include counter-terrorism support functions for Bio Terrorism. Additionally, FDA required office locations for the Centers for Veterinary Medicine (CVM) to be located at the White Oak facility. The Center for Drug Evaluation and Research (CDER) and the Center for Devices and Radiological Health (CDRH) were each tasked with a new program function. Through Public Law 107-188, CDER was tasked with implementing the Prescription Drug User Fee Act (PDUFA). Through Public Law 107-250, CDRH was tasked with implementing the Medical Device User Fee and Modernization Act (MDUFMA). In addition to FDA's programmatic growth, these new programs require staffing and space for operations. Since the support functions are analogous to the centers for biological sciences that are currently being consolidated at White Oak, they were incorporated into the development of the 130-acre White Oak Federal Center. This and future funding requests will help GSA and FDA meet the total facility requirements at White Oak on an incremental basis.

<u>Prior Authority and Funding</u>	
Fiscal Year 1992	\$200,000,000
Fiscal Year 1994	73,921,000
Reprogramming from other construction project (1994)	6,000,000
Fiscal Year 1995	45,000,000
Rescission (P.L. 104-19)	-228,000,000
Transfer (Seafood Research Facility, 1995)	-5,000,000
Fiscal Year 1996	55,000,000
Fiscal Year 2000	35,000,000
Fiscal Year 2001	92,179,000
Fiscal Year 2002	19,060,000
Fiscal Year 2003	37,600,000
Fiscal Year 2004	42,000,000
Fiscal Year 2005	88,710,000
Fiscal Year 2006	127,600,000
Fiscal Year 2007	178,526,000
Fiscal Year 2008	57,749,000
Fiscal Year 2009	163,530,000
Fiscal Year 2010 Request	137,871,000
Total *	\$1,126,746,000

*Includes \$142,331,000 for Prince George's County projects

Prince George's County, MD

The Center for Veterinary Medicine (CVM) in Laurel (\$43,842 thousand) and the Center for Food Safety and Applied Nutrition (CFSAN) in College Park (\$86,123 thousand) were funded in fiscal year 1992. The CVM and CFSAN projects have been completed. The CVM project provided 174 thousand gsf and the CFSAN project provides 410 thousand gsf.

White Oak – Montgomery County, MD

Funding received prior to fiscal year 2000 for FDA White Oak included planning and technical support (\$12,366 thousand) and infrastructure costs (\$4,590 thousand). Funding for fiscal year 2000 for the CDER Life Sciences

Laboratory included design (\$2,120 thousand), construction (\$30,800 thousand), and management and inspection (\$2,080 thousand).

Funding for fiscal year 2001 included funds to complete construction (\$8,800 thousand) of the CDER Life Sciences Laboratory and funds for the CDER Office Building construction (\$83,379 thousand).

Funding for fiscal year 2002 included management and inspection costs (\$2,960 thousand) for the CDER Office Building, design (\$3,800 thousand) of the Center for Devices and Radiological Health (CDRH) laboratory, design (\$3,600 thousand) of the Central Shared Use facilities - Phase I, design (\$5,600 thousand) of the CDER Office Building, demolition and abatement (\$1,500 thousand) for Building One, and funds to complete the CDER Office Building construction (\$1,600 thousand).

Fiscal year 2003 funding included construction (\$26,000 thousand) of the Central Shared Use facilities - Phase I, construction (\$6,000 thousand) funds for converting the 3rd and 4th floors of the CDER Life Sciences Laboratory from office to laboratory space, construction (\$2,800 thousand) of the CDRH Laboratory foundation, and design (\$2,800 thousand) of the CDER Office Building expansion.

Fiscal year 2004 funding was provided for construction (\$42,000 thousand) of the CDRH Laboratory.

Fiscal year 2005 funding included the site acquisition (\$1,200 thousand) for road and bridge, design (\$5,500 thousand) for the road and bridge, CDRH office building, and Central Shared Use facilities, management and inspection costs (\$1,710 thousand) for Central Shared Use facilities and CDER Office Building, and construction (\$80,300 thousand) for partial costs of CDRH Laboratory, CDER Office Building expansion, Central Shared Use facilities, road and bridge, and parking garage.

Fiscal year 2006 funding of \$127,600 thousand included; Phase III funding for construction (\$3,724 thousand) of infrastructure (water/sewer/landscaping) for the north loop road which provides secondary access to the site, design (\$4,100 thousand) and construction (\$8,690 thousand) of infrastructure (water/sewer/landscaping) for the south loop road to the planned parking structure, management and inspection costs (\$7,100 thousand) for construction of CDRH Laboratory and Office Building, infrastructure for north and south loop roads, CDER Office Building expansion, Building One front entrance, and parking structure; construction (\$66,694 thousand) of CDRH Office Building; Phase IV funding for construction (\$20,766 thousand) of Central Shared Use facilities – Phase II; Phase V funding for design (\$6,900 thousand) of Office of the Commissioner (OC) and Office of Regulatory Affairs (ORA) office building, design (\$1,500 thousand) for renovation of Building One, and construction (\$8,126 thousand) of Building One front entrance and parking.

Fiscal year 2007 funding of \$178,526 thousand included; Phase III funding for construction (\$2,595 thousand) of the northeast bridge, construction (\$3,218 thousand) of Central Shared Use facilities - Phase I fit-out, construction (\$10,693 thousand) of Central Shared Use facilities - Phase II fit-out, construction (\$3,218 thousand) of CDRH Laboratory high bay areas, and the design, management and inspection, and construction (\$9,340 thousand) of distribution tunnels from the Central Utility Plant; Phase V funding for design, management and inspection, and construction (\$17,827 thousand) of southeast parking structures, construction (\$7,268 thousand) of campus site infrastructure - Part 1, construction (\$28,653 thousand) of Building One renovation, construction (\$89,174 thousand) of OC and ORA office building, and management and inspection costs (\$6,540 thousand).

Fiscal year 2008 funding of \$57,749 thousand includes: Phase III funding for Data Center CSU I, design (\$1,000 thousand), construction (\$16,000 thousand) and management and inspection (\$500 thousand); Phase IV funding for CBER Labs design (\$11,005 thousand), CBER Bio Terror Office design (\$1,361 thousand), CBER Office design (\$5,025 thousand), and Southeast Parking Garage design (\$816 thousand); Phase V funding for Northeast Parking Garage design (\$1,067 thousand) and construction (\$14,938 thousand), Final Campus Site. Infra Part 2 for construction (\$3,656 thousand); Phase VI funding for CVM Office design (\$1,134 thousand) and miscellaneous design wrap-up (\$1,247 thousand).

Fiscal year 2009 funding of \$163,530 thousand includes: Phase IV funding for CBER Labs construction (\$130,629 thousand), management and inspection (\$10,476 thousand); and Phase VI funding for construction infrastructure (\$10,425 thousand); and Phase V construction funding of shell and standard energy infrastructure (\$12,000 thousand).

The fiscal year 2010 funding request of \$137,871 thousand includes: Phase IV funding for CBER Labs construction (\$65,591 thousand), management and inspection (\$3,353 thousand); Phase V funding for OC/ORAs-2 design (\$1,678

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FY 2010 Capital Program – Construction and Acquisition

MARYLAND (cont.)

thousand), OC/ORR-2 construction (\$51,076 thousand); and Phase VI construction funding for landscaping (\$12,316 thousand) and childcare expansion (\$3,857).

The estimated total project cost is \$1,158,188 thousand. Funding for the remaining project costs will be requested in future fiscal years.

PENNSYLVANIA

Lancaster, U.S. Courthouse.....\$27,000,000

The General Service Administration (GSA) proposes the construction of a new 35,000 gross square foot Courthouse, including 5 structured parking spaces, in Lancaster, Pennsylvania. The courthouse will provide space for a new US Courts, Eastern District of Pennsylvania requirement in Lancaster.

The US Courts have a newly-established space requirement in Lancaster, Pennsylvania for a US District Judge and a US Magistrate Judge. The new courthouse will provide one courtroom and chambers for each judge, both currently housed in Reading, Pennsylvania in leased space. GSA proposes the Federal construction of a US Courthouse in Lancaster, Pennsylvania.

New federal construction will provide a courthouse that meets the Design Guide and security needs of the US Courts.

This request is for site acquisition (\$5,000 thousand), design (\$1,480 thousand), construction (\$19,270 thousand) and management and inspection (\$1,250 thousand). The estimated total project cost is \$27,000 thousand.

TEXAS

Tornillo-Guadalupe.....\$91,565,000

The General Services Administration (GSA) proposes the construction of new port of entry (POE) facilities to replace the existing POE at Fabens-Casita in El Paso County, TX. The proposed facility will be known as the Tornillo-Guadalupe POE.

The GSA proposes construction of the Tornillo-Guadalupe POE to support a new international crossing for which the County of El Paso, Texas, obtained a Presidential Permit on March 31, 2005. The proposed POE will include sufficient infrastructure and facilities to support present and future demand by privately owned vehicles (POV), pedestrian and commercial traffic, both northbound and southbound. Facilities to process POV, bus, and pedestrian traffic and inspections are to include: main administration building, headhouse, four primary POV and eight secondary inspection stations, a screened "hard secondary" area, bus disembark and reload areas, parking for staff, service and visitors, secondary inspection canopy, POV return lanes to Mexico, requisite Non-Invasive Inspection (NII) systems (VACIS II, radiation portal monitors (RPM) and license plate readers (LPR), etc.), seizure vehicle parking area, a booth for outlease to the Texas Alcoholic Beverage Commission, and a pedestrian parkway. Facilities to support commercial traffic and inspections include: a commercial building, ten covered commercial docks, two primary inspection booths with a canopy and bypass lane, NII systems, hazardous materials containment area, exit booth, bulk cargo bin, Agriculture Quarantine Inspection (AQI), and narcotics storage. The facility will also provide an incinerator, kennel facilities, heliport, and communication tower. Additionally, inspection facilities for the Federal Motor Carrier Safety Administration (FMCSA) will be provided. The site will be fully secured by perimeter fencing and electronic surveillance. The existing Fabens POE will be demolished and the property will be integrated into the new proposed site. The existing Fabens POE will be demolished and the property will be integrated into the new proposed site. Per the Presidential Permit, the County of El Paso will be responsible for the demolition of the existing Fabens-Caseta Bridge.

The gross square footage requirement has increased by 8,451 square feet from the 78,145 square feet authorized for design in Prospectus PTX-BSD-TG08. The scope increase and need for additional design funding have resulted from additional requirements identified for NII systems, bird holding, security requirements, energy efficiency, and additional paving.

The County of El Paso and its counterpart in Mexico are attempting to provide border residents with economic development opportunities and relief from the traffic backups at the congested POEs in downtown El Paso. A new facility has been determined to be needed in this area, primarily due to the processing constraints at the Fabens POE and the structural issues of the existing bridge. The proposed POE at Tornillo-Guadalupe will replace the existing port, which subsequently, will be demolished.

The existing Fabens-Caseta Bridge was constructed in 1938 and is not structurally sound enough to allow commercial vehicle crossings. The bridge is only 16 feet wide with a maximum permissible load level of 12 tons, cannot accommodate today's standard 15 to 20 tons, thereby limiting the Fabens port to processing only pedestrian and POV traffic. The existing facility is comprised of modular buildings which have reached full capacity and are unable to adequately support the needs of CBP. The Fabens modular buildings' lack of adequate space has hindered the ability of CBP to process, interview, segregate, and detain visitors to the U.S. Inefficiencies of the current facility include a domestic water system which requires water to be hauled from the nearby community. Water is only used for restrooms and hose bibs and bottled water is provided for employees to drink. Furthermore, the water system is not sufficient to provide fire-fighting capability even though the buildings have fire sprinklers. The existing septic system is not designed for the number of employees at the facility. Also, the main building does not have a public restroom.

The existing site has little utility infrastructure beyond single phase electrical power and copper telecommunications lines. The new facilities will require water, wastewater services, upgraded power, fiber optics, and natural gas. El Paso County, as part of the Presidential Permit application, has made the commitment to bring all necessary utility service to the edge of the property.

Partial design (\$4,290 thousand) was funded in fiscal year 2008. This request is for additional design (\$3,800 thousand), construction (\$81,384 thousand) and management and inspection (\$6,381 thousand). The estimated total project cost is \$95,855 thousand.

U.S. General Services Administration
Federal Buildings Fund

FY 2010 Capital Program

Repairs and Alterations

(Dollars in Thousands)

	FUNDED TO DATE	FY 2009 FUNDING	ESTIMATED TOTAL PROJECT COST			FY 2010 REQUEST				
			DESIGN	CONSTRUCTION	M&I	TOTAL	DESIGN	CONSTRUCTION	M&I	TOTAL
Nonprospective (Basic) Repairs and Alterations Program.....	-	-	-	260,000	-	-	260,000	-	-	260,000
Full and Limited Scope Repairs and Alterations Program										
Washington, DC East Wing Infrastructure Systems Replacement.....	-	-	24,932	164,159	14,504	203,595	-	111,177	9,823	121,000
Washington, DC New Executive Office Building.....	6,262	-	845	29,013	6,680	36,538	394	23,625	6,257	30,276
Washington, DC Eisenhower Executive Office Building (Courtyard Replacement)	-	-	800	8,700	500	10,000	-	10,000	-	10,000
Washington, DC Eisenhower Executive Office Building (Roof Replacement)	-	-	1,050	12,150	1,800	15,000	1,050	12,150	1,800	15,000
Subtotal, Full and Limited Scope Program	6,262	-	27,627	214,022	23,484	265,133	1,444	156,952	17,880	176,276
Fire and Life Safety Program.....	-	-	-	20,000	-	20,000	-	20,000	-	20,000
Energy and Water Retrofit and Conservation Measures.....	-	-	-	20,000	-	20,000	-	20,000	-	20,000
Federal High-Performance Green Buildings - Energy Independence and Security Act of 2007	-	-	-	20,000	-	20,000	-	20,000	-	20,000
Subtotal, Special Emphasis Programs.....	-	-	-	60,000	-	60,000	-	60,000	-	60,000
Total Repairs and Alterations Program.....	6,262	-	27,627	534,022	23,484	585,133	1,444	476,952	17,880	496,276

DISTRICT OF COLUMBIA

East Wing Infrastructure Systems Replacement.....\$121,000,000

The General Services Administration (GSA) is requesting funding for the construction of the East Wing utility plant replacement. GSA completed a study on the mechanical and electrical systems of the East Wing and concluded that there is a critical need for the replacement of the aged and failing systems to prevent imminent equipment failure and the resulting interruption in services.

Originally constructed in 1902 under the Theodore Roosevelt administration, The East Wing was built as an entrance for formal and public visitors. The East Wing as we know it today was updated in 1942 and now includes the Office of the First Lady, the White House Calligraphy Office, and the White House Theater.

The East Wing electrical systems have reached the end of their useful life and present a risk to the continuity of operations in the East Wing should they fail. The project will also provide desperately needed redundancy to the systems that service the Eisenhower Executive Office Building (EEOB) and the West Wing. GSA requests funding for the East Wing utility plant replacement, which is Phase I of the East Wing project. Phase II will be for the replacement of the secondary distribution systems throughout the interior of the East Wing.

GSA proposes replacing all primary HVAC and electrical systems and secondary distribution systems. The proposed project includes the construction of new mechanical and electrical rooms to support new services, including fire suppression and detections systems, HVAC systems, electrical services equipment and wiring, physical security system and fiber optic IT systems and the construction of a new accessible utility pathway to allow for the service and maintenance of the systems and replacement interior systems infrastructure throughout the interior of the East Wing. All utility services will be rerouted to allow the GSA necessary access to operate, maintain and repair infrastructure, services and equipment as required.

GSA is exploring options to fund the phase I design (\$16,860 thousand) in FY2009. This request is for the construction (\$111,177 thousand) and management and inspection (\$9,823 thousand). Phase II design (\$8,072 thousand), construction (\$52,982 thousand) and management and inspection (\$4,681 thousand) will be requested in a future fiscal year. The estimated total project cost is \$203,595 thousand.

New Executive Office Building.....\$30,276,000

The General Services Administration (GSA) requests funding due to changes in scope, internal swing space requirements, material escalations, and security escort costs not originally contemplated for the New Executive Office Building located at 725 17th Street, NW in Washington, DC.

The New Executive Office Building is a 10-story reinforced concrete building with a red brick façade. The building which is proximate to the White House Complex, a desirable feature for the building's tenants, was constructed in 1966. The building has approximately 432,131 gsf with 110 parking spaces.

The proposed project will replace components of the existing HVAC system. The fan coil units (FCUs) on the ninth and tenth floors will be replaced, along with deteriorated black iron riser piping from the third through tenth floors. In addition to replacing the existing perimeter riser system, asbestos-containing material (ACM) shall be abated. To avoid potential hazardous exposure from the asbestos abatement, GSA will create internal swing space for the tenant agency to temporarily relocate from the ninth and tenth floors. Costs to build out the temporary space, and tenant moves including relocation of the telecommunication equipment, and the furniture are included in this project. In addition, funds for escort security during construction are requested to comply with HSPD-12 and to safeguard the sensitive quality of the customer's operations. Superstructure work will cover firestopping (insulation and sealing) of the pipe penetrations on each floor.

As the ceilings are demolished, the existing lighting and wiring will be discarded and new energy efficient lights will be installed.

In 2002, a project replaced the fan coil units (FCUs) except those on the ninth and tenth floors. The FCUs on floors nine and ten were not replaced at that time because they are located in the ceiling plenum. The ninth floor ceiling plenum is insulated with sprayed-on fireproofing containing asbestos which needs to be abated prior to construction. The initial project revealed that the riser piping along with its branches and valves have deteriorated and should be replaced.

FY 2010 Capital Program – Repairs and Alterations

DISTRICT OF COLUMBIA (cont.)

This project was previously funded in fiscal year 2005; however, the project scope increased pursuant to review of the 35% design completion, which uncovered logistical difficulties in maintaining customer operations during construction as originally scoped. Initial estimates did not fully capture the complexities of construction in the occupied building. The project scope is therefore increased to include: additional upgrades for the heating, ventilating and air-conditioning components and controls; security escorts required during construction; customer move expenses; and materials escalation costs.

The original project was provided design (\$451 thousand), construction (\$5,388 thousand) and management and inspection (\$423 thousand). This request is for the balance of project funds needed – design (\$394 thousand), construction (\$23,625 thousand) and management and inspection (\$6,257 thousand). The estimated total project cost is \$36,538 thousand.

Eisenhower Executive Office Building (Courtyard Replacement).....\$10,000,000

The General Services Administration (GSA) proposes a temporary structure in the North Court of the Eisenhower Executive Office Building (EEOB).

This request is for design (\$800 thousand), construction (\$8,700 thousand) and management and inspection (\$500 thousand). The estimated total project cost is \$10,000 thousand.

Eisenhower Executive Office Building (Roof Replacement).....\$15,000,000

The General Services Administration (GSA) proposes comprehensive roof repairs to the Dwight D. Eisenhower Executive Office Building (EEOB) located at Pennsylvania Ave and 17th Street, NW, in Washington, DC.

The EEOB, constructed in 1888, is on the National Register of Historic Places. This building functions as the principal support facility for the White House operations, offering 691,783 gross square feet and 46 outside parking spaces.

The existing roof design is a complex mansard system with flat, vertical and angled surfaces; multiple peaks, valleys, changes in plane and flashing connections, dormers, chimneys, skylights, domes, and other impressive architectural details. The long term repairs and replacement tasks include repairs, replacement and/or new installation of all; skylights, flat seam copper roofing, lightning protection, cast iron dormer metals, chimney trim and flashings, other roof flashing and counter flashing components and miscellaneous sealants and appurtenances.

The EEOB roofing system was repaired and replaced in part under a major project completed during 1988–1994. The previous scope of work did not provide for nor, include, the installation of roof access traffic ways, maintenance platforms, waterproof mission critical equipment installations, a permanent and available fall protection system, gutter/downspout and rain water conductor piping. As a result, foot traffic, to accomplish maintenance of the roofing system and other work, has exacerbated damage, resulting in hundreds of leaks throughout the building, damaged restored and new finishes and systems and contributed to reducing the useful service life of the roof system.

This request is for design (\$1,050 thousand), construction (\$12,150 thousand) and management and inspection (\$1,800 thousand). The estimated total project cost is \$15,000 thousand.

NATIONWIDE

Fire Protection and Life Safety Projects..... \$20,000,000

The General Services Administration (GSA) plans to upgrade, replace and improve life safety features and fire protection systems of its Federal assets nationwide. GSA intends to request appropriations to meet this critical need. GSA will submit a prospectus in support of any proposed projects requiring approval under 40 U.S.C. 3307.

This proposed program will improve the overall level of life safety and fire protection in Federal buildings nationwide. The program includes replacing antiquated fire alarm and detection systems that are in need of repair or where parts are no longer available; installing emergency voice communication systems to facilitate occupant notification and/or evacuation; installing and/or expanding fire sprinkler coverage to protect federal property; constructing additional or enclosing existing exit stair towers to ensure timely evacuation of buildings in the event of an emergency, etc.

GSA conducts periodic life safety and fire protection assessments of federal buildings nationwide to assess fire risk. As a result of these assessments, a number of life safety and fire protection issues have been identified that need to be addressed in order to reduce the risk of injury, the loss of federal property or interruption of federal agency mission.

Many of GSA's federal buildings do not meet current national or GSA building fire alarm codes. These buildings contain antiquated hardwired fire alarm systems that do not provide reliable service. Replacement parts are no longer available for these systems. Many of GSA's federal buildings lack voice communication capability that allows all occupants to hear clear instructions in the event of an emergency. Additionally, many of GSA's federal buildings lack a sprinkler system or only contain a partial sprinkler system. When the projects are completed, these updated federal buildings will have fire and life safety systems consistent with national and GSA fire safety codes.

This request is for FY2010's proposed program (\$20,000 thousand). The estimated total project cost is \$20,000 thousand.

Energy and Water Retrofit and Conservation Measures Program.....\$20,000,000

This program proposes the implementation of energy and water retrofit and conservation measures in Government-owned buildings during fiscal year 2010. Projects to be accomplished in Federal buildings throughout the country are currently being identified through surveys and studies. The projects to be funded will have positive savings-to-investment ratios, will provide reasonable payback periods, and may generate rebates and savings from utility companies and incentives from grid operators. Projects will vary in size, by location, and by delivery method. This prospectus requests authority to fund energy and water retrofit work. The authority requested in this prospectus is for a diverse set of retrofit projects with engineering solutions to reduce energy or water consumption and/or costs.

The Energy Policy Act of 2005 (Public Law 109-58) required a 2% energy usage reduction as measured in BTU/GSF per year from 2006 through 2015 over a 2003 baseline. Additionally, this act sets a mandate to install advanced meters for electricity in all buildings by 2012. Guidance issued by the Department of Energy pursuant to this requirement states that savings anticipated from advanced metering can range from 2% to 45% annually when used in combination with continuous commissioning efforts. Executive Order 13423 on Strengthening Environmental, Energy, and Transportation Management was, concerning energy consumption reduction, incorporated into law as the Energy Independence and Security Act of 2007. Both increased the energy reduction mandates to 3% per year. The Executive Order also established a water reduction mandate of 2% per year based on a 2007 baseline as measured in gallons/gsf.

By the year 2015, all Federal agencies are directed to reduce overall energy use in federally operated buildings by 30 percent from 2003 levels and reduce overall water use by 16 percent from 2007 levels. Increased energy and water efficiency in buildings and operations will require capital investment for changes and modifications to physical systems which consume energy and water.

In addition, the Energy Independence and Security Act of 2007 included provisions that exceed the requirements of the Energy Policy Act of 2005. One such long-term requirement is to eliminate fossil fuel-generated energy consumption in new and renovated Federal buildings by FY 2030 by achieving targeted reductions beginning with projects designed in FY 2010. Other shorter-term measures include increasing the use of solar hot water heating (to 30%); installation of advanced meters for water and gas (previously only electricity was covered); and broader

FY 2010 Capital Program – Repairs and Alterations

NATIONWIDE (cont.)

application of energy efficiency in all major renovations. Approval of this FY 2010 request will enable GSA to continue to provide leadership in energy/water conservation and efficiency to both the public and private sectors.

Potential projects to be accomplished in Federal buildings throughout the country are currently being identified through surveys and studies. The projects to be funded will have positive savings-to-investment ratios, will provide reasonable payback periods, and may generate rebates and savings from utility companies and incentives from grid operators. Projects will vary in size, by location, and by delivery method. Typical projects include the following:

- Upgrading heating, ventilating, and air-conditioning (HVAC) systems with new high efficiency systems including the installation of energy management control systems.
- Altering constant volume air distribution systems to variable air flow systems by the addition of variable air flow boxes, fan volume control dampers, and related climatic controls.
- Installing building automation control systems, such as night setback thermostats and time clocks, to control HVAC systems.
- Installing automatic occupancy light controls, lighting fixture modifications and associated wiring to reduce the electrical consumption per square foot through the use of higher efficiency lamps and use of non-uniform task lighting design.
- Installing new or modifying existing temperature control systems.
- Replacing electrical motors with multi-speed or variable-speed motors.
- Insulating roofs, pipes, HVAC duct work, and mechanical equipment.
- Installing and caulking storm windows and doors to prevent the passage of air and moisture through the building envelope.
- Providing advanced metering projects which enable building managers to better monitor and optimize energy performance.
- Providing and implementing water conservation projects.
- Providing renewable projects including photovoltaic systems, solar hot water systems, and wind turbines.
- Providing distributed generation systems.

This request is for construction (\$20,000 thousand). The estimated total project cost is \$20,000 thousand.

Federal High Performance Green Buildings.....\$20,000,000

This request for funding will facilitate the implementation of high performance energy projects and conservation measures in Government-owned buildings during fiscal year 2010. Projects, to be accomplished in Federal buildings throughout the country, are currently being identified through surveys and studies. The projects to be funded will have positive savings-to-investment ratios, will provide reasonable payback periods, and may generate rebates and savings from utility companies and incentives from grid operators. Projects will vary in size, by location, and by delivery method. This request will fund geothermal and other high-performance green building retrofit work, as well as designs for new facilities that incorporate these technologies. As we formulate and develop future projects, we will incorporate these activities into our designs.

The Energy Policy Act of 2005 (Public Law 109-58) required a 2% energy usage reduction as measured in BTU/GSF per year from 2006 through 2015 over a 2003 baseline. Additionally, this act sets a mandate to install advanced meters for electricity in all buildings by 2012. Guidance issued by the Department of Energy pursuant to this requirement states that savings anticipated from advanced metering can range from 2% to 45% annually when used in combination with continuous commissioning efforts. In regard to energy consumption reduction, Executive Order 13423 on Strengthening Environmental, Energy, and Transportation Management was, incorporated into law as the Energy Independence and Security Act of 2007 (EISA). Both increased the energy reduction mandates to 3% per year, and the Executive Order also established a water reduction mandate of 2% per year based on a 2007 baseline as measured in gallons/gsf.

By the year 2015, all Federal agencies are directed to reduce overall energy use in federally operated buildings by 30 percent from 2003 levels and reduce overall water use by 16 percent from 2007 levels. Increased energy and water efficiency in buildings and operations will require capital investment for changes and modifications to physical systems which consume energy and water, as well as other high performance green building initiatives and infrastructure designs and retrofits.

In addition, EISA included provisions that exceed the requirements of the Energy Policy Act of 2005. One specific long-term requirement is to eliminate fossil fuel-generated energy consumption in new and renovated Federal buildings by FY 2030 by achieving targeted reductions beginning with projects designed in FY 2010. High-performance green building initiatives and infrastructure designs and retrofits will assist in reaching the targeted reductions.

EISA also requires GSA to create at least two technology acceleration programs: one for high-efficiency lighting and; the other for geothermal space conditioning (ground source heat pump), as well as others that are cost effective.

Potential projects to be accomplished in Federal buildings throughout the country are currently being identified through surveys and studies, along with potential new designs. The projects to be funded will have positive savings-to-investment ratios, will provide reasonable payback periods, and may generate rebates and savings from utility companies and incentives from grid operators. Projects will vary in size, by location, and by delivery method. Approval of this FY 2010 request will enable GSA to continue to provide leadership in energy/water conservation and efficiency to both the public and private sectors.

This request is for construction (\$20,000 thousand). The estimated total program cost is \$20,000 thousand.

BASIC REPAIRS AND ALTERATIONS PROJECTS UNDER \$2,790,000.....\$260,000,000

Funds in the amount of \$260,000 thousand are requested for all nonrecurring repairs and alterations projects where obligations at a single location within a fiscal year are above \$10 thousand, but are under the prospectus threshold of approximately \$2,790 thousand. Projects included in this category are generally short-term in nature and funds can normally be obligated within a one-year period. This category also includes projects that are recurring in nature, such as cyclic painting and the minor repair of defective building systems, (e.g. mechanical, plumbing, electrical, fire safety, and elevator system components). After initial build-out, any post-government occupancy alterations in leased space require a prospectus when the estimated cost of the project exceeds the prospectus threshold of approximately \$1,395 thousand for alterations in leased space.

The basic (non-line item) repairs and alterations program is the source of funds to ensure the operational continuity of the 1,523 plus buildings owned by the General Services Administration. These buildings provide over 176 million rentable square feet of space to support tenant agency mission requirements. The building inventory averages approximately 45 years of age and requires constant attention and significant funding to repair systems, improve health and safety features, alter space, and accomplish special emphasis programs. Without adequate reinvestment in the building inventory, its condition will deteriorate and service delivery to customers will degrade. In addition, the taxpayers' investment in these properties will not be adequately protected resulting in more costly corrective actions in the future. The line-item repairs and alterations program only addresses approximately 8-12 buildings per year, thus the basic program is extremely important in keeping the rest of the inventory functioning pending a modernization project on a 20-25 year cycle.

The amount provided for the basic program may also be used to pay claims against the government arising from any projects under the heading "Repairs and Alterations."

Program Description, Public Buildings Service

The mission of GSA's Public Buildings Service (PBS) is to provide superior workplace solutions for the Federal worker and superior value to the American taxpayer. PBS is responsible for servicing the workspace requirements for 57 different Federal agencies, with total inventory of approximately 354 million square feet of workspace for over a million Federal employees in 2,000 American communities. The inventory is comprised of over 1,500 government-owned buildings -- approximately 50 percent of GSA's total inventory. The remaining 50 percent is comprised of privately owned leased facilities.

Through the internationally recognized Design and Construction Excellence programs, PBS engages the best private sector architects, construction managers, and engineers to design and build award-winning courthouses, land ports of entry, Federal office buildings, laboratories, and data processing centers. PBS also repairs, alters, and renovates existing facilities. PBS is responsible for the disposal of property not only for GSA, but for other government agencies. PBS is a leader in energy conservation, sustainability, recycling, and historic preservation, which includes maintaining over 400 historic properties in the Federal government's inventory.

New Construction

Construction and acquisition of facilities.—This activity provides for the acquisition of space through the construction or purchase of facilities and prospectus-level extensions to existing buildings. All costs directly attributable to site acquisition, construction, and the full range of design and construction services and management and inspection of construction projects are funded under this activity. New construction is the preferred option to meet new or unique space needs, replace antiquated facilities, or consolidate agencies with long-term requirements when ownership is the lowest-cost solution.

New Construction Summary

(Dollars in Thousands)

FY 2008	FY 2009	FY 2010
\$737,841	\$746,317	\$657,637

Program Request

(Dollars in Thousands)

- \$328,546 for two agency consolidation projects
- \$53,000 for two courthouse projects
- \$151,129 for three land ports of entry
- \$124,962 for general infrastructure and development

Strategic Direction – New Construction

The New Construction program has a clear purpose – to deliver high performance workplaces demonstrating quality, design and construction excellence, and on-schedule and on-budget project delivery.

The program is first and foremost a program of technical design and construction knowledge. All architectural and engineering efforts are focused on developing improved environments for Federal agencies. Moreover, the Office of the Chief Architect (OCA) must continuously improve its core capabilities of design, construction, architecture, engineering, and project management, as well as keep current on issues and innovations in related industries.

Achieving GSA's fiscal and performance goals enables GSA to meet important social and environmental goals, such as constructing sustainable and Leadership in Energy and Environmental Design (LEED) certified buildings, improving energy efficiency, and reducing operational and maintenance costs throughout the Federal portfolio.

The top priority for PBS's New Construction program is delivering projects within the agreed upon scope, schedule, and budget. This is an essential component of PBS's overall mission to provide the highest possible quality buildings at the best value to the U.S. taxpayer. The primary concern for the New Construction program is on-time, on-budget capital project delivery. Project status is being closely monitored throughout design and construction to identify and correct problems in a timely manner. For projects over \$25 million, project

evaluations by industry peers are scheduled at 15%, 60% and 100% of completion. In addition, an earned value performance measurement tool has been developed and implemented, which compares a project's construction schedule and outlays to industry standards, and reports variances of planned against actual for both schedule and budget measures.

To improve the quality of construction documents, PBS has implemented a quality assurance and control program for architectural/engineering (A/E) documents. This initiative has facilitated the recognition of mistakes earlier in the life of a project. PBS is continuing pre-project planning and the use of the Project Definition Rating Index (PDRI). The PDRI is an analytical tool used to identify whether a project has been sufficiently developed to merit submission for funding.

PBS uses independent government cost estimates throughout the new construction process. However, ongoing unstable construction market conditions continue to affect PBS's ability to execute projects on time and within budget. PBS is working with the construction industry to evaluate the volatility of costs in local markets where major projects are planned to assess the validity of cost estimate assumptions. Actual construction costs are being compared to design cost estimates for specific projects to assist in the development of a more accurate estimating process.

Strategy and Action Plans – New Construction

Long-Term Outcome Goals:

1. GSA will execute the New Construction program on the schedule committed to our customers 90% of the time by FY 2014.
2. Reduce average cycle time on new courthouse construction projects to 2,800 days or less by FY 2019.
3. Register 100% of the New Construction program for Leadership in Energy and Environmental Design (LEED) in the same fiscal year design funding is authorized and certify 75% of the New Construction program for LEED within 18 months of substantial construction completion.

Strategies:

- a. Refine pre-project planning activities and ensure that appropriate procurement and delivery methods are selected for project development efforts in early pre-project planning phases – to improve program cost and schedule performance.
- b. Increase risk management and cost avoidance activities to reduce the number and magnitude of cost and time impacts on capital construction projects and to improve financial performance.
- c. Enhance tools, resources and business practices to support the capital construction program and to improve program execution activities.

- d. Support development of greater skills and competencies for project managers to improve the construction program business line's core capabilities in architecture, design, construction, engineering and project management.
- e. Continue to use performance metrics and the Project Information Portal in providing oversight of project and program progress. Apply innovative techniques and strategies to improve individual project performance to ensure delivery of projects on schedule, on budget, and within scope.

Action Plan and Performance – New Construction

The FY 2010 action items and initiatives proposed by the Office of the Chief Architect are designed to support the improved successful delivery of quality projects on time and within budget constraints.

1. **Refine pre-project planning activities and ensure that appropriate procurement and delivery methods are selected for project development efforts in early pre-project planning phases – to improve program cost and schedule performance.**

PBS will define customer and program requirements more effectively, develop detailed schedule projections and project cost estimates, and identify and mitigate project risks prior to the selection of procurement and delivery methods to limit changes in project scope.

2. **Increase risk management and cost avoidance activities to reduce the number and magnitude of cost and time impacts on capital construction projects and to improve financial performance.**

GSA will take measures to effectively analyze project cost impacts and causes of contractor financial claims and will identify risk management and cost avoidance strategies, as well as business process improvements to reduce the number and magnitude of cost and time impacts on projects. PBS will improve current practices for capturing contractors' past performance data and increase the use of this data in A/E selections.

3. **Enhance tools, resources and business practices to support the capital construction program and to improve program execution activities.**

PBS will consolidate existing tools and documents required for project managers to improve the efficiency of the program. It will also continue to develop new tools, evaluate existing business processes, identify improvements, and implement enhancements to improve project delivery.

4. **Support development of greater skills and competencies for project managers to improve the construction program business line's core capabilities in architecture, design, construction, engineering and project management.**

PBS will continue to improve the delivery of capital construction projects through increased training opportunities for program and project managers. PBS is also conducting skill assessments and is developing core competencies and a standard national curriculum for project managers.

5. **Continue to use performance metrics and the Project Information Portal in providing oversight of project and program progress. Apply innovative techniques and strategies to improve individual project performance to ensure delivery of projects on schedule, on budget, and within scope.**

To ensure that the capital construction program takes advantage of best industry practices, PBS is benchmarking its organizational structure against private and public organizations. Based upon the results of these studies, PBS will continue to identify and implement business practice improvements and organizational structure changes that will enhance program delivery.

Impact on Performance: With the implementation of these strategies and initiatives, PBS expects to see improvement in the skill sets of its project managers and its processes that will result in a higher percentage of projects being delivered on time, within scope, and within budget.

Leasing

Rental of Space.— This activity provides for the acquisition of space through the lease of buildings from private sector landlords. Including space occupied by Federal agencies in U.S. Postal Service facilities, the FBF will provide an estimated 190 million rentable square feet in 2009 and 194 million rentable square feet in 2010.

Rental of Space Summary

(Dollars in Thousands)

FY 2008 ¹	FY 2009 ¹	FY 2010 ²
\$4,569,820	\$5,041,259	\$4,879,871

¹ Includes indefinite authority for leased space

² Does not include indefinite authority for leased space

Program Request

(Dollars in Thousands)

- \$4,670,467 for annual rent for leases in the inventory at the beginning of the fiscal year
- \$75,092 for rent increases, usually associated with expiring leases
- \$144,790 for annual tax payments, and one-time payments such as claims and buyouts
- (\$20,826) for cancellations, the amount of space leaving the inventory
- \$10,348 for expansions. This is the amount of space entering the inventory for temporary leases in support of major repair and alteration projects and relocations due to forced moves or health and safety conditions.

Rentable Square Feet (RSF) in Thousands: 193,557

- A 2.0 percent increase in RSF is projected
- Expansion 5,193 RSF
- Cancellation (1,462) RSF
- Net increase 3,731 RSF

Strategic Direction – Leasing

The Leasing program has a clear purpose and mission: *Help Federal agencies better serve the public by offering superior workplaces at best value.* In order to meet changing customer needs, PBS has refocused its core value proposition from being a “provider of space” to being a “workplace solutions provider” with a customer-centric focus. The primary goals of the Leasing program are to provide solutions to meet customers’ workplace needs in a manner that responds to changing missions, security concerns, and the technological needs of the 21st century. Strategies include addressing advanced customer requirements development, project delivery and customer demand forecasting, increasing competition through earlier procurement starts, using published market sources for sub-market information and partnering with the private sector for brokerage services. Data integrity is critical to ensuring rent bills are accurate, providing consistent financial data for program administration, and satisfying customer requirements.

The top priority for the Leasing program is to continue the partnership established with commercial brokers through expanded use of the National Broker Contract (NBC) to allow GSA to leverage the size of the leased inventory and take advantage of economies of scale. The NBC assists the realty specialist community by allowing PBS to address workforce capacity issues, enabling realty specialists to focus more on project management, and providing a higher level of customer service and satisfaction.

PBS continues to address the critical issue of improving relationships with major customers through implementation of the Transaction Management Playbook. As part of this strategy, PBS has completed a skill assessment of the leasing workforce. The data from these skill assessments is being used to develop recruitment, outsourcing, and training strategies focused on reducing skill gaps throughout the Leasing program.

Strategy and Action Plan – Leasing

Long-term Outcome Goal:

1. By FY 2014, the Leasing program will deliver new leases at 9.5% below the industry average cost for office space, and deliver the space when the customer needs it 90% of the time or better.
2. By FY 2014, 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 Lease Tiering into customer strategic planning where market data is available.

Strategies:

- a. Concentrate on customer relationships and address agencies' budgetary concerns regarding rent and fees.
- b. Support our GSA customers through the development of effective regional real estate organizations and national real estate programs and policies in accordance with laws, Executive Orders, Acquisition Letters, regulations and best business practices, to promote the delivery of expert realty solutions and consistent national implementation.
- c. Increase use of the National Broker Contracts (NBC) and improve the effectiveness of implementation.
- d. Review regional implementation of the real estate acquisition program policies through the established Peer Review process.
- e. Perform adequate workforce planning, recruitment and training to ensure that PBS has the adequate level of staffing with the appropriate skills to handle the leasing workload while developing and delivering workplace solutions that allow PBS to become a trusted advisor
- f. Develop standardized site acquisition to promote national consistency among GSA's regions.
- g. Improve GSA's implementation of new centralized Leasing Delegations Oversight Program.

Action Plan and Performance – Leasing

PBS has identified seven key areas of focus for FY 2010 to improve the effectiveness of the Leasing program.

1. **Concentrate on customer relationships and address agencies' budgetary concerns regarding rent and fees.**

Maintain strategic Customer Business plans for major customers, update annually incorporate relevant information, and meet regularly with customers to allow account manager to advise customer agencies on identified consolidated leasing opportunities and spike in space requirements in concern with beneficial market conditions. Use customer relationship management technology to facilitate improved customer communications through intelligence and shared information. Maintain and expand National Account Director/regional Account Manager high level contact with our customers to facilitate communication and resolution of issues.

2. **Support our GSA customers through the development of effective regional real estate organizations and national real estate programs and policies in accordance with laws, Executive Orders, Acquisition Letters, regulations and best business practices, to promote the delivery of expert realty solutions and consistent national implementation.**

Review current and projected policies in order to provide complete and accurate policy listings and workload projections. Communicate with real estate industry providers to assess best practices for adoption by GSA. Support the development of a new lease inventory system and provide real estate acquisition policy oversight with regard to the eLease program.

3. **Increase use of the National Broker Contracts (NBC) and improve the effectiveness of implementation.**

Build on past NBC training to further emphasize contract requirements. Continue to evaluate outsourcing opportunities to enhance and improve our business processes, and manage the NBC to derive full value from our broker alliance. Complete the Acquisition Strategy for the next generation of NBC contracts.

4. **Review regional implementation of the real estate acquisition program policies through the established Peer Review process.**

Identify best practices that have improved policy compliance and incorporate, as appropriate into training and new policies. Continue to evaluate training needs in order to develop a training plan that will lead to improved compliance with policies and procedures. Participate as appropriate in the Chief Acquisition Officer's Procurement Management Reviews.

5. **Perform adequate workforce planning, recruitment and training to ensure that PBS has the adequate level of staffing with the appropriate skills to handle the leasing workload while developing and delivering workplace solutions that allow PBS to become a trusted advisor**

Continue to develop targeted training for identified skill and program deficiencies. Promote accountability for acquisition decision making and support the GSA Strategic Management for Acquisition principles by strengthening acquisition activities to ensure compliance with applicable laws, regulations and policies.

6. Develop standardized site acquisition to promote national consistency among GSA's regions.

Site acquisition processes, currently standardized and available on the PR website, will be reviewed to determine whether they require updating. If necessary, the Office of Real Estate Acquisition will develop and issue an RSL communicating any changes to site acquisition processes.

7. Improve GSA's implementation of new centralized Leasing Delegations Oversight Program.

Track delegated lease requests and leasing activities to monitor agency compliance with leasing laws, regulation and policy.

Impact on Performance: By focusing on customer account management and addressing advanced customer requirements development, project delivery and customer demand forecasting, the Leasing program will be well positioned to meet changing customer demands.

Rental of Space, Delegation Obligations

(Dollars in Thousands)

Agency:	FY 2008 Actual	FY 2009 Current	FY 2010 Request
Department of Commerce.....	\$ 44,057	\$ 43,130	\$ 44,122
Department of Defense.....	118,435	0	0
Total.....	\$ 162,492	\$ 43,130	\$ 44,122

The obligations reflected here are part of the Administrative Contracting Officer (ACO) Delegation Program. Currently, only two agencies have this ACO authority and it is not anticipated that any additional lease administration delegations will be granted. Delegated agencies bear the primary responsibility for making rental payments to lessors in accordance with the provisions of the delegation agreements.

Rental of Space, Explanation of Changes
(Dollars in Thousands)

	New Obligational Authority (NOA)
Fiscal Year 2009 Program	4,642,156
Full year cost of Lease Expansions acquired through IA in FY 2008	142,725
Part year cost of Lease Expansions acquired through IA in FY 2009	256,378
Fiscal Year 2009 Current	5,041,259
Unobligated balance used for FY 2009 requirements	57,299
Part year cost of Lease Expansions acquired through IA in FY 2009	(256,378)
Annualization of remaining FY 2009 program changes	(171,713)
Fiscal Year 2010 Base	4,670,467
Rental Rate Increases	75,092
Lump Sum Payments for real estate taxes and lease buyouts	144,790
Lease Cancellations	(20,826)
Full year cost of Lease Expansions acquired through IA in FY 2009	[459,036]
Part year cost of Lease Expansions acquired through IA in FY 2010	[77,241]
Lease Expansions (other than indefinite)	10,348
Fiscal Year 2010 Request	4,879,871

Note: The FY 2010 request excludes lease expansions acquired through Indefinite Authority (IA). Amounts reflected in brackets are projections not included in budget totals.

Asset Management

Building operations.— This activity provides services for Government-owned and leased facilities, including cleaning, utilities and fuel, maintenance, miscellaneous services (such as moving, evaluation of new materials and equipment, and field supervision), and general management and administration of all real property related programs including salaries and benefits paid from the FBF.

Repairs and alterations.— This activity provides for repairs and alterations of public buildings as well as associated design and construction services. Protection of the Government's investment, health and safety of building occupants, transfer of agencies from leased space, and cost effectiveness are the principal criteria used in establishing priorities. Primary consideration is given to repairs to prevent deterioration and damage to buildings, their support systems, and operating equipment.

Asset Management Summary

(Dollars in Thousands)

	FY 2008 ¹	FY 2009 ²	FY 2010 ²
Repairs and Alterations	\$825,468	\$692,374	\$496,276
Building Operations	2,137,460	2,197,354	2,356,376
Total	\$2,962,928	\$2,889,728	\$2,852,652

¹ Includes indefinite authority

² Does not include indefinite authority

Program Request

(Dollars in Thousands)

Repairs and Alterations:

- \$260,000 for Non-Prospectus projects (“Basic Program”)
- \$176,276 for four Major Modernizations
- \$60,000 for Special Emphasis Programs

Building Operations:

Maintaining Current Levels of Service:

- \$5,852 for Part-Year Increase for FY 2009 Pay Act (3.9%), Effective January, 2009
- \$9,435 for Pay Increases (2.0%), Effective January, 2010
- \$8,043 for Increased Cost of Supplies, Materials, and Service Contracts (0.5%)
- \$18,775 for Building Services in New Space
- \$35,355 for Increase for Costs Above Approved Inflation Rates

Program Reductions:

- \$671 reduction for the GSA Office of Management Services transfer back to the Working Capital Fund

Program Increases:

- \$26,000 for Security Charges from Homeland Security for Vacant Space
- \$48,140 for increases to utility and fuel rates
- \$1,534 for increases to the Working Capital Fund
- \$6,559 for IT Services

Building Operations, Explanation of Changes
(Dollars in Thousands)

	FTE	New Obligational Authority (NOA)
Fiscal Year 2009 Current	6,125.0	\$2,197,354
Maintaining Current Levels:		
Part-Year Increase for FY 2009 Pay Act (3.9%), Effective January, 2009		\$5,852
Pay Increase (2.0%), Effective January, 2010		9,435
Increase Cost of Supplies, Materials, and Service Contracts (0.5%)		8,043
Building Services in New Space		18,775
Increase for Costs Above Approved Inflation Rates		35,355
Subtotal, MCLs.....		\$77,460
Program Decreases:		
Decrease for the Transfer of Office of Management Services		(\$671)
Program Increases:		
Security Charges from Homeland Security for Vacant Space		\$26,000
Increase for Utilities and Fuel Rates		48,140
Increase to Working Capital Fund		1,534
Increase for IT Services		6,559
Subtotal, MCLs.....		\$82,233
Fiscal Year 2010 Request	6,125.0	\$2,356,376

Justification of Building Operations Program Increases for FY 2010

(Dollars in Thousands)

Decrease for the Transfer of the Office of Management Services **-\$671**

In FY 2008, GSA Order ADM 5440.575 transferred the Facilities Management Branch of the Office of Management Services from the Chief People Office to the Public Buildings Service. In FY 2010, the office will transfer out of the Public Building Service.

Security Charges from Homeland Security for Vacant Space **\$26,000**

Due to a change in the terms of the Memorandum of Understanding signed with DHS, PBS will be required to pay security charges for vacant space in PBS controlled buildings. This request will fund security charges for vacant space controlled by PBS and approved rate increases for PBS occupied space.

Increase for Utility and Fuel Rates **\$48,140**

Energy prices have increased significantly during the past calendar year for all energy commodities. Prices now exceed the high levels seen right after the 2005 hurricanes. Commodity futures markets expect the current high price levels to continue, albeit with slight price decreases, for FY2010. While natural gas usage is expected to remain constant, natural gas rates are expected to increase by 32% by FY2010. Steam rates are anticipated to increase by 20% to cover increased fuel and other associated costs. Likewise, the high fuel costs in regulated and deregulated states, the need for new power plants and infrastructure, and increasing environmental requirements (renewable mandates and carbon reductions) will increase the rate of electricity by 11% in FY2010.

Increases to the Working Capital Fund **\$1,534**

In FY 2010, the Federal Buildings Fund (FBF) will pay the Working Capital Fund (WCF) for its increased support of the Public Buildings Service. The (WCF) is reporting an expected 23% increase in FY2010. The FBF is requesting an additional \$863 thousand to support the significant increase above inflation for costs related to Centralized Administrative Support and other Centralized Charges. In addition, PBS will be funding \$671 thousand to support the Office of Management Services through the Working Capital Fund.

Increase for IT Services **\$6,559**

For FY 2010, the PBS Chief Information Officer is requesting funds in the amount of \$6,559 thousand to accomplish the eGovernment initiatives. It is GSA's goal to provide an increased selection of web-based services, facilitate electronic data exchange, and gain productivity efficiencies. The proposed FY 2010 IT budget additions are as follows:

STAR Replacement	\$3,559
Pegasys-Comprizon Interface	\$1,500
Billing and Accounts Receivable System	\$1,500

Building Operations, Explanation of Changes by Program
(Dollars in Thousands)

	Other							TOTAL
	Cleaning	Utilities and Fuels	Main-tenance	Building Services	Space Acquisition	Staff Support	CIO	
FY 2009 Current	300,283	461,600	324,035	243,455	190,956	509,981	167,044	2,197,354
Part-Year Increase for FY 2009 Pay Act (3.9%), Effective January, 2009	40		171	1,297	1,477	2,836	31	5,852
Pay Increase (2.0%), Effective January, 2010	64		275	2,092	2,382	4,573	49	9,435
Increase Cost of Supplies, Materials, and Service Contracts (0.5%)	1,400	2,305	1,394	652	161	1,366	765	8,043
Building Services in New Space	3,791	9,054	5,273	657				18,775
Increase for Costs Above Approved Inflation Rates	10,176	6,914	5,421	2,877	1,534	6,115	2,318	35,355
Decrease for the Transfer of Office of Management Services						(671)		(671)
Security Charges from Homeland Security for Vacant Space				26,000				26,000
Increase for Utilities and Fuel Rates		48,140						48,140
Increase to Working Capital Fund						1,534		1,534
Increase for IT Services							6,559	6,559
FY 2010 Current Services	315,754	528,013	336,569	277,030	196,510	525,734	176,766	2,356,376

Building Operations, Marginal Cost Analysis

Building Services in New Space

(Dollars in Thousands)

The following marginal cost analysis provides the change in total cost that arises when the quantity produced or provided changes by one unit. For instance, the FY 2010 average cost of providing Cleaning, Utilities, Maintenance, and Other Building Services for one additional square foot of space is \$4.87. The additional funding request of \$18,775 thousand for Building Services in New Space will provide the aforementioned services (Cleaning, Utilities and Fuels, Maintenance, Other Building Services) for 3,852 square feet of space.

	Sq Ft Serviced	Cleaning	Utilities and Fuels	Maintenance	Other Building Services	Total
Building Services in New Space	3,852	\$3,791	\$9,054	\$5,273	\$657	\$18,775

	Cost Per Sq Ft
Marginal Cost - Cleaning	\$0.98
Marginal Cost - Utilities	\$2.35
Marginal Cost - Maintenance	\$1.37
Marginal Cost - Other Building Services	\$0.17
Marginal Cost - Total Building Services in New Space	\$4.87

Strategic Direction – Asset Management

In FY 2010, PBS will continue to restructure its portfolio of real property assets in order to ensure that PBS's portfolio consists mainly of financially balanced assets that are well positioned to meet customer needs. PBS will also continue implementing its Real Property Asset Management Plan and the associated 3-Year Rolling Timeline.

PBS will continue to leverage its market position to provide best value to its customer agencies and the American taxpayer. PBS will accomplish this by aggregating service contracts, identifying and targeting cost-reducing real property solutions through market analysis, and expanding energy contracts for government use. Increased customer budget constraints, increased operating costs, and changing customer demands means that leveraging GSA's resources to provide best value is particularly important.

Increased security requirements and reduced budgets continue to be an important issue for PBS and its customers. PBS has instituted construction design changes to provide for increased building security, which has led to a significant increase in the cost of protection and security. Implementing Interagency Security Committee standards (ISC) and Homeland Security Presidential Directive-12 (HSPD-12) requirements will also contribute to elevated rental rates.

GSA has seen indications of some executive branch agencies reducing the size of their government-owned space holdings. Six of our ten largest customers in government-owned space currently have less square footage with GSA since 2004.

PBS understands the value of providing not only quality service, but also consistent service, so PBS has begun to implement initiatives focused on improving and ensuring the services provided to our customers are consistent nationwide. Through the standardization of operation and maintenance contracts, implementing a national call center, and improving the transparency of rent, PBS will improve customer service and satisfaction. Additionally, strategies in FY 2010 will focus on the value we provide to our customers by ensuring that operation and maintenance costs remain at an appropriate level, energy costs and consumption are reduced, and security costs and risks are balanced.

Strategy and Action Plan – Asset Management

Long-term Outcome Goals:

1. Achieve a viable, self-sustaining inventory with an average Return On Equity of at least 6% by FY 2012 for 79% of our government-owned assets.
2. By 2012, reduce energy consumption in GSA Federal buildings by 21% over the FY 2003 baseline while maintaining cleaning and maintenance costs within +/- 5% of the private sector and customer satisfaction levels at or above 80%.

Strategies:

- a. Continue rightsizing GSA's portfolio of real property assets.
- b. Identify core real property assets and target reinvestment by refining the Portfolio Restructuring and Asset Positioning Strategy tools and process.
- c. In FY 2010, PBS will continue implementing its Real Property Asset Management Plan and the associated 3-year rolling improvement plan to improve its asset management practice.
- d. Use the advances made in customer and market portfolio analyses in FY09 to further identify and target opportunities to develop or secure a cost-effective solution or savings for its customers (i.e. market gap opportunities for lease renegotiation or avoiding market costs associated with lease extensions).
- e. Facilitate decision making to help mitigate risks and balance the costs and associated benefits with providing security protection and countermeasures.
- f. Ensure the cost of operations and maintenance remains at an appropriate level.
- g. Continue to work closely with OMB and the Federal Real Property Council to ensure that GSA remains in line with any changes in direction and guidance for Federal real property asset management.
- h. Acquire information and technology to improve the quality, timeliness, and cost effectiveness of PBS service delivery to all its customers.
- i. Promote increased investment in real property by using other financing options.

- j. Reduce Energy Costs/Consumption.

Action Plan and Performance – Asset Management

PBS has identified ten key areas where it must improve in order to achieve the overall goal of a sustainable inventory of owned buildings.

1. Continue Restructuring/Rightsizing Portfolio

Meet FRPC disposal, utilization, condition, and operating cost goals, as set in Executive Order 13327.

2. Identify Core Real Property Assets and Target Reinvestment

Continue to utilize the Portfolio Restructuring and Asset Positioning Strategy tools to identify those assets that are core to the PBS portfolio based on the long-term needs of our customers, the market conditions in which the asset operates, and the condition and reinvestment needs of the asset.

Perform an annual financial tiering analysis to monitor portfolio performance. Use the results of the core asset analysis and the financial tiering to establish a hold period for the asset (>15 yrs / 5-15 yrs / <5 yrs).

Conduct an annual update of asset-level strategies (maintain, upgrade/modernize, share, dispose/exchange), including determining an adequate reinvestment level for the asset.

3. Implement PBS's Real Property Asset Management Plan

Complete an annual update of GSA's Real Property Asset Management Plan. Implement action items from the rolling 3-year improvement plan (subsection of GSA's Asset Management Plan). Identify gaps in GSA's asset management business model and incorporate them into rolling improvement plan.

4. Advance Customer and Market Portfolio Analysis to Develop Cost Effective Workplace Solutions

PBS will use the detailed occupancy analysis of key customer portfolios and the detailed analysis of the largest markets with a Federal presence developed in FY 2009 to continue to assist customers in developing strategies to minimize their rental costs.

5. Facilitate Customer Decision Making and Balancing Security Risk with Associated Costs

Staff and support PBS Center(s) of Expertise and regional security networks to lead implementation effort. Develop tool(s) to frame decision-making to balance risk and costs. Provide customer up-front analysis of location-specific security costs when entering/exiting an OA. Work with FPS and the Interagency Security Committee (ISC) to develop and implement security criteria. Establish new operating criteria for Building Security

Committees, as well as a corporate level Security Liaison. Solidify its working relationship with DHS-FPS

6. Ensure the Cost of Operations and Maintenance Remains at an Appropriate Level

Continue to refine and strengthen the operating cost measure to accurately benchmark to private sector indicators. Use the newly refined benchmarks to ensure that PBS maintains operating costs at the appropriate level.

7. Support the Federal Real Property Council

PBS strives to be a leader of Federal real property asset management. To that end, PBS has made it a goal to incorporate guidance and directives issued by the Federal Real Property Council. In FY 2010, PBS will: (1) Capture and report on the 24 data elements for the building inventory; (2) Implement the performance assessment tool; and (3) Provide leadership for the Asset Management Committee.

8. Acquire information and technology to improve PBS service delivery to all its customers.

Implement an integrated Inventory System of Record for Real Property with floor plan data visualization capabilities

9. Promote increased investment in real property by using other financing options

Implement outlease/leaseback transactions to promote reinvestment opportunities such as Section 412 authority. Explore other financing options. Partner with Federal and State agencies to decrease liability for funding, particularly with Land Ports of Entry infrastructure.

10. Reduce Energy Costs/Consumption

Require regional organizations to submit regional energy reduction plans for review and approval by Energy Center of Expertise in accordance with National Business Solution (NBS02).

Implement energy retrofit program to meet FY 2012 energy reduction goals by performing life cycle costing analysis on proposed project submitted by regional offices. Fund projects which are cost effective and ranked by Savings to investment ratio and simple payback.

Impact on Performance: PBS fully expects portfolio performance to improve as a result of implementing these strategies. The ultimate outcome of the PBS strategy for restructuring and reinvesting in the owned inventory is to provide quality workplaces, increase customer satisfaction, constrain operating costs, and enhance the value of our real estate portfolio for the benefit of the taxpayer.

Installment Acquisition Payments

(Dollars in Thousands)

	New Obligational Authority (NOA)
FY 2009 Current	\$149,570
Decrease in Capitalized Interest Payments	(4,803)
Decrease in Interest Payments	(4,242)
FY 2010 Request	\$140,525

General Program Description: The Public Buildings Amendment of 1972 authorized GSA to contract for the construction of a backlog of authorized but unfunded new construction projects. PBS was granted borrowing authority for a selected number of these projects. Congress has also provided authority on occasions to borrow funds to construct specific Federal facilities. This program funds payments for interest, including capitalized interest, for facilities constructed under borrowing authority.

Reimbursable Program

(Dollars in Thousands)

	FTE	New Obligational Authority (NOA)
FY 2009 Current	117.0	\$2,177,629
Workload adjustment for FY 2008		-52,217
FY 2009 Adjusted Base		\$2,125,412
Inflation		16,040
Workload Increases		18,948
Workload Decreases		-50,905
FY 2009 Request	117.0	\$2,109,495

General Program Description: GSA provides tenant agencies with space and building services (e.g., cleaning, maintenance, utilities, and protection) commensurate with those offered in the private sector. When requested by a tenant, we also provide building services which exceed commercially equivalent levels on a reimbursable basis. Reimbursable services include space adjustments, facility security, utilities, large projects, and janitorial services required for above standard levels of operations, as well as administrative support costs associated with providing the service.

Schedule of Indefinite Authorities

Program	Source	Explanation
Recycling Rebates	PL 102-141 Sec. 11, PL 105-61 Sec. 608	This authority allows PBS to use funds earned through recycling rebates, refunds, or other incentives. These funds are available for recycling or other environmental projects.
Historic Properties	16 USC 470h-3(b)	This authority allows PBS to outlease historic properties and use the revenues to administer, maintain and repair those properties. All revenues earned using this authority must be obligated within two years or returned to the US Treasury.
Energy Rebates	PL 102-141 Sec. 11	This authority allows PBS to use funds earned through energy rebates, refunds, or other incentives. These funds are available for Federal energy management improvement or related programs.
Pennsylvania Avenue Activities (PAA)	PL 104-134, PL 104-208	This authority allows PBS to retain revenue earned using Pennsylvania Avenue Development Corporation (PADC) authorities. These funds are available for use on PAA projects including Building Operations and Repairs & Alterations.
International Trade Center (ITC)	PL 104-208	This authority allows PBS to retain revenue earned using PADC authorities. These funds are available for use on ITC Building Operations activities.
Cooperative Use Act and National Antenna Program	40 USC 581(h)	This authority allows PBS to lease space in Federal buildings to private individuals and organizations. Revenue from this activity is available for Building Operations activities.
Telework	PL 104-52	This authority allows PBS to charge agencies for use of telecommuting centers and use those funds to offset the costs of performing telecommuting services.
Rental of Space	PL 102-393 Sec. 5	This authority allows PBS to enter into lease agreements and obligate funds when an agency requires additional space that was not anticipated in the normal budget process.

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U.S. General Services Administration

PUBLIC BUILDINGS SERVICE

Fiscal Year 2010 Program Performance Plan

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Strategic Alignment of Resources

GSA is a performance driven organization. Planning and resource allocation revolve around the careful design and selection of performance measures that focus on outcomes and the attainment of the GSA mission. During FY 2008, GSA conducted a comprehensive review of all externally-reported goals, measures and targets. This review increased the use of outcome-oriented goals, and ensured that targets are reasonably aggressive compared to prior-year actual performance, and thus drive incremental improvement in program performance over time.

The following tables show the alignment of the performance goals and resources of the Public Buildings Service (PBS) to GSA's four Strategic Goals: Superior Workplaces, Stewardship, Best Value, and Innovation. PBS resources are provided in the form of New Obligational Authority (NOA), indefinite authorities, and authority from the receipts of the sales of real property. NOA is the authority Congress provides PBS in annual appropriation acts and is primarily funded by appropriations and rent revenues. Indefinite authorities are permanent authorities that allow PBS to spend certain types of revenues without additional Congressional action. PBS also receives proceeds from the sales of Federal real property, to fund the expenses related to those sales. PBS performance goals and targets are discussed in greater detail within each program's performance section, following the tables below.

Superior Workplaces

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
New Construction projects on schedule 90% of the time by FY 2010.	80%	\$ 616,154	89%	\$ 821,510	90%	\$ 778,749
Achieve a satisfied customer satisfaction rating (4's & 5's) 80% of the time by FY 2010. [Leasing]	78%	\$ 49,505	78%	\$ 50,732	80%	\$ 52,382
Analyze 100% of leases expiring within 3 years for market opportunities to reduce rental payments where market data is available.	100%	<i>No budgetary impact</i>	100%	<i>No budgetary impact</i>	100%	<i>No budgetary impact</i>
TOTAL, SUPERIOR WORKPLACES NOA		\$ 665,659		\$ 872,242		\$ 831,131

Stewardship

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Average cycle time on new courthouse construction projects is 3,100 days or less by FY 2010.	3,486	\$ 292,866	≤ 3,100	\$ 108,102	≤ 3,100	\$ 49,853
By FY 2010, register 100% of the New Construction program for LEED in the same fiscal year design funding is authorized.	100%	\$ 38,956	90%	\$ 22,856	100%	\$ 25,109
Maintain percent of vacant space in leased buildings at less than or equal to 1.5% by FY 2010.	1.3%	\$ 54,357	≤ 1.5%	\$ 55,991	≤ 1.5%	\$ 56,951
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.	-0.9%	\$ 4,315,776	0%-2%	\$ 4,642,403	0%-2%	\$ 4,880,140
Increase to 78% the percentage of government-owned assets with a Return on Equity of at least 6% by FY 2010.	80.5%	\$ 159,477	77.3%	\$ 175,000	78.0%	\$ 130,000
Increase the percentage of government-owned assets with a positive FFO to 86% by FY 2010.	87.3%	\$ 184,866	86.0%	\$ 201,668	86.0%	\$ 157,905
Maintain the percentage of vacant space (available and committed) in government-owned assets at less than or equal to 5% by FY 2010.	4.7%	\$ 76,878	≤ 5%	\$ 42,808	≤ 5%	\$ 52,436
Execute energy conservation goals while increasing GSA's Customer Satisfaction scores to 80% by FY 2010. [Asset Management]	81%	\$ 1,256,408	80%	\$ 1,109,794	80%	\$ 1,051,272
Sub-Total, New Obligational Authority		\$ 6,340,295		\$ 6,358,622		\$ 6,403,666
Sub-Total, Indefinite Authority		\$ 39,287		[\$49,712]		[\$49,387]
Award 90% of public sales within 135 days for fiscal year 2010. [Real Property Utilization and Disposal]	82%	\$ 6,224	90%	\$ 11,234	90%	\$ 11,349
Sub-Total, Other Appropriations		\$ 6,224		\$ 11,234		\$ 11,349
TOTAL, STEWARDSHIP		\$ 6,385,806		\$ 6,369,856		\$ 6,415,015

Note: Bracketed amounts reflect Indefinite Authority anticipated, but not yet earned.

Innovation

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Reduce energy consumption in GSA Federal buildings by 15% (as measured by Btu/GSF) over the FY 2003 baseline by FY 2010. [Asset Management]	-10%	\$ 26,217	-12%	\$ 48,199	-15%	\$ 52,396
TOTAL, INNOVATION NOA		\$ 26,217		\$ 48,199		\$ 52,396

U.S. General Services Administration
Public Buildings Service

Summary of Funding Table

(Dollars in thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
New Construction Program			
New Construction	\$737,841	\$746,317	\$657,637
Installment Acquisition Payments	155,781	149,570	140,525
Building Operations	<u>54,354</u>	<u>56,581</u>	<u>55,549</u>
Sub-Total, New Construction	\$947,976	\$952,468	\$853,711
Real Property Leasing Program			
Rental of Space	\$4,315,534	\$4,642,156	\$4,879,871
Building Operations	165,101	169,761	172,759
Rental of Space - Indefinite Authority	<u>254,286</u>	<u>399,103</u>	<u>[\$536,277]</u>
Sub-Total, Real Property Leasing	\$4,734,921	\$5,211,020	\$5,052,630
Asset Management			
Repairs and Alterations:			
Basic	\$318,953	\$350,000	\$260,000
Line-Item	499,198	342,374	236,276
Building Operations	1,886,036	1,971,013	2,128,069
Other Indefinite Authority	<u>39,287</u>	<u>[\$49,712]</u>	<u>[\$49,387]</u>
Sub-Total, Asset Management	\$2,743,474	\$2,663,387	\$2,624,345
Total New Obligational Authority (NOA):	\$8,426,370	\$8,826,874	\$8,530,685
Real Property Disposal			
Operating Expenses, Annual Appropriation	\$16,248	\$16,918	\$17,240
Operating Expenses, No-Year Appropriation	340	0	0
Operating Expenses, Reimbursable Funding	<u>2,596</u>	<u>11,500</u>	<u>11,500</u>
Sub-Total, Operating Expenses	\$19,184	\$28,418	\$28,740
Expenses, Disposal Permanent Appropriation	\$4,620	\$10,814	\$11,080
Expenses, Disposal Reimbursable Funding	<u>0</u>	<u>0</u>	<u>0</u>
Sub-Total, Expenses, Disposal	\$4,620	\$10,814	\$11,080
Real Property Relocation Expenses	<u>\$1,844</u>	<u>\$8,683</u>	<u>\$2,000</u>
Sub-Total, Real Property Disposal	\$25,648	\$47,915	\$41,820
Grand Total, NOA and Budget Authority	\$8,452,018	\$8,874,789	\$8,572,505

New Construction Program

Performance Goals, Measures and Targets

Long-term Outcome Goal NC-1: GSA will execute the New Construction program on the schedule committed to our customers 90% of the time by FY 2014.

FY 2010 Performance Goal: New construction projects on schedule 90% of the time by FY 2010.

Performance Measure: Construction projects on schedule.

Measure Description: Projects on schedule reports the percentage of New Construction projects completed on schedule, weighted by the value of work in place. This measure uses an earned value technique to assess construction project performance on all prospectus level projects. Delivering space when the customer needs it enables customers to carry out their mission; this measure helps to gauge GSA's success in meeting this outcome.

Year	Target	Actual
2005	85%	100%
2006	86%	84%
2007	87%	78.8%
2008	88%	80.4%
2009	89%	
2010	90%	
2011	90%	
2012	90%	
2013	90%	
2014	90%	

Long-term Outcome Goal NC-2: Reduce average cycle time on new courthouse construction projects to 2,800 days or less by FY 2019.

FY 2010 Performance Goal: Average cycle time on new courthouse construction projects is 3,100 days or less by FY 2010.

Performance Measure: Number of days to complete new courthouse construction projects.

Measure Description: Cycle time measures the average number of days from the date of design funding authorization / appropriation to substantial construction completion. Each year's target reports on prospectus-level courthouse construction projects planned for completion in the target year and the two preceding years. Reducing cycle time will result in greater efficiency in program execution, lower project costs, improved financial performance and reduced unobligated balances carried over from year to year.

Year	Target	Actual
2005	2,900 days	2,928 days
2006	≤ 3,100 days	3,458 days
2007	≤ 3,100 days	3,575 days
2008	≤ 3,100 days	3,486 days
2009	≤ 3,100 days	
2010	≤ 3,100 days	
2011	≤ 3,100 days	
2012	≤ 3,100 days	
2013	≤ 3,100 days	
2014	≤ 3,100 days	

Long-term Outcome Goal NC-3: Register 100% of the New Construction program for Leadership in Energy and Environmental Design (LEED) in the same fiscal year design funding is authorized and certify 75% of the New Construction program for LEED within 18 months of substantial construction completion.

FY 2010 Performance Goal: By FY 2010, register 100% of the New Construction program for LEED in the same fiscal year design funding is authorized.

Performance Measure: Percent of New Construction program that is registered for LEED.

Measure Description: LEED registration measures the level of sustainability achieved by the New Construction program. Requiring timely LEED registration ensures that sustainable design principles are incorporated from the very beginning in new projects, and increase the likelihood that the project will be successfully LEED certified on construction completion. The desired outcome is an optimal balance of cost, environmental, societal, and human benefits while meeting the needs of the client agency.

Year	Target	Actual
2005	10%	9.1%
2006	25%	100%
2007	50%	100%
2008	75%	100%
2009	90%	
2010	100%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

Real Property Leasing Program

Performance Goals, Measures and Targets

Long-term Outcome Goal LS-1: By FY 2014, 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 Lease Tiering into customer strategic planning where market data is available.

FY 2010 Performance Goal: Achieve a satisfied customer satisfaction rating (4's & 5's) 80% of the time by FY 2010.

Performance Measure: Satisfied tenant customer satisfaction rating (4 and 5 responses) in leased space surveyed.

Measure Description: This measure calculates the percentage of survey respondents who rate their overall satisfaction level with PBS service delivery as a "4" or "5" on a five-point scale. GSA surveys the tenants in one-third of eligible buildings each year, on a rotating basis. This measure helps to determine how well GSA is achieving its desired outcome of meeting customer space requirements while providing best value for customer agencies and taxpayers.

Year	Target	Actual
2005	70%	78%
2006	72%	78%
2007	74%	78.4%
2008	76%	78%
2009	78%	
2010	80%	
2011	80%	
2012	80%	
2013	80%	
2014	80%	

FY 2010 Performance Goal: Analyze 100% of leases expiring within 3 years for market opportunities to reduce rental payments where market data is available.

Performance Measure: Percent of existing lease inventory reviewed for beneficial opportunities.

Measure Description: This measure calculates the percentage of current leases that have been analyzed against forecasts of private sector rent growth for local markets. Inventory reviews identify opportunities to consolidate leases or renegotiate lease rates, and are a continuous process of ensuring that GSA delivers superior workplaces to our customers. Measuring process output helps to quantify the effort GSA expends to provide responsible asset management to our clients.

Year	Target	Actual
2005	N/A	N/A
2006	100%	100%
2007	100%	100%
2008	100%	100%
2009	100%	
2010	100%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

FY 2010 Performance Goal: Maintain percent of vacant space in leased buildings at less than or equal to 1.5% by FY 2010.

Performance Measure: Percent of vacant space in leased inventory.

Measure Description: Vacant, leased space measures rentable square feet (RSF) that is under alteration, committed to a customer but not yet occupied, or unoccupied and unassigned, as a percentage of total RSF in the leased inventory. Under the GSA leasing program, tenant agencies may cancel lease space with 120 day notice, and GSA assumes responsibility for the balance of the unexpired lease term. GSA reduces unoccupied space by marketing existing, vacant space where possible before acquiring new space to meet customer needs. Because vacant, leased space incurs costs without generating revenues, reducing unoccupied space improves efficiency and increases the funds available for capital improvements.

Year	Target	Actual
2005	1.5%	1.2%
2006	1.5%	1.5%
2007	≤ 1.5%	1.1%
2008	≤ 1.5%	1.3%
2009	≤ 1.5%	
2010	≤ 1.5%	
2011	≤ 1.5%	
2012	≤ 1.5%	
2013	≤ 1.5%	
2014	≤ 1.5%	

FY 2010 Performance Goal: Manage the cost 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.

Performance Measure: Percent of leased revenue available after administering the lease program.

Measure Description: Leased Funds From Operations (FFO) is a measure of leased inventory revenue minus all expenses (excluding depreciation) associated with leased buildings. Maintaining a leased FFO at or nearly 0% of leased revenues ensures that the leasing program operates on or close to a break-even basis, and demonstrates that GSA can operate efficiently within its lease fee structure.

Year	Target	Actual
2005	0% - 2%	2.2%
2006	0% - 2%	1.5%
2007	0% - 2%	0.0%
2008	0% - 2%	-0.9%
2009	0% - 2%	
2010	0% - 2%	
2011	0% - 2%	
2012	0% - 2%	
2013	0% - 2%	
2014	0% - 2%	

Long-term Outcome Goal LS-2: By FY 2014, the Leasing program will deliver new leases at 9.5% below the industry average cost for office space, and deliver the space when the customer needs it 90% of the time or better.

FY 2010 Performance Goal: Award leases at an average rental rate of not less than 9.5% below industry averages for comparable office space by FY 2010.

Performance Measure: Cost of leased space relative to industry market rates.

Measure Description: Cost of leased space compares GSA leasing costs to private sector benchmarks for equivalent space. This measure reports annual lease transactions for leases that are at least 75% office space, assessed against benchmark market rates. Consistently paying lease rates at or below comparable market rates ensures that Federal office space is acquired at the best value for the taxpayer and demonstrates GSA's commitment to achieving this outcome.

Year	Target	Actual
2005	-8.3%	-9.2%
2006	-8.5%	-9.2%
2007	-8.8%	-10.6%
2008	-9.0%	-9.4%
2009	-9.3%	
2010	-9.5%	
2011	-9.5%	
2012	-9.5%	
2013	-9.5%	
2014	-9.5%	

FY 2010 Performance Goal: Deliver lease space when the customer needs it 90% of the time or better by FY 2010.

Performance Measure: Percent of customers surveyed who say they received their lease space when they needed it.

Measure Description: This measure calculates the percentage of respondents to the Realty Transaction Survey who say they received their leased space when they needed it. This is a yes or no question. The Realty Transaction Survey is a telephone survey conducted with agency contacts three months after new space is occupied or renewed. Delivering space when the customer needs it enables them to carry out their mission; this measure helps to gauge GSA's success in meeting this outcome.

Year	Target	Actual
2005	75%	81.7%
2006	82%	67%
2007	84%	82%
2008	86%	76%
2009	88%	
2010	90%	
2011	90%	
2012	90%	
2013	90%	
2014	90%	

U.S. General Services Administration
Public Buildings Service

FY 2010 Performance Goal: Use National Broker Contract for at least 90% of expiring leases by FY 2010.

Performance Measure: Percent of expiring leases using the National Broker Contract (NBC).

Measure Description: This measure compares the number of National Broker Contract task orders issued to the total number of commissionable leases expiring in each contract year. GSA relies on National Broker Contracts to provide additional workload capacity for renewing expiring leases, at a better cost to the Government. NBC output is one measure of the success of this program.

Year	Target	Actual
2005	N/A	N/A
2006	60%	48%
2007	70%	58%
2008	80%	79%
2009	90%	
2010	90%	
2011	90%	
2012	90%	
2013	90%	
2014	90%	

Asset Management Program

Performance Goals, Measures and Targets

Long-term Outcome Goal AM-1: Achieve a viable, self-sustaining inventory with an average Return on Equity of at least 6% by FY 2012 for 78.9% of our government-owned assets.

FY 2010 Performance Goal: Increase to 78% the percentage of government-owned assets with a Return on Equity of at least 6% by FY 2010.

Performance Measure: Percentage of government-owned assets achieving an ROE of at least 6%.

Measure Description: Return on Equity (ROE) is the ratio of annual net operating income to the value of the asset, typically fair market value. Assets with an ROE of at least 6% fulfill the long-term needs of our customers by generating enough money to fund their own operations, repairs and capital needs. Maximizing the percentage of assets with ROE of at least 6% ensures GSA achieves its desired outcome of a viable, self-sustaining inventory of owned assets.

Year	Target	Actual
2005	baseline	79.2%
2006	baseline	76.4%
2007	75.6%	78.0%
2008	76.5%	80.5%
2009	77.3%	
2010	78.0%	
2011	78.6%	
2012	78.9%	
2013	78.9%	
2014	78.9%	

FY 2010 Performance Goal: Increase the percentage of government-owned assets with a positive FFO to 86% by FY 2010.

Performance Measure: Percent of government-owned assets achieving a positive FFO.

Measure Description: Owned Funds From Operations (FFO) is a measure of owned inventory revenue minus all expenses (excluding depreciation) associated with operating owned assets. Maintaining a high percentage of owned buildings with a positive FFO ensures that GSA realizes the desired outcome of a self-sustaining inventory of owned assets that will result in an improved quality of space for our customers and superior value for taxpayers.

Year	Target	Actual
2005	baseline	84.3%
2006	baseline	82.7%
2007	84.0%	87.5%
2008	84.9%	87.3%
2009	86.0%	
2010	86.0%	
2011	87.0%	
2012	87.0%	
2013	87.0%	
2014	87.0%	

FY 2010 Performance Goal: Maintain the percentage of vacant space (available and committed) in government owned assets at less than or equal to 5% by FY 2010.

Performance Measure: Percent of vacant space in the government-owned inventory.

Measure Description: Vacant, owned space measures rentable square feet (RSF) that is under alteration, committed to a customer but not yet occupied, or unoccupied, as a percentage of total assignable RSF in the owned inventory. Vacant space does not include space undergoing an on-time, prospectus-level renovation. Maximizing the use of owned buildings increases GSA's efficiency of operations within the existing inventory.

Year	Target	Actual
2005	baseline	4.6%
2006	baseline	4.4%
2007	≤ 5%	5.6%
2008	≤ 5%	4.7%
2009	≤ 5%	
2010	≤ 5%	
2011	≤ 5%	
2012	≤ 5%	
2013	≤ 5%	
2014	≤ 5%	

Long-term Outcome Goal AM-2: By 2012, reduce energy consumption in GSA Federal buildings by 21% over the FY 2003 baseline while maintaining cleaning and maintenance cost within +/- 5% of the private sector and customer satisfaction levels at or above 80%.

FY 2010 Performance Goal: Execute energy conservation goals while increasing GSA's Customer Satisfaction scores to 80% by FY 2010.

Performance Measure: Customer satisfaction with government-owned space.

Measure Description: This measure calculates the percentage of survey respondents who rate their overall satisfaction level with PBS service delivery as a "4" or "5" on a five-point scale. GSA surveys the tenants in one-third of eligible buildings each year, on a rotating basis. This measure helps to determine how well GSA is achieving its desired outcome of meeting customer space requirements while providing best value for customer agencies and taxpayers.

Year	Target	Actual
2005	72%	77.6%
2006	73%	83%
2007	80%	78.3%
2008	80%	81%
2009	80%	
2010	80%	
2011	80%	
2012	80%	
2013	80%	
2014	80%	

FY 2010 Performance Goal: Maintain cleaning and maintenance costs in office and similarly serviced space within +/-5% of private sector benchmarks.

Performance Measure: Percent within the private sector benchmarks for cleaning and maintaining office and similarly serviced space.

Measure Description: This measure compares GSA cleaning and maintenance costs for owned buildings to industry benchmark rates in the same geographic area. GSA assets are matched to local, private sector data from the Building Owners and Managers Association (BOMA). Consistently paying cleaning and maintenance costs within an acceptable variance from benchmark rates demonstrates that GSA manages owned assets as efficiently as the private sector.

Year	Target	Actual
2005	baseline	-5.8%
2006	baseline	-0.6%
2007	baseline	4.0%
2008	+/- 5%	0.6%
2009	+/- 5%	
2010	+/- 5%	
2011	+/- 5%	
2012	+/- 5%	
2013	+/- 5%	
2014	+/- 5%	

FY 2010 Performance Goal: Reduce energy consumption in GSA Federal buildings by 15% (as measured by Btu/GSF) over the FY 2003 baseline by FY 2010.

Performance Measure: Percent reduction in energy consumption from the FY 2003 baseline (as measured in Btu/GSF).

Measure Description: Building energy consumption is defined as the amount of energy used per square foot to operate a building and is measured in British Thermal Units per Gross Square Foot (Btu/GSF). This measure represents the percent energy reduction per square foot of space over the FY 2003 baseline. This measure tracks GSA's progress towards the desired outcome of reducing the energy footprint of the Federal government and satisfying the mandates of the Energy Policy Act of 2005 and Executive Order 13423, "Strengthening Federal Environmental, Energy, and Transportation Management". The 2005 baseline and target are measured against the 1985 baseline.

Year	Target	Actual
2005	-30%	-35.3%
2006	-3%	-4.4%
2007	-6%	-8.3%
2008	-9%	-9.7%
2009	-12%	
2010	-15%	
2011	-18%	
2012	-21%	
2013	-21%	
2014	-21%	

Real Property Utilization and Disposal Program

Performance Goals, Measures and Targets

Long-term Outcome Goal: 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.

FY 2010 Performance Goal: Award 90% of public sales within 135 days for fiscal year 2010.

Performance Measure: Percent of public sale properties awarded within 135 days.

Measure Description: This measure reports the number of public sales awarded within 135 days as a percentage of total public sales. The term “awarded” refers to the date the offer to purchase is completed by GSA and the purchaser. Decreasing the cycle time for public sales increases the speed with which surplus Federal properties can be disposed of and accelerates delivery of the desired outcome of an efficient and economical portfolio of Federal real property assets.

Year	Target	Actual
2005	N/A	N/A
2006	baseline	90.5%
2007	baseline	97.4%
2008	90%	81.5%
2009	90%	
2010	90%	
2011	90%	
2012	90%	
2013	90%	
2014	90%	

FY 2010 Performance Goal: Award 90% of non-competitive sales and donations property within 220 days for fiscal year 2010.

Performance Measure: Percent of non-competitive sales and donations awarded within 220 days.

Measure Description: This measure reports the number of non-competitive sales and donations conducted within 220 days as a percentage of the total number of such disposals. Non-competitive sales and donations include negotiated sales, Public Benefit Conveyances, and Federal transfers. Decreasing the cycle time for non-competitive sales and donations increases the speed with which surplus Federal properties can be disposed of and accelerates delivery of the desired outcome of an efficient and economical portfolio of Federal real property assets.

Year	Target	Actual
2005	N/A	N/A
2006	baseline	80.9%
2007	baseline	88.5%
2008	90%	86.1%
2009	90%	
2010	90%	
2011	90%	
2012	90%	
2013	90%	
2014	90%	

FY 2010 Performance Goal: Maintain "satisfied" or "highly satisfied" ratings on 95% or higher of the Customer Transaction Satisfaction Survey in FY 2010.

Performance Measure: Percent of disposal customers who have graded the program at a 4 or 5 on a scale of 1 to 5 with 3 being neutral.

Measure Description: This measure calculates the percentage of survey respondents who rate their overall satisfaction level with PBS service delivery as a "4" or "5" on a five-point scale. GSA sends the Property Disposal Transaction Survey to customer agencies at the end of each completed transaction. This measure helps to determine how well GSA is achieving its desired outcome of meeting customer asset management requirements while providing best value for customer agencies and taxpayers.

Year	Target	Actual
2005	93%	93%
2006	93%	97%
2007	93%	99%
2008	93%	95.4%
2009	95%	
2010	95%	
2011	95%	
2012	95%	
2013	95%	
2014	95%	

FY 2010 Performance Goal: Attain 1.08% cost of sales as a percentage of sales proceeds for public sales for fiscal year 2010.

Performance Measure: Cost of public sales as a percentage of sales proceeds.

Measure Description: Cost as a percentage of proceeds measures the efficiency of the Real Property Disposal program. Maintaining low costs as a percentage of proceeds demonstrates that GSA meets customer asset management requirements at best value for customer agencies and taxpayers.

Year	Target	Actual
2005	1.00%	0.13%
2006	1.08%	0.12%
2007	1.08%	0.53%
2008	1.08%	1.53%
2009	1.08%	
2010	1.08%	
2011	1.08%	
2012	1.08%	
2013	1.08%	
2014	1.08%	

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U.S. General Services Administration
GOVERNMENT-WIDE POLICY and CHIEF ACQUISITION OFFICER

Fiscal Year 2010 Budget Request

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Appropriations Language

For expenses authorized by law, not otherwise provided for, for Government-wide policy and evaluation activities associated with the management of real and personal property assets and certain administrative services; Government-wide policy support responsibilities relating to acquisition, telecommunications, information technology management, and related technology activities; and services as authorized by 5 U.S.C. 3109; **\$65,165,000**, of which \$4,000,000, to be available until expended, is provided for the Office of Federal High Performance Green Buildings.

Analysis of Language Provisions and Changes

Language Provision [delete] <u>insert</u>	Explanation
<u>... of which \$4,000,000, to be available until expended, is provided for the Office of Federal High Performance Green Buildings.</u>	This provision specifies that funds provided for the Office of Federal High Performance Green Buildings shall be available until expended, as authorized by section 440 of Public Law 110-140, the Energy Independence and Security Act of 2007 (EISA 2007).

Program Description

This appropriation provides for the activities of the Office of Governmentwide Policy, the Office of the Chief Acquisition Officer, and the Office of Federal High Performance Green Buildings.

The Office of Governmentwide Policy works cooperatively with other agencies to develop and evaluate the implementation of policies associated with real and personal property, motor vehicles, aircraft, information technology, transportation and travel management. These policies are designed to achieve the most cost-effective solutions for the delivery of those administrative services.

The Office of the Chief Acquisition Officer provides government-wide leadership in developing procurement policies and regulations, and improving the acquisition workforce.

The Office of Federal High Performance Green Buildings will provide building standards, practices and a certification system to ensure that all Federal facilities (buildings and work places) are designed, constructed, and managed in a sustainable manner. Budget authority and other data reported here include \$4,000,000 provided for this office by the American Reinvestment and Recovery Act of 2009 (Public Law 111-5).

The policy support activities funded under this account include the Federal Procurement Data Center, the Regulatory Information Service Center, the Catalog of Federal Domestic Assistance, and the Committee Management Secretariat.

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
2009 Omnibus Appropriation (P.L. 111-8).....	173.0	\$ 54,578
2009 Recovery Act (P.L. 111-5).....	<u>9.0</u>	<u>\$ 4,000</u>
2009 Enacted Level.....	182.0	\$ 58,578
2010 Request.....	<u>182.0</u>	<u>\$ 65,165</u>
Net Change.....	0.0	\$ 6,587
<hr/>		
	<u>FTE</u>	<u>Budget Authority</u>
Adjustments to the FY 2009 Base:		
Non-Recur Recovery Act transfer in for the Office of Federal High Performance Green Buildings	-9.0	-\$ 4,000
Maintaining Current Levels:		
Annualization of the FY 2009 Pay Increase (3.9%)		\$ 247
FY 2010 Pay Increase (2.0%), Effective January 2010		383
Inflation (0.5%)	<u>—</u>	<u>157</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 787
Program Increases:		
Office of Federal High Performance Green Buildings activities to develop government-wide standards and policy for green Federal buildings	9.0	\$ 4,000
Establish a Database for Federal Agency contract and grant officers and suspension and debarment officials		2,000
Federal Acquisition Institute Training Support Activities		1,500
Enhancements to the Regulatory Combined Information System (ROCIS)		1,000
Enhancements to the Federal Real Property Profile (FRPP) information system		1,000
Enhancements to the Catalog of Federal Domestic Assistance (CFDA) information system	<u>—</u>	<u>300</u>
Net Change.....	0.0	\$ 6,587

Summary of the Request

The FY 2010 budget requests a total of **\$65,165 thousand** for the combined budget of the Office of Governmentwide Policy (OGP), the Office of the Chief Acquisition Officer (OCAO) and the Office of Federal High-Performance Green Buildings, a net increase of \$10,587 thousand over the level provided in the FY 2009 Omnibus Appropriations Act.

The requested level includes an increase of **\$787 thousand** for the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation.

The FY 2010 budget requests **9 FTE and \$4,000 thousand** for the Office of Federal High-Performance Green Buildings. This request is a continuation of funding provided in the American Reinvestment and Recovery Act of 2009 (Public Law 111-5). Funds requested for FY 2010 will allow GSA to develop high-performance green building standards for all types of Federal facilities, establish green practices that can be used throughout the life of a Federal facility, and identify a certification system for Federal green buildings. The Office will establish a Federal Green Building Advisory Committee and will coordinate high-performance green building activities across Federal landholding agencies.

The FY 2010 budget requests **\$2,000 thousand** for OGP for a new, government-wide database of information on the integrity and performance of individuals who are awarded Federal agency contracts and grants. Section 872 of the Duncan Hunter National Defense Authorization Act for FY 2009 (Public Law 110-417, signed Oct. 14, 2008) directs GSA and the Office of Management and Budget to establish this database within one year of enactment. The database will be available to all Federal agency contract officials and grant specialists, to review and include when considering offers or proposals, including responsibility determinations. This database will include information on civil and criminal proceedings, past contracts and grants that were terminated for default, Federal suspensions and debarments, and additional information relevant to the integrity and performance of Federal contractors and grantees.

The FY 2010 budget requests **\$1,500 thousand** for OCAO for Federal Acquisition Institute (FAI) for training support activities. FAI is responsible for the training and workforce development of the entire civilian, Executive Branch acquisition workforce. FAI operating costs are provided for in the Government-wide Policy appropriation and by the Acquisition Workforce Training Fund (AWTF). The AWTF provides primarily for the costs of delivering training to the acquisition workforce, but also covers certain administrative expenses of FAI. The funds requested here would allow GSA to transfer and consolidate FAI operating costs currently funded by the AWTF into the Government-wide Policy appropriation. This would allow FAI to dedicate all of the receipts and collections of the AWTF exclusively towards training delivery.

The FY 2010 budget requests **\$1,000 thousand** for OGP for upgrades and systems enhancements to the Regulatory Information Service Center (RISC) and Office of Information and Regulatory Affairs (OIRA) Combined Information System (ROCIS), managed by the Office of Governmentwide Policy. Investments in ROCIS will improve and greatly expand public access to information about regulations and approved information collections. The funds provided will allow for increased transparency and public participation in the Federal regulatory process through innovations such as the public web site www.Regulations.gov.

The FY 2010 budget requests **\$1,000 thousand** for OGP for enhancements to the Federal Real Property Profile (FRPP) within the Office of Governmentwide Policy. FRPP is the Federal government's database of owned and leased buildings, land, and structures. Investments in FRPP will allow for the measurement and reporting of real property performance. This will enhance the strategic management of Federal real property assets, by giving decision-making reliable, accurate and complete data to make asset management decisions, including investments in or disposal of properties.

The FY 2010 budget requests **\$300 thousand** for OCAO for the Catalog of Federal Domestic Assistance (CFDA). The CFDA, located at www.cfda.gov, provides a full listing of all Federal programs available to State, local, territorial, and Indian tribal governments as well as private profit and nonprofit organizations and institutions, specialized groups, and individuals. The unprecedented volume of grant activity resulting from the American Reinvestment and Recovery Act (P.L. 111-5) exposed critical shortcomings in the CFDA. The funding requested will allow for an integrated functional linkage between the CFDA and grants.gov systems, which will allow grants.gov to access CFDA information, rather than requiring users to look up CFDA information manually.

Reimbursable Programs: In FY 2010, OGP and OCAO anticipate providing reimbursable services to other Federal agencies leveling the amount of **\$19,000 thousand**, comprised of:

- \$1,000 thousand for the Office of Governmentwide Policy,
- \$1,000 thousand for the Office of the Chief Acquisition Officer, and
- \$17,000 thousand to support Intergovernmental Management Councils. Section 723 Division D of Public Law 111-8 permits the head of each Executive department and agency to transfer funds to the Government-wide Policy account, to support government-wide financial, information technology, procurement, and other management innovations, initiatives, and activities.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
Discretionary authority:			
Annual appropriation.....	\$ 52,891	\$ 54,578	\$ 65,165
Recovery Act transfer (multi-year)...	0	4,000	0
Subtotal, discretionary authority.....	\$ 52,891	\$ 58,578	\$ 65,165
Reimbursable authority:			
New authority.....	\$ 630	\$ 10,858	\$ 2,000
Transfers in for Management Councils..	9,803	17,000	17,000
Change in uncollected payments.....	293	0	0
Subtotal, reimbursable authority....	\$ 10,726	\$ 27,858	\$ 19,000
Anticipated collections, next period.....	\$ 278		
Unobligated balance, expiring.....	-\$ 622		
Unobligated balance of multi-year funds..	\$ 0	-\$1,320	\$1,320
Total, obligations.....	\$ 63,273	\$ 85,116	\$ 85,485
Obligations, appropriated	52,269	57,258	66,485
Obligations, reimbursable.....	11,004	27,858	19,000
<i>Net Outlays</i>	<i>\$ 53,859</i>	<i>\$ 70,787</i>	<i>\$ 65,319</i>

Obligations by Object Classification

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
11.1 Full-time, permanent.....	\$ 15,209	\$ 20,142	\$ 21,664
11.3 Other than full-time permanent.....	49	83	85
11.5 Other personnel compensation.....	3,649	884	906
11.8 Special personnel services payments.....	30	35	36
12.1 Civilian personnel benefits.....	3,761	4,174	4,715
21.0 Travel and transportation of persons.....	244	319	320
22.0 Transportation of things.....	0	0	0
23.1 Rental payments to GSA.....	1,763	1,856	1,866
23.2 Rental payments to others.....	0	0	0
23.3 Communications and utilities.....	136	187	188
Subtotal, Rent, communications & utilities..	\$ 1,899	\$ 2,043	\$ 2,054
24.0 Printing and reproduction.....	577	609	612
25.1 Advisory and assistance services.....	13,321	17,596	24,231
25.2 Other services.....	0	300	302
25.3 Goods & services from Gov't accounts.....	12,596	7,991	9,836
25.4 Operation and maintenance of facilities.....	0	0	0
25.7 Operation and maintenance of equipment.....	0	0	0
Subtotal, Contractual services.....	\$ 25,917	\$ 25,887	\$ 34,369
26.0 Supplies and materials.....	106	134	135
31.0 Equipment.....	828	268	269
99.0 Obligations, annual appropriation.....	\$ 52,269	\$ 54,578	\$ 65,165
Subtotal, PC&B.....	22,698	25,318	27,406
Subtotal, Non-labor.....	29,571	29,260	37,759
99.1 Obligations, reimbursable.....	11,004	27,858	19,000
99.9 Total obligations.....	\$ 63,273	\$ 82,436	\$ 84,165

Obligations by Object Classification, Recovery Act
 (Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
11.1 Full-time, permanent.....	\$ 0	\$ 425	\$ 596
12.1 Civilian personnel benefits.....	0	182	255
25.1 Advisory and assistance services.....	0	2,073	469
99.0 Obligations, multi-year appropriation....	\$ 0	\$ 2,680	\$ 1,320
Subtotal, PC&B.....	0	607	851
Subtotal, Non-labor.....	0	2,073	469
99.9 Total obligations.....	\$ 0	\$ 2,680	\$ 1,320

U.S. General Services Administration
 Government-wide Policy and Chief Acquisition Officer

Explanation of Changes by Program

(Dollars in Thousands)

	Office of Governmentwide Policy		Officer of the Chief Acquisition Officer		Office of High-Performing Green Buildings		TOTAL	
	FTE	authority	FTE	authority	FTE	authority	FTE	authority
FY 2009 Appropriation	130.0	\$ 44,138	43.0	\$ 10,440	0.0	\$ 0	173.0	\$ 54,578
FY 2009 Recovery Act					9.0	4,000	9.0	4,000
Adjustment to the FY 2009 Base:								
Non-recur Recovery Act transfer in					-9.0	-4,000	-9.0	-4,000
FY 2009 Adjusted Base	130.0	\$ 44,138	43.0	\$ 10,440	0.0	\$ 0	173.0	\$ 54,578
Maintaining Current Levels:								
Annualization of FY 2009 Pay Increase (3.9%)		182		65				247
FY 2010 Pay Increase (2.0%)		283		100				383
Inflation (0.5%)		128		29				157
Program Increases:								
Office of Federal High-Performance Green Buildings					9.0	4,000	9.0	4,000
Integrity & Performance Database		2,000						2,000
FAI Training Support Activities				1,500				1,500
ROCIS Enhancements		1,000						1,000
FFRP Enhancements		1,000						1,000
CFDA Enhancements				300				300
FY 2010 Budget Request	130.0	\$ 48,731	43.0	\$ 12,434	9.0	\$ 4,000	182.0	\$ 65,165

*U.S. General Services Administration
Government-wide Policy and Chief Acquisition Officer*

Obligations by Program
(Dollars in Thousands)

	FY 2008		FY 2009		FY 2010	
	FTE	Actual obligations	FTE	Current authority	FTE	Request authority
1. Office of Governmentwide Policy:						
Annual appropriation	117.0	\$42,796	130.0	\$44,138	130.0	\$48,731
Reimbursable authority	<u>2.0</u>	<u>365</u>	<u>2.0</u>	<u>9,858</u>	<u>2.0</u>	<u>1,000</u>
Subtotal, OGP.....	119.0	\$43,161	132.0	\$53,996	132.0	\$49,731
2. Office of Chief Acquisition Officer:						
Annual appropriation	36.0	\$9,473	43.0	\$10,440	43.0	\$12,434
Reimbursable authority	<u>0.0</u>	<u>265</u>	<u>1.0</u>	<u>1,000</u>	<u>2.0</u>	<u>1,000</u>
Subtotal, OCAO.....	36.0	\$9,738	44.0	\$11,440	45.0	\$13,434
3. Intergovernmental Management Councils:						
Reimbursable authority...	0.0	10,374	0.0	17,000	0.0	17,000
4. Office of Federal High-Performance Green Buildings:						
Multi-Year Appropriation...	0.0	\$0	9.0	\$4,000	9.0	\$4,000
Total, Appropriated.....	153.0	\$52,269	182.0	\$58,578	182.0	\$65,165
Total, Reimbursable.....	<u>2.0</u>	<u>11,004</u>	<u>3.0</u>	<u>27,858</u>	<u>4.0</u>	<u>19,000</u>
Total.....	155.0	\$63,273	185.0	\$86,436	186.0	\$84,165

Office of Governmentwide Policy

Program Description

The Office of Governmentwide Policy (OGP) consolidates multiple policy functions into a single organization for the entire Federal government. OGP's policymaking authority covers the areas of personal and real property, travel and transportation, information technology, regulatory information, and the use of Federal advisory committees.

OGP helps Federal agencies to implement new ways of doing business, align with common standards, and adopt government-wide solutions that increase efficiencies. OGP identifies and promotes best practices; develops databases and performance measures to make the Federal government's management processes more efficient and effective; encourages the adoption of innovative solutions toward more productive work environments; and coordinates major government-wide management improvement initiatives. Major programs include:

Technology Strategy: OGP supports the development of standards and interoperability guidelines for electronic commerce and facilitates government-wide implementation of electronic applications. OGP develops policy for adoption of common business approaches, architectures and innovative technologies to improve access and accessibility of government information and services. OGP also manages \$17 million of Intergovernmental Management Council funds and provides support for the Chief Information Officers Council, Chief Financial Officers Council, Chief Human Capital Officers Council, and Chief Acquisition Officers Council.

Real Property Management: OGP provides real property asset management guidance to Federal agencies. OGP fosters interagency and public-private collaboration to improve Federal asset management practices and to facilitate the adoption of best practices in Federal real property management and alternative workplace arrangements.

Travel, Transportation and Asset Management: OGP develops government-wide policies and guidelines for the administrative management of personal property, aircraft, motor vehicles, mail, relocation, travel and transportation. OGP produces a number of high-profile policies in this arena, including: annual per diem rates for the Federal government; mileage reimbursement rates for privately-owned vehicles; and sales of Federal assets.

Regulatory Information Service Center (RISC): The RISC's primary purpose is to compile and publish information about Federal regulatory and deregulatory activities. RISC's publications, databases and computer system enable OMB's Office of Information and Regulatory Affairs (OIRA) to carry out its responsibilities for coordination and review of Federal regulations under Executive Order 12866, "Regulatory Planning and Review", and its information collection review function under the Paperwork Reduction Act.

Committee Management Secretariat: Federal advisory committees support the policy and operating goals of the Administration and the Executive Branch by developing recommendations that are responsive to the issues of the sponsoring organizations. The Committee Management Secretariat has government-wide responsibilities for the management of the Federal Advisory Committee program. The Secretariat improves Government management by developing guidelines and maximizing public participation that result in better decisions by Federal agencies.

FY 2010 Budget Request

The FY 2010 budget request provides **\$48,731 thousand** for the Office of Governmentwide Policy, an increase of \$4,593 thousand over the FY 2009 appropriated level. This increase provides:

- **\$593 thousand** for the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation;
- **\$2,000 thousand** for a new Database to report the integrity and performance of individuals who are awarded Federal agency contracts and grants;
- **\$1,000 thousand** for the upgrades and enhancements to the Regulatory Information Service Center (RISC) and Office of Information Regulatory Affairs (OIRA) Combined Information System (ROCIS); and
- **\$1,000 thousand** for upgrades and systems enhancements to the Federal Real Property Profile (FRPP).

The funds provided will allow OGP to continue to realize its mission of leading Federal agencies in the economical and efficient management of Federal assets by spearheading effective policy development and by the exemplary management of the buildings and workspace, motor vehicles, and personal property. OGP will continue to drive the transformation of the Federal government's policy infrastructure and related business processes through the use of information technology. OGP is committed to expanding the use of performance measurement and reporting, as well as policy assessment tools, to deliver policies that improve management, provide best value and are implemented government-wide.

OGP will undertake the following major initiatives in FY 2010:

- Develop a new, government-wide database of information on the integrity and performance of individuals who are awarded Federal agency contracts and grants;
- Improve the RISC/OIRA Consolidated Information System (ROCIS) to greatly expand public access to information about regulations and approved information collections: This enhancement will also include improved search and retrieve capabilities;
- Enhance the Federal Real Property Profile (FRPP) inventory system and FRPP performance assessment tool to give decision makers the accurate, reliable, and complete data needed to make real property asset management decisions, including disposing of unneeded Federal properties;
- Ensure the development of effective government-wide performance measures, assessment methods, policies and standards for the implementation of an effective cross-servicing environment, including Lines of Business;
- Integrate key electronic government initiatives into the everyday business of government, bridging the gap between individuals, businesses, and governments;
- Increase availability and transparency of program-specific data to allow for more informed business decisions at a national level (e.g., consolidation of facilities and capital asset planning); and
- Identify and propose legislative and regulatory changes in program areas that will enable Federal managers to manage their programs more effectively, efficiently, and economically.

Performance Goals, Measures and Targets

The following table shows the alignment of resources to performance measures for the Office of Governmentwide Policy (OGP). All of OGP's performance measures align to GSA's Strategic Goal of "Innovation".

Innovation

(Dollars in thousands)

FY 2010 Performance Measure	FY 2008 Actual		FY 2009 Current		FY 2010 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Extent to which OGP policy initiatives achieved improvement targets	100%	\$ 11,555	92%	\$ 12,272	96%	\$ 13,596
Percentage of key policy stakeholders and agency users who rate OGP policy initiatives "effective".	79%	\$ 5,949	63%	\$ 6,320	66%	\$ 7,017
Percentage of OGP initiatives meeting their scheduled development milestones.	100%	\$ 10,699	92%	\$ 11,118	96%	\$ 12,378
Percentage of OGP initiatives meeting cost targets.	100%	\$ 5,948	100%	\$ 6,353	100%	\$ 7,066
Other Policy Initiatives		\$ 8,645		\$ 8,075		\$ 8,674
Total, Appropriated		\$ 42,796		\$ 44,138		\$ 48,731

OGP performance measures use a comprehensive methodology called the Policy Performance Portfolio System (3PS). The 3PS System uses four "portfolio performance measures" that measure improvements in government-wide management as a result of agencies implementing the policies OGP develops. Each portfolio performance measure assesses the effectiveness or efficiency of a "portfolio" of five to eight policies initiatives that represent OGP strategic priorities for a given year. Each year, the actual performance of each priority policy initiative is measured and compared to the targets for that year, to determine the extent to which the portfolio's goals were met.

The policy initiatives included in the FY 2008 portfolio were: IT Accessibility (Section 508 compliance), Financial Management Line of Business (FMLOB), Committee Management Secretariat (FACA), Policy Change Management Model (PCMM) for government-wide Real Property, Federal Asset Sales (eFAS), and Policy Evaluation for government-wide Travel, Transportation and Personal Property.

The policy initiatives that will contribute to the FY 2009 and FY 2010 portfolios are: Identity Management (HSPD-12), Financial Management Line of Business (FMLOB), IT Infrastructure Optimization Initiative (IOI), Real Property Management, government-wide Fleet Capital Asset Planning, Motor Vehicle Registration, and FACA Regulatory Development.

Long-term Outcome Goal 1: Improved management effectiveness and efficiency of the Federal Government in providing "best value" administrative services through the implementation of government-wide polices and tools developed by OGP.

FY 2010 Performance Goal: Ensure OGP policy initiatives achieve improvement targets.

Performance Measure: Extent to which OGP policy initiatives achieved improvement targets.

Measure Description: The 3PS "improvement" measure reports the progress of OGP policies in producing the outcome improvements that they are designed to achieve. Each policy initiative is assigned a quantifiable measure of performance and an annual target. Each initiative reports its progress as a simple percentage, [Actual ÷ Target]. The 3PS measure reports the average of these percentages for each year's portfolio of measures.

Year	Target	Actual
2005	70%	71%
2006	80%	100%
2007	94%	98%
2008	88%	100%
2009	92%	
2010	96%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

FY 2010 Performance Goal: Develop policy initiatives that are rated "effective" by key policy stakeholders and agency users.

Performance Measure: Percentage of key policy stakeholders and agency users who rate OGP policy initiatives "effective".

Measure Description: The 3PS "effective" measure calculates the percentage of survey respondents who rate specific OGP policy initiatives as "effective" or "very effective" on a five-point scale. Each year, OGP surveys key stakeholders and agency users of each policy in the portfolio. This measure helps to determine how well OGP is achieving its desired outcome of providing effective policies to impacted Federal agencies and groups.

Year	Target	Actual
2005	N/A	N/A
2006	80%	54%
2007	57%	70%
2008	60%	79%
2009	63%	
2010	66%	
2011	69%	
2012	72%	
2013	75%	
2014	78%	

Long-term Outcome Goal 2: Policies are developed on schedule and within standard cost parameters.

FY 2010 Performance Goal: Ensure OGP policy initiatives meet their scheduled development milestones.

Performance Measure: Percentage of OGP initiatives meeting their scheduled development milestones.

Measure Description: The 3PS “on schedule” measure reports the efficiency of OGP policy development activities by tracking its ability to meet scheduled milestones. Each fiscal year, OGP identifies five to ten key milestones for each policy initiative and assigns a target date to each milestone. This measure reports the number of 3PS policy initiatives that completed their milestone plans on schedule, as a percentage of the number of policy initiatives in the 3PS portfolio.

Year	Target	Actual
2005	75%	75%
2006	80%	100%
2007	84%	100%
2008	88%	100%
2009	92%	
2010	96%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

FY 2010 Performance Goal: Ensure all OGP initiatives meet their cost targets.

Performance Measure: Percentage of OGP initiatives meeting cost targets.

Measure Description: The 3PS “cost” measure reports the efficiency of OGP policy development by demonstrating its ability to develop policy initiatives within established budgets. This measure reports the number of 3PS policy initiatives with actual development costs less than or equal to their budgets, as a percentage of the number of policy initiatives in the 3PS portfolio.

Year	Target	Actual
2005	100%	100%
2006	100%	80%
2007	100%	86%
2008	100%	100%
2009	100%	
2010	100%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

Office of Chief Acquisition Officer

Program Description

The Office of the Chief Acquisition Officer (OCAO) provides GSA acquisition policies, processes, metrics, and oversight programs to ensure compliance with applicable laws and regulations, and to foster full and open competition for all contract opportunities. OCAO also has government-wide responsibility for developing acquisition policies and regulations, developing the acquisition workforce, and ensuring accountability for acquisition decision making. Major programs include:

Acquisition Policy: OCAO develops policy and guidance for Federal acquisition activities, and establishes clear lines of authority, accountability and responsibility for acquisition decision-making. OCAO responsibilities include maintaining the **Federal Acquisition Regulations (FAR)**, including processing casework associated with existing rules and managing the development and review process for new rules. OCAO also maintains **GSA Regulations (GSAR)** to ensure it contains all of the most recent policies and procedures.

Acquisition Planning: OCAO maintains the Acquisition Planning Wizard to help project managers develop acquisition plans compliant with the GSA Acquisition Planning Order. This disciplined approach to acquisition planning will result in improved results from contracts, to include on-time delivery of the right solution within budget and that fulfills the socio-economic goals for which the agency and the Chief Acquisition Officer are responsible.

Acquisition Systems: OCAO manages the government-wide Integrated Acquisition Environment (IAE) to ensure that acquisition professionals have the tools necessary to make intelligent acquisition decisions. The IAE accomplishes this by providing a common, integrated business process for buyers and sellers and increasing data-sharing to enable better business decisions.

Acquisition Workforce Development: The Federal Acquisition Institute (FAI) manages the development of a skilled, high-performing Executive Branch, civilian acquisition workforce by providing exceptional training. FAI: (1) works in partnership with the Defense Acquisition University (DAU) and Office of Personnel Management (OPM) to establish and maintain core acquisition workforce competencies, (2) operates and manages the Acquisition Career Management Information System (ACMIS), a government-wide database of information on acquisition workforce qualifications, (3) maintains a career development program for Federal acquisition professionals, and (4) manages Federal acquisition certification programs.

Regulatory and Federal Assistance: OCAO disseminates a variety of Federal regulations, including: the Federal Acquisition Regulation (FAR), the Federal Travel Regulation (FTR), the Federal Management Regulation (FMR), and the Federal Property Management Regulation (FPMR). OCAO also provides the **Catalog of Federal Domestic Assistance (CFDA)**, a compendium of all domestic assistance programs managed by Federal agencies.

FY 2010 Budget Request

The FY 2010 budget request provides **\$12,434 thousand** for the Office of Chief Acquisition Officer (OCAO), an increase of \$1,994 thousand over the FY 2009 appropriated level. This increase provides:

- **\$194 thousand** for the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation;
- **\$1,500 thousand** to fund the Federal Acquisition Institute (FAI) training support activities; and
- **\$300 thousand** for support of the Catalog of Federal Domestic Assistance (CFDA).

Funds provided in the request will support OCAO's efforts to achieve its highest priority goals for FY 2010:

- Lead the government in developing, recruiting, and retaining a world-class acquisition workforce;
- Lead Federal acquisition programs by developing regulations and guidance that reflect sound policy, are timely, and clear;
- Support the effective and efficient procurement practices government-wide by maintaining the Integrated Acquisition Environment; and
- Maintain strong client relationships, particularly with the Department of Defense, our largest and most important client.

In FY 2010, OCAO will realize its goals through the following initiatives:

- Implement the Federal Acquisition Certification in Contracting (FAC-C) program for the civilian acquisition workforce, in cooperation with the Chief Acquisition Officers council;
- Develop and deploy an Acquisition Workforce Succession Plan;
- Improve accountability of Federal Acquisition Regulation development and adjudication processes by engaging agency Senior Procurement Executives;
- Increase the efficiency of the Integrated Acquisition Environment (IAE) by consolidating help desk and hosting contracts; and
- Increase IAE effectiveness by expanding outreach efforts to a greater number of acquisition workforce practitioners and vendors, and by increasing the use of collaborative technologies, such as wiki's, blogs and webinars.

Office of Federal High Performance Green Buildings

Program Description

GSA established the Office of Federal High Performance Green Buildings in FY 2008, pursuant to the Energy Independence and Security Act of 2007 (“EISA 2007”, Public Law 110-140, Dec.19, 2007). Dedicated program funding was first provided in FY 2009, in the American Reinvestment and Recovery Act of 2009 (“Recovery Act”, Public Law 111-5).

The Office was established to provide leadership in sustainable acquisition, construction and management of Federal facilities and structures. The responsibilities of the Office of Federal High Performance Green Buildings extend to all Federal buildings, of which GSA facilities account for less than five percent; GSA has requested funding in the Government-wide Policy appropriation, to reflect the government-wide nature of the responsibilities of the Office.

The Office of Federal High-Performance Green Buildings will:

- Identify and develop Federal high-performance green building standards for all types of Federal facilities;
- Identify a comprehensive and environmentally sound certification system for green buildings;
- Identify green practices that can be used throughout the life of a Federal facility; and
- Ensure the full coordination of high-performance green building information and activities within the General Services Administration (GSA) and all relevant Federal agencies.

FY 2010 Budget Request

The FY 2010 budget request provides **\$4,000 thousand and 9 FTE** for the Office of Federal High Performance Green Buildings. This amount is the maximum amount authorized in section 440 of EISA 2007.

In FY 2010, the Office will begin to establish, in collaboration with other Federal agency leaders, the information infrastructure necessary to begin achieving, across the Federal government, the design, construction, and operation of Federal buildings that, as compared to similar buildings:

- (A) Reduce energy, water, and material resource use;
- (B) Improve indoor environmental quality;
- (C) Reduce negative impacts on the environment throughout the life-cycle of the building, including air and water pollution and waste generation;
- (D) Increase the use of environmentally preferable products, including bio-based, recycled content and nontoxic products with lower life-cycle impacts;
- (E) Increase reuse and recycling opportunities;
- (F) Integrate systems in the building;
- (G) Reduce the environmental and energy impacts of transportation through building location and site design that support a full range of transportation choices for users of the building; and
- (H) Consider indoor and outdoor effects of the building on human health and the environment, including: improvements in worker productivity, life-cycle impacts of building materials and operations, and other, appropriate factors.

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U.S. General Services Administration

OPERATING EXPENSES

Fiscal Year 2010 Budget Request

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Appropriations Language

For expenses authorized by law, not otherwise provided for, for Government-wide activities associated with utilization and donation of surplus personal property; disposal of real property; agency-wide policy direction, management, and communications; the Civilian Board of Contract Appeals; services as authorized by 5 U.S.C. 3109; and not to exceed \$7,500 for official reception and representation expenses, **\$71,881,000**.

Program Description

This appropriation provides for the salaries and expenses of a variety of operational activities which are not feasible or appropriate for a user fee arrangement. Major programs include the personal property utilization and donation activities of the Federal Acquisition Service; the real property utilization and disposal activities of the Public Buildings Service; the activities of the Civilian Board of Contract Appeals; and Management and Administration activities including administrative support of Congressional District and Senate State offices, support of government-wide emergency response and recovery activities, and top-level agency-wide management, administration, and communications activities.

Explanation of Changes, Appropriated Dollars and FTE
(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
2009 Enacted Level.....	369.0	\$ 70,645
2010 Request.....	<u>354.0</u>	<u>\$ 71,881</u>
Net Change.....	-15.0	\$ 1,236
<hr/>		
	<u>FTE</u>	<u>Budget Authority</u>
Adjustments to the FY 2009 Base:		
Realign Federal Acquisition Service FTE to the Acquisition Services Fund	-15.0	\$ 0
Maintaining Current Levels:		
Annualization of the FY 2009 Pay Increase (3.9%)		\$ 432
FY 2010 Pay Increase (2.0%), Effective January 2010		670
Inflation (0.5%)	—	<u>134</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 1,236
Net Change	-15.0	\$ 1,236

Summary of the Request

The FY 2010 budget request provides a total of **\$71,881 thousand** for the programs in this account, an increase of \$1,236 thousand over the FY 2009 enacted level.

The FY 2010 budget request provides an increase of **\$1,236 thousand** for the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation. This increase would allow GSA to maintain current levels of service in the programs funded by the Operating Expenses appropriation:

- The Personal Property program, which transfers personal property no longer needed by a Federal agency to other Federal agencies, State and local governments, and nonprofit organizations, saving them millions of dollars per year;
- The Office of Real Property Disposal, which assists Federal landholding agencies in realizing maximum utilization of their real property holdings and, when appropriate, transfers or sells unneeded properties to benefit the Federal government and surrounding communities;
- The Office of Communications, which provides a full array of marketing products and services and represents GSA externally via the national and international media;
- Management and Administration, which provides top-level, agency-wide management and administration, supports government-wide emergency response and recovery activities, and provides administrative support to Congressional District and Senate State offices; and
- The Civilian Board of Contract Appeals, which adjudicates contract claims between government contractors and most civilian Federal agencies.

The FY 2009 operating level includes the realignment of **3 FTE and \$315 thousand** within the appropriation, to establish the Office of Management Services. The Office of Management Services consolidates common administrative services in a single office, reporting directly to the Office of the Administrator. FTE funded within the Operating Expenses appropriation form the Executive Secretariat, which is responsible for processing all Congressional correspondence and correspondence for the Administrator.

The FY 2009 operating level includes a reduction of **15 FTE** that are not encumbered and are currently allocated to the Federal Acquisition Service (FAS) Personal Property Utilization and Donation program. These FTE would be transferred to FAS' Acquisition Services Fund, where they are more urgently needed, and funds are available to support them.

Reimbursable Program: In FY 2010, the programs of the Operating Expenses appropriation plan to provide reimbursable services to other Federal agencies in the amount of 17 FTE and \$14,584 thousand. This amount includes:

- 10 FTE and \$3,084 thousand to store excess personal property during the required disposal screening process, when requested by the donating agency; and
- 7 FTE and \$11,500 thousand for real estate disposal services for: (a) specialized properties outside the purview of the Federal Property and Administrative Services Act of 1949; and (b) real property seized, forfeited, or foreclosed on by other agencies.

Amounts Available for Obligation
(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Request
Unobligated balance, start of year.....	\$ 2,857	\$ 2,580	\$ 2,580
Discretionary authority:			
Annual appropriation.....	\$ 85,870	\$ 70,645	\$ 71,881
Reimbursable authority:			
New authority.....	\$ 3,673	\$ 14,515	\$ 14,584
Change in uncollected payments.....	1,369	0	0
Subtotal, reimbursable authority.....	\$ 5,042	\$ 14,515	\$ 14,584
Recovery of prior-year obligations.....	\$ 63	\$ 0	\$ 0
Unobligated balance, expiring.....	-\$ 4,536	\$ 0	\$ 0
Unobligated balance, reimbursable.....	-\$ 566	\$ 0	\$ 0
Unobligated balance, end of year.....	-\$ 2,580	-\$ 2,580	-\$ 2,580
Total, obligations	\$ 86,150	\$ 85,160	\$ 86,465
Obligations, appropriated (annual)....	81,334	70,645	71,881
Obligations, appropriated (no-year).....	340	0	0
Obligations, reimbursable.....	4,476	14,515	14,584
<i>Net Outlays</i>	<i>\$83,607</i>	<i>\$76,652</i>	<i>\$73,041</i>

* Start-of-year and end-of-year unobligated balances represent two no-year appropriations to the Operating Expenses appropriation. Amounts are provided for a number of very specific purposes, and are not available for the general use of the programs funded by this account.

U.S. General Services Administration
 Operating Expenses

Obligations by Object Classification

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
11.1 Full-time, permanent.....	\$ 29,077	\$ 34,884	\$ 35,750
11.3 Other than full-time permanent.....	0	100	\$ 102
11.5 Other personnel compensation.....	5,796	1,387	1,421
11.8 Special personnel services payments.....	0	0	0
12.1 Civilian personnel benefits.....	7,850	8,030	8,230
21.0 Travel and transportation of persons.....	1,515	1,448	1,455
22.0 Transportation of things.....	23	17	17
23.1 Rental payments to GSA.....	4,545	4,860	4,884
23.2 Rental payments to others.....	205	210	211
23.3 Communications and utilities.....	633	477	480
Subtotal, Rent, communications & utilities..	<u>\$ 5,383</u>	<u>\$ 5,547</u>	<u>\$ 5,575</u>
24.4 Printing and reproduction.....	77	100	100
25.1 Advisory and assistance services.....	4	3,755	3,434
25.2 Other services.....	10,682	2,177	2,100
25.3 Goods & services from Gov't accounts.....	19,960	12,591	12,936
25.7 Operation and maintenance of equipment.....	0	53	53
Subtotal, Contractual services.....	<u>\$ 30,646</u>	<u>\$ 18,576</u>	<u>\$ 18,523</u>
26.0 Supplies and materials.....	387	371	373
31.0 Equipment.....	430	185	185
41.0 Grants, subsidies, and contributions.....	150	0	150
99.0 Obligations, Appropriated (annual).....	\$ 81,334	\$ 70,645	\$ 71,881
Subtotal, PC&B.....	42,723	44,401	45,503
Subtotal, Non-labor.....	38,611	26,244	26,378
99.0 Obligations, appropriated (no-year).....	340	0	0
99.0 Obligations, reimbursable.....	4,476	14,515	14,584
99.0 Total obligations.....	<u>\$ 86,150</u>	<u>\$ 85,160</u>	<u>\$ 86,465</u>

U.S. General Services Administration
Operating Expenses

Obligations by Program
(Dollars in Thousands)

	FY 2008		FY 2009		FY 2010	
	Actual		Current		Request	
	FTE	obligations	FTE	authority	FTE	authority
1. Personal Property Management:						
Annual appropriation	70.0	\$11,495	80.0	\$12,560	80.0	\$12,814
Reimbursable authority	<u>10.0</u>	<u>1,880</u>	<u>10.0</u>	<u>3,015</u>	<u>10.0</u>	<u>3,084</u>
Subtotal, PPM.....	80.0	\$13,375	90.0	\$15,575	90.0	\$15,898
2. Real Property Disposal:						
Annual appropriation	94.0	\$16,248	101.0	\$16,918	101.0	\$17,240
No-year appropriation	0.0	340	0.0	0	0.0	0
Reimbursable authority	<u>0.0</u>	<u>2,596</u>	<u>7.0</u>	<u>11,500</u>	<u>7.0</u>	<u>11,500</u>
Subtotal, RPD.....	94.0	\$19,184	108.0	\$28,418	108.0	\$28,740
3. Citizen Services & Communications:						
Annual appropriation						
a. Citizen Services:	33.0	\$17,732	0.0	\$0	0.0	\$0
b. Communications:	<u>32.0</u>	<u>6,690</u>	<u>37.0</u>	<u>6,977</u>	<u>37.0</u>	<u>7,103</u>
Subtotal, OCSC.....	65.0	\$24,422	37.0	\$6,977	37.0	\$7,103
4. Management and Administration:						
Annual appropriation						
a. General Management:	67.0	\$18,867	75.0	\$21,722	75.0	\$22,013
b. Office of Emergency Response & Recovery:	6.0	1,195	15.0	2,427	15.0	2,498
c. Office of Management Services:	0.0	42	5.0	498	5.0	514
d. Federal Employee Roundtable:	<u>0.0</u>	<u>150</u>	<u>0.0</u>	<u>150</u>	<u>0.0</u>	<u>150</u>
Subtotal, M&A.....	73.0	\$20,254	95.0	\$24,797	95.0	\$25,175
5. Civilian Board of Contract Appeals:						
Annual appropriation						
Annual appropriation	37.0	\$8,915	41.0	\$9,393	41.0	\$9,549
No-year appropriation	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>
Subtotal, CBCA.....	37.0	\$8,915	41.0	\$9,393	41.0	\$9,549
Total, Annual appropriated.....	349.0	\$81,334	354.0	\$70,645	354.0	\$71,881
Total, No-year appropriation	0.0	340	0.0	0	0.0	0
Total, Reimbursable	<u>4.0</u>	<u>4,476</u>	<u>17.0</u>	<u>14,515</u>	<u>17.0</u>	<u>14,584</u>
Total, Budget Authority	353.0	\$86,150	371.0	\$85,160	371.0	\$86,465

U.S. General Services Administration
 Operating Expenses

Explanation of Changes by Program

(Dollars in Thousands)

	Personal Property		Real Property Disposal		Office of Communication	
	FTE	authority	FTE	authority	FTE	authority
FY 2009 Enacted Level	95.0	\$ 12,560	101.0	\$ 16,918	40.0	\$ 7,292
<i>Adjustments to the FY 2009 Base:</i>						
Establish Office of Mgmt Svcs					-3.0	-315
Realign FAS FTE to ASF	-15.0					
FY 2009 Adjusted Base	80.0	\$ 12,560	101.0	\$ 16,918	37.0	\$ 6,977
<i>Maintaining Current Levels:</i>						
Annualization of FY 2009 Pay Increase (3.9%)		94		116		45
FY 2010 Pay Increase (2.0%), Effective January 2010		146		180		69
Inflation (0.5%)		14		26		12
FY 2010 Budget Request	80.0	\$ 12,814	101.0	\$ 17,240	37.0	\$ 7,103

U.S. General Services Administration
Operating Expenses

Management & Administration		Civ. Board of Contract App.		TOTAL		
FTE	authority	FTE	authority	FTE	authority	
92.0	\$ 24,482	41.0	\$ 9,393	369.0	\$ 70,645	FY 2009 Enacted Level
						Adjustments to the FY 2009 Base:
3.0	315			0.0	0	Establish Office of Mgmt Svcs
				-15.0	0	Realign FAS FTE to ASF
95.0	\$ 24,797	41.0	\$ 9,393	354.0	\$ 70,645	FY 2009 Adjusted Base
						Maintaining Current Levels:
	123		54		432	Annualization of FY 2009 Pay Increase (3.9%)
	192		83		670	FY 2010 Pay Increase (2.0%), Effective January 2010
	63		19		134	Inflation (0.5%)
95.0	\$ 25,175	41.0	\$ 9,549	354.0	\$ 71,881	FY 2010 Budget Request

Federal Acquisition Service, Personal Property Program

Program Description

The Federal Acquisition Service (FAS) Personal Property program facilitates the transfer of Federal personal property among Federal agencies, states, and localities. Personal property no longer needed by a Federal agency may be offered at no cost to other Federal agencies, State and local governments, and eligible nonprofit organizations. These functions are managed and operated by the Utilization and Donation program, which is funded through the Operating Expenses appropriation.

Utilization and Donation: All Federal agencies must use excess personal property as the first source of supply. When an item is determined to be “excess”, it is offered first to other Federal agencies and will be transferred at no cost, if it can be used. If the property is not needed by any Federal agency, it is declared “surplus” and is offered to non-Federal government organizations on an “as is, where is” basis, with no warranty. Agencies are encouraged to report excess personal property to GSA through the use of GSAXcess®, to expedite the disposal process.

The Utilization and Donation program saves money for recipient organizations and promotes the efficient use of government resources. The program includes the Computers for Learning (CFL) program, which transfers excess Federal computer equipment to eligible schools and non-profit educational organizations, giving special consideration to those with the greatest financial need. In FY 2008, an estimated \$41 million in CFL property was redistributed for continued use.

Sales: When excess personal property cannot be disposed of through re-utilization or donation, the FAS Personal Property Sales Program allows Federal agencies to sell property directly to the public. GSA sells agency surplus property through GSA Auctions® to ensure quick disposal of assets, reduced administrative costs, and maximum return on investment. Expenses incurred to operate this segment of the Personal Property program are financed by the Acquisition Services Fund, through a portion of the proceeds realized from the sale of excess personal property.

FY 2010 Budget Request

The FY 2010 budget request provides **\$12,814 thousand** for personal property utilization and donation activities, an increase of \$254 thousand over the FY 2009 appropriated level. This increase would fund the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation.

The FY 2009 operating plan also includes a reduction of 15 FTE that are unencumbered and cannot be filled at the current funding level. GSA will realign these FTE to other FAS programs funded by the Acquisition Services Fund, where they are more urgently needed, and funds are available to support them.

In FY 2010, the Personal Property Utilization and Donation program will add value for customers by:

- Providing a centralized utilization and disposal process that assures the fair, equitable and responsible allocation of assets throughout the Federal and State government community;
- Providing comprehensive corporate knowledge of the utilization and donation functions of personal property management within the Federal government; and
- Developing and implementing initiatives to streamline the Federal disposal process for personal property, creating administrative cost savings across the Federal government.

In FY 2010, the Utilization and Donation program will continue to maximize tax dollars invested in Government-owned personal property by transferring one agency's excess property to another that can use it and by donating surplus Federal property to State and local governments. In FY 2008, Utilization and Donation is expected to avoid an estimated \$976 million in costs for Federal, State and local governments, and for eligible non-profit organizations, by transferring and donating excess personal property. Cost avoidance estimates for FY 2009 and FY 2010 are \$825 million and \$850 million per annum, respectively.

The Utilization and Donation program will continue to make customer outreach and training an integral part of operations in FY 2010 and beyond. The Department of Defense is the largest generator of excess property and the Department of the Interior's U.S. Forest Service is the largest recipient of excess property. An aggressive nationwide schedule of customer outreach and training will promote the benefits of using utilization and donation programs to key and new customers at national events and during regional customer visits and training events.

In FY 2010, Utilization and Donation will deliver process improvements to maximize the use of on-line tools, optimize service delivery, and improve information technology solutions for a fully integrated disposal program. Recently, the Personal Property program enhanced GSAXcess® to enable users to prioritize items being processed for checkout, added the ability to search for property by condition of the property, streamlined the agency disposal process by allowing pictures to be posted on-line at the start of the disposal process and reengineered the Computers for Learning module to better support the program. The Personal Property program will build on these improvements by deploying new modules of GSAXcess® to support the foreign gifts disposition program. GSAXcess® is constantly being updated with new tools to facilitate the utilization and donation of excess supplies. Technology enhancements in GSAXcess® provide benefits to all agencies that participate as generators and recipients of excess property.

Program Performance Information is reported in the General Supplies and Services section of the FY 2010 Program Performance Plan of the Federal Acquisition Service, located under the "Acquisition Services Fund" tab of this document.

Public Buildings Service, Office of Real Property Disposal

Program Description

The Office of Real Property Disposal (RPD) of the Public Buildings Service (PBS) ensures cost-effective utilization of Federal real property holdings and efficient disposal of assets that are underutilized or no longer meet the mission requirements of the agency. RPD provides a range of services and activities, including: real estate consulting assistance; surveys to enhance asset utilization; tools to support redeployment decisions and brokering of transfers of excess properties for further Federal utilization; relocation services; appraisal services and property inspections; and base closure assistance. RPD also provides the following services:

Public Benefit Conveyances (PBC): When property is no longer needed by the Federal Government, GSA partners with other Federal sponsoring agencies to make surplus real estate available to communities for public purposes. The intent of a PBC is to support property uses that benefit the community as a whole.

Lighthouse Program: The National Historic Lighthouse Preservation Act of 2000 (NHLPA) authorizes the disposal of historic lighthouses and stations. NHLPA recognizes the cultural, recreational, and educational value associated with these historic resources by allowing lighthouse properties to be transferred at no cost to Federal agencies, state and local governments, nonprofit corporations and community development organizations for park and recreation, cultural and historic, and educational uses. GSA has transferred 36 historic light stations since 2000.

Early Transfer Authority: Early Transfer Authority allows the Federal government to transfer property to non-Federal entities before the completion of environmental cleanup as long as safeguards are in place to protect human health and the environment.

Reimbursable Services: Several land-holding agencies have the authority to dispose of real property on their own, but choose RPD to perform disposal services on their behalf. RPD executes these disposals through inter-agency agreements, on a cost-reimbursable basis. The Department of Defense (DoD) is the largest user of RPD reimbursable services.

FY 2010 Budget Request

The FY 2010 budget request provides **\$17,240 thousand** for the Office of Real Property Disposal, an increase of \$322 thousand over the FY 2009 appropriated level. This increase would fund the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation.

The key business strategy of the Office of Real Property Disposal is to be the service provider of choice among its customers and maintain the highest level of customer satisfaction. In FY 2010, RPD will add value for customer Federal agencies by:

- Providing the tools and services necessary to fulfill the directives of the Federal Real Property Council and Executive Order 13327, "Federal Real Property Asset Management"; and

- Building partnerships and alliances with customers, local communities and other stakeholders. A strategic focus on customer segments allows RPD to react quickly to emerging trends.

In FY 2010, RPD will continue to provide asset management and disposal services to support landholding agencies' efforts to optimize their real estate portfolios and meet the Administration's goals of disposing of unneeded real property and reducing Federal spending. RPD will continue to assist Federal landholding agencies in developing asset management plans and strategies to promote the efficient and economical use of Federal real property assets. RPD will improve and expand the services it provides to assist landholding Federal agencies in managing their real property assets, including:

- Understanding the role of each asset in supporting agency mission objectives;
- Examining current and future utilization alternatives;
- Collecting and organizing title, environmental, historical and cultural information; and
- Identifying real estate and community issues affecting the property.

RPD will continue to build partnerships with the over 1,000 communities nation-wide that include Federal properties, to ensure that underutilized Federal properties are disposed of in a manner that enhances the quality of life of their citizens. Federal real property disposals benefit the public because new use of the land can serve as a catalyst for local revitalization, contribute to the local tax base, or preserve open space.

RPD will continue to engage its customers through industry and customer forums. RPD will continue to work with Federal landholding agencies to conduct asset utilization reviews of their real property holdings. A customer development team has been established to ensure that the organization presents a single face to its customers for the full range of services provided.

RPD will develop and refine a Human Capital Strategy to enhance project and contract management skills, with a greater focus on analytical, customer relationship management, community involvement, and consulting skills.

Program Performance Information is reported in the FY 2010 Program Performance Plan of the Public Buildings Service, located under the "Federal Buildings Fund" tab of this document.

Office of Communications

Program Description

The mission of the Office of Communications is to provide information on the activities of GSA to external stakeholders including the media, agency customers, the Administration, Congress and the American public. This is accomplished by a coordinated, integrated program of messaging and strategic communication initiatives. The Office of Communications has two major lines of business:

Public Affairs manages media relations for all GSA programs, initiatives and activities. This organization develops communications strategies for informing internal and external audiences about GSA programs, initiatives and policies.

Enterprise Marketing offers a full array of marketing products and services, including but not limited to, graphic design and products, speech writing, events management, brand management and print services.

FY 2010 Budget Request

The FY 2010 budget request provides **\$7,103 thousand** for the Office of Communications, a net decrease of \$189 thousand over the FY 2009 appropriated level. This increase would fund the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation.

The FY 2009 operating level includes a decrease of **3 FTE and \$315 thousand** as a result of a staff realignment from the Office of Communications, to help establish the Office of Management Services in the Management and Administration program.

The funds provided in FY 2010 support the Office of Communications' goal of aggressively managing GSA's communications to convey agency information, messages, and news to both internal and external audiences, using the latest technologies and the full range of communication channels.

The Office of Communications has developed a management strategy, the Strategic Management of Communications, which guides efforts to provide greater customer service to the Agency and to operate more efficiently to communicate information. In FY 2010, the Office will focus on the following initiatives:

- Develop integrated strategic communication plans that can be mobilized rapidly for both internal and external audiences.
- Train employees to enable staff to independently pitch positive stories to the news media, emphasizing "new media" in order to change to meet current industry standards.
- Support "Green Government" by advocating the use of the Web as a means to reduce paper consumption by reducing printing.

Management and Administration

Program Description

This program area supports a variety of general management and administrative activities associated with GSA internal operations. These activities include: (1) the Office of the Administrator, (2) the Regional Administrators and their immediate staffs, (3) the Office of Congressional and Intergovernmental Affairs and administrative support of Congressional District and Senate State offices; (4) the Office of Emergency Response and Recovery, and (5) the Office of Management Services.

The Administrator and Regional Administrators are responsible for the execution of all functions assigned to GSA by law and regulation.

Office of Congressional and Intergovernmental Affairs (OCIA) is GSA's liaison with other Federal agencies and Congress. OCIA coordinates meetings and testimony before Congressional Committees, helps Congressional offices resolve issues related to GSA programs and services, and supports the GSA legislative program through Congress.

Congressional Support: GSA provides over 1,400 home-State/District offices for the Congress. GSA support includes the acquisition of office space, furniture, equipment and supplies, and storage and relocation services. GSA also provides Congressional Services Representatives in each GSA region as the contact points for all matters pertaining to Congressional State and District offices.

The Office of Emergency Response and Recovery (OERR) executes GSA's responsibilities during domestic and national security emergencies to: respond to aid Federal agencies and State and local governments, support client agency needs, and restore our own operations. OERR plays an active role in the planning for all types of emergencies and provides support during incidents of national significance, as defined in the National Response Plan (NRP). Additionally, OERR ensures that Executive Branch departments and agencies have the tools needed to comply with Continuity of Operations (COOP) directives and conducts COOP training for Federal departments and agencies.

FY 2010 Budget Request

The FY 2010 budget request provides **\$25,175 thousand** for General Management and Administration activities, an increase of \$693 thousand over the FY 2009 appropriated level. This increase would fund the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation.

The FY 2009 operating level includes an increase of 3 FTE and \$315 thousand as a result of a staff realignment from the Office of Communications, to help establish the Office of Management Services. The Office of Management Services consolidates agency-wide administrative responsibilities. Appropriated funds support the Executive Secretariat, which is responsible for managing Congressional and other correspondence and Freedom of Information Act requests.

Civilian Board of Contract Appeals

Program Description

The Civilian Board of Contract Appeals (CBCA) hears and decides contract disputes between Government contractors and all civilian Executive agencies (other than the National Aeronautics and Space Administration, the United States Postal Service, the Postal Rate Commission, and the Tennessee Valley Authority) under the provisions of the Contract Disputes Act of 1978 and associated regulations and rulings. The CBCA also provides alternative dispute resolution services to Executive agencies, both in contract disputes that are the subject of a contracting officer's decision and in other contract-related disputes.

The CBCA hears and decides other cases, including: Contract Disputes Act appeals relating to Indian Self-Determination and Education Assistance Act contracts; appeals from disallowance by the Secretary of the Interior of costs payable under that Act; appeals of final administrative determinations of the Federal Crop Insurance Corporation pertaining to standard reinsurance agreements; claims involving transportation rate determinations; and travel and relocation expense claims by Federal civilian employees.

FY 2010 Budget Request

The FY 2010 budget request provides **\$9,549 thousand** for the Civilian Board of Contract Appeals, an increase of \$156 thousand over the FY 2009 appropriated level. This increase would fund the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation.

In compliance with recommendations of the Senate Report 110-129, the FY 2010 budget submission of the General Services Administration Office of the Inspector General (OIG) is transmitted without any alteration by GSA. Subsequent submissions to OMB will likewise be transmitted without alteration, and all comments and Passbacks from OMB on such submissions will be conveyed accurately to OIG.

Fiscal Year 2010 Budget Request

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Summary of Request

The Office of Inspector General (OIG) was established by the Inspector General Act of 1978 as an independent unit responsible for promoting economy, efficiency, and effectiveness and detecting and preventing fraud, waste, and mismanagement in the General Services Administration's (GSA) programs and operations. The OIG mission is to help the GSA effectively carry out its responsibilities and to protect the public interest by bringing about positive change in the performance, accountability, and integrity of GSA programs and operations. This is accomplished primarily by performing: independent financial, program, information technology, contract and compliance audits; criminal and civil investigations; reviews of proposed legislation and regulations; and by providing other services to senior GSA, Congressional, and law enforcement officials.

The OIG is comprised of two primary business components—the Office of Audits and the Office of Investigations. The Office of Audits includes a multidisciplinary staff of analysts, financial, information systems, and performance auditors. The Office of Investigations is an investigative unit that provides nationwide investigative services and conducts criminal and other investigations into allegations of fraud, waste, or abuse to prevent and detect illegal and improper activities involving GSA programs, operations, and personnel. These business components receive leadership, direction, policy guidance, and support services from the Executive Office of the IG, the Office of Internal Evaluation and Analysis, the Office of Counsel, and the Office of Administration.

The OIG continues to direct its auditing and investigative resources toward what we have identified as the major management challenges facing GSA. We conduct audits, reviews, and investigations to ensure the integrity of the Agency's financial statements, programs, and operations, and that the taxpayers' interests are protected. The OIG also continues to initiate actions to prevent fraud, waste, and abuse, and to promote economy and efficiency throughout GSA. Specifically, the OIG's resources have been directed toward conducting preaward procurement and contract reviews; financial and programmatic audits; management control assessments; information technology audits; investigations on a myriad of fraud and abuse, and related actions by GSA employees and government contractors; and litigation support in civil fraud and enforcement actions, criminal prosecutions, contract claims, and administrative actions all in an effort to maintain the integrity of GSA programs and management.

The OIG is a results driven organization that consistently demonstrates its commitment to ensuring that our performance results in tremendous net returns for the American taxpayer. During our most recent semiannual report period, the OIG issued 139 audit reports with over \$601.1 million in recommendations that funds be put to better use and in questioned costs. OIG activities resulted in nearly \$601.2 million in management decisions agreeing with audit recommendations and \$18.2 million in criminal, civil, and administrative recoveries. We made 197 referrals for criminal prosecution, civil litigation, and administrative action of which 49 case referrals were accepted by the Department of Justice for criminal prosecution or civil litigation. The OIG also reviewed 160 legislative and regulatory actions and received 1,300 Hotline complaints. Audits and investigations have saved the taxpayers billions of dollars. Currently, the OIG has over 478 active fraud investigations which affect almost every GSA program. The OIG has increased coordination and strengthened partnerships among other Inspectors General, law enforcement, and the Department of Justice to more effectively fight procurement fraud through the creation of the National Procurement Fraud Task Force.

Overview of Strategic Assessment

The OIG's mission provides a unique ability to independently evaluate GSA's operations and identify opportunities for cost savings and program improvements, as well as review/investigate improper activities. We will focus our efforts on helping GSA meet its charter as the premier provider of acquisition and real property services in the Federal Government. We will assist GSA in adopting business-like practices, streamlining its organizations, cutting overhead and reducing costs, and modernizing its work processes to deliver quality goods and services to its customers. The OIG will also assist GSA by identifying and mitigating vulnerabilities, particularly those resulting from changes in its methods of doing business and from changing legal and administrative requirements, in an effort to maximize support provided to GSA as it continues to transform. Our strategic performance goals are to: 1) enhance the performance of GSA and ensure optimum value for the taxpayer; 2) protect the integrity of GSA programs and operations; 3) implement an efficient and effective human capital strategy, and 4) enhance our organizational performance.

The OIG will accomplish these goals by:

- Conducting independent reviews of: 1) GSA's programs, systems, and internal operations to identify opportunities for improvement, and 2) GSA's contractors to ensure GSA and Federal customers are getting the best value for the taxpayers' dollars;
- Conducting investigations of GSA's programs and operations when circumstances indicate potential fraud, criminal activity, or mismanagement;
- Working with Congress, the Office of Management and Budget (OMB), and GSA management to identify and implement program improvements by leveraging our knowledge and expertise to evaluate and refine GSA-related legislative, regulatory, and other policy initiatives;
- Working with GSA management and employees to: 1) ensure that appropriate internal controls and performance measures are in place thus helping to optimize the fulfillment of GSA's mission; and; 2) increase their knowledge and awareness of fraud in order to help reduce and prevent its occurrence in GSA's programs and operations.

Overview of FY 2010 Budget Request

In FY 2010, the OIG will continue to provide audit and investigative services across the broad spectrum of GSA's activities. We will continue to commit audit resources to promote the economy, efficiency, and effectiveness of GSA's major programs, information technology and related security systems, procurements, and financial and accountability processes. As GSA's reimbursable programs increase in size, additional staff is needed to maintain an adequate level of review. The OIG FY 2010 request is \$6,080 thousand over the FY 2009 level and will allow the OIG to support 320 full-time equivalents (FTE) through our appropriated program. The majority of the net change over the FY 2009 Request level consists of changes related to maintaining current service levels: 1) \$1,780 thousand in base resources to fund pay raises for existing staff and provide for minor cost of living adjustments for non-pay related costs, and 2) \$2,800 thousand and 13 FTE to fund the remaining portion of the Federal Acquisition Services (FAS) Preaward Audit Program through direct appropriations instead of funding the activity through a reimbursable agreement. The OIG also requests \$1,500 thousand and 7 FTE to address the current workload demands generated by: 1) the necessity of continuing

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performance, financial-related and information technology audits while responding to more requests for audits of claims, postaward reviews of contracts and assistance to the Department of Justice, and 2) allow for a continuance of an enhanced, coordinated and more comprehensive investigative approach when assessing and investigating complicated procurement fraud allegations.

Reimbursable Programs

The FY 2010 OIG budget request includes a proposal to realign funds into the direct OIG appropriation for activities that the OIG has performed under a reimbursable agreement with the FAS in previous years. The FY 2010 OIG reimbursable request includes \$450 thousand and 3 FTE for the following reimbursable work: 1) \$350 thousand for the Fleet Card Program; and 2) \$100 thousand for on-going reimbursable work with other agencies and independent commissions.

The American Recovery and Reinvestment Act of 2009:

The American Recovery and Reinvestment Act of 2009 (Recovery Act), provides the OIG with a total of \$7 million through the end of FY 2013 to promote economy and efficiency and prevent and detect fraud, waste, and abuse. The purpose of providing the OIG with funds in the Recovery Act is to provide the OIG with additional resources to perform oversight activities associated with the additional funds that GSA was appropriated in the bill which includes \$5.55 billion for the Federal Buildings Fund (FBF) and \$300 million for energy-efficient vehicle fleet procurement. The Recovery Act directs that at least \$5 billion of the FBF funds be obligated by September 30, 2010, with the remainder of the FBF funds and the funds for fleet purchases to be obligated by September 30, 2011. These funds represent a massive increase to the Agency's budget for these areas. GSA generally receives \$1.5 billion for construction and renovation work and had budgeted \$68 million for fleet purchases this fiscal year.

Moreover, GSA anticipates that because of its government-wide procurement responsibilities, additional Recovery Act dollars will flow through the Agency. For example, the Public Buildings Service estimates that its reimbursable work for federal customers will increase by at a minimum of at least several billion more, and the Federal Acquisition Service anticipates that federal agencies, as well as state and local government agencies, will significantly increase their usage of GSA's interagency contracting programs such as the Multiple Award Schedule (MAS) contracts. The significant increase in funds, through both appropriations and as a result of increased government spending by other agencies, in combination with short spending timeframes, greatly increases the risk for fraud, waste, and abuse.

Clearly there is a need for vigorous oversight given the magnitude of increase to the GSA operational portfolio. Upon passage of the Act the OIG immediately developed a hiring and spending plan for the OIG portion of the stimulus money and coordinated with the Agency's CFO to set up budgetary accounts and reporting mechanisms to control, track and report on Recovery Act allocations, obligations, and expenditures. During FY 2009, the OIG will spend approximately \$800 thousand of Recovery Act funding to hire seven additional staff to develop an expedited method for reporting findings to Agency management, perform risk assessments and conduct reviews, work within the IG community to coordinate audits and investigations, and share best practices. Beginning in FY 2010 and thereafter the OIG will spend roughly \$1.5 million annually on these same activities. More details are provided in the Audits and Investigations sections of this justification on pages 12 and 14 respectively.

Appropriations Language

For necessary expenses of the Office of Inspector General and service authorized by 5 U.S.C. 3109, \$60,080,000: *Provided*, that not to exceed \$15,000 shall be available for payment for information and detection of fraud against the Government, including payment for recovery of stolen Government property: *Provided further*, that not to exceed \$2,500 shall be available for awards to employees of other Federal agencies and private citizens in recognition of efforts and initiatives resulting in enhanced Office of Inspector General effectiveness.

5-Year Appropriations History Table

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010 Request
Estimate to Congress:	\$43,410,000	\$44,312,000	\$47,382,000	\$54,000,000 ²	\$60,080,000
Appropriation:	\$43,410,000	\$52,621,000	\$48,382,000	\$54,000,000	
Recissions/Reappropriations	<u>-434,100</u>	<u>-4,500,000¹</u>	<u>4,500,000¹</u>	<u>0</u>	
Subtotal.....	\$42,975,900	\$48,121,000	\$52,882,000	\$54,000,000	
Recovery Act – FY 2009/2013				\$7,000,000	

¹ The initial FY 2007 Appropriation level provided to the OIG in Continuing Appropriations Resolution, 2007 (P.L. 110-5) was \$52,621,000. Enactment of the U.S. Troop Readiness, Veterans' Care, Katrina Recovery, and Iraq Accountability Act, 2007 (P.L. 110-28) rescinded \$4.5 million of the OIG funds included in P.L. 110-5 and reappropriated the same amount available through the end of FY 2008. These funds were carried forward as unobligated balances into FY 2008.

² The FY 2010 request level includes \$2.8 million in realigned reimbursable funds.

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Amounts Available for Obligation
(Dollars in Thousands)

	2008 ³ Actual	2009 Enacted	2010 Request
<i>Discretionary authority:</i>			
Unobligated balance ⁴ , start of year.....	\$4,500	\$0	\$6,200
Annual appropriation.....	48,382	54,000	60,080
American Recovery and Reinvestment Act	0	7,000	0
<i>Reimbursable authority:</i>			
Offsetting collections.....	5,450	3,250	450
Subtotal amount available for obligation	\$58,332	\$64,250	\$66,730
<i>Discretionary authority:</i>			
Unobligated balance, expiring.....	\$1,121	\$0	\$0
Unobligated balance ⁴ , end of year.....	123	6,200	4,650
<i>Reimbursable authority:</i>			
Unobligated balance, expiring.....	153	0	0
Total obligations	\$56,935	\$58,050	\$62,080
Obligations, Appropriated (Direct).....	\$51,638	\$54,000	\$60,080
Obligations, Recovery Act.....	\$0	\$800	\$1,550
Obligations, Reimbursable.....	\$5,297	\$3,250	\$450

³ Includes total appropriated budget authority and FY 2008 year end obligation totals.

⁴ FY 2009 and FY 2010 unobligated balance reflects Recovery Act Funds available through FY 2013. These funds will be obligated at a rate of approximately \$1.5 million per year.

Explanation of Budget Authority Changes, Appropriated and Reimbursable Resources
(Dollars in Thousands)

	FTE	Budget Authority (\$\$\$)
Appropriated Resources:		
2009 Current.....	300	\$54,000
Maintaining Current Service Levels		
Realignment of FAS reimbursable funds into OIG direct appropriation	13	2,800
Annualization of FY 2009 pay raise (4.78%), effective January 2009		722
FY 2010 pay raise (2.0%), effective January 2010		927
Built-in increases for non-pay expenses (0.5%)		131
Base staff increase to meet workload demands based on increased GSA Reimbursable activities	<u>7</u>	<u>1,500</u>
Net Change.....	20	+6,080
FY 2010 Budget Request⁵.....	320	\$60,080
Reimbursable Resources:		
Prior year reimbursable authority	16	3,250
Realignment of FAS reimbursable funds into OIG direct appropriation	<u>-13</u>	<u>-2,800</u>
Adjusted Reimbursable Authority for 2010.....	3	450
Total Resource Level, Appropriated and Reimbursable⁶	323	\$60,530

⁵ The budget for the OIG for both FY 2009 and FY 2010 assumes a 2.5% increase per year over the previous year level for the OIG assessment payment to the GSA working capital fund.

⁶ Resource levels for FY 2010 do not include OIG budget authority as included in the American Recovery and Reinvestment Act 2009 (Recovery Act) which included a one-time appropriation for the OIG of \$7 million available over 5 years. The OIG estimates \$1.5 million and 7 FTE will be utilized with ARRA funds during FY 2010.

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Budget Authority by Business Component
(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Enacted	FY 2010 Request	FY 2009 – FY 2010 Change
Appropriated Program:				
Audit Programs	\$23,009	\$26,088	\$31,199	\$5,111
Investigative Programs	15,655	15,965	16,610	645
Executive Direction & Business Support programs	12,964	11,947	12,271	324
Total Appropriated Program	\$51,638	\$54,000	\$60,080	\$6,080
American Recovery and Reinvestment Act	0	\$7,000	0	-\$7,000
Net Outlays (Appropriated Accounts)	\$49,584	\$62,689	\$61,255	-\$1,434
Reimbursable Program:				
FAS Program	\$4,947	\$2,800	\$0	-\$2,800
Fleet Card Program	350	350	350	0
Other Agency Reimbursable	0	100	100	0
Total Reimbursable Program	\$5,297	\$3,250	\$450	-\$2,800
Employment (FTE):				
Appropriated	264	300	320	+20
Recovery Act	0	7	7	0
Reimbursable	27	16	3	-13
Total FTE	291	323	330	7

Direct Appropriation
Obligations by Object Classification
(Dollars in Thousands)

	Personnel Compensation:	FY 2008 Actual	FY 2009 Enacted	FY 2010 Request
11.1	Full-time permanent	\$23,686	\$27,580	\$30,945
11.3	Other than full-time permanent	117	0	0
11.5	Other personnel compensation	2,420	2,520	2,678
11.8	Special personal services payments	319	0	0
11.9	Total personnel compensation	26,541	30,100	33,623
12.1	Civilian personnel benefits	7,186	7,860	8,791
21.0	Travel and transportation of persons	1,417	2,121	2,106
21.0	Motor pool	228	0	377
22.0	Transportation of things	143	116	117
23.1	Rental payments to GSA	2,928	3,138	3,344
23.2	Rental payments to others	5	0	0
23.3	Communications, utilities and miscellaneous charges	333	450	452
24.0	Printing and reproduction	42	65	65
25.1	Advisory and assistance services	2,449	975	1,395
25.2	Other services	1	0	0
25.3	Purchases of goods and services from government accounts	8,030	6,700	7,274
25.7	Operation and maintenance of equipment	524	672	675
26.0	Supplies and materials	296	500	511
31.0	Equipment	1,517	1,303	1,350
42.0	Insurance claims and indemnities	0	0	0
99.0	Total	\$51,638	\$54,000	\$60,080
99.0	Reimbursable obligations	\$5,297	\$3,250	\$450
99.9	Total Appropriated & Reimbursable	\$56,935	\$57,250	\$60,530

The American Recovery and Reinvestment Act of 2009
Obligations by Object Classification⁷
(Dollars in Thousands)

	Personnel Compensation:	FY 2008 Actual	FY 2009 Current	FY 2010 Budget
11.1	Full-time permanent	0	\$334	\$731
11.3	Other than full-time permanent	0	0	0
11.5	Other personnel compensation	0	25	52
11.8	Special personal services payments	0	0	0
11.9	Total personnel compensation	0	359	783
12.1	Civilian personnel benefits	0	98	199
21.0	Travel and transportation of persons	0	85	110
21.0	Motor pool	0	7	7
22.0	Transportation of things	0	0	0
23.1	Rental payments to GSA	0	0	0
23.2	Rental payments to others	0	0	0
23.3	Communications, utilities and miscellaneous charges	0	0	0
24.0	Printing and reproduction	0	0	0
25.1	Advisory and assistance services	0	199	446
25.2	Other services	0	0	0
25.3	Purchases of goods and services from government accounts	0	0	5
25.7	Operation and maintenance of equipment	0	0	0
26.0	Supplies and materials	0	2	0
31.0	Equipment	0	50	0
42.0	Insurance claims and indemnities	0	0	0
99.0	Total	0	\$800	\$1,550
99.0	Reimbursable obligations	0	0	0
99.9	Total Appropriated & Reimbursable	0	\$800	\$1,550

⁷ In accordance with Recovery Act provisions, no funds provided under this Act shall be used to pay for either space rent or working capital fund assessments.

Business Component Justification

Office of Audits

PROGRAM DESCRIPTION

The Office of Audits is subject to mandated duties and responsibilities as prescribed in the Inspector General Act to provide policy direction for and to conduct, supervise, and coordinate audits relating to the programs and operations of such establishment. Our goals are to ensure program integrity and promote economy and efficiency in GSA.

To facilitate our goals, we will perform annual risk assessments of GSA operations and identify the challenges and high-risk areas within the operations. Once we identify the most significant issues facing GSA, we will address them by planning and conducting audits related to those areas. The results are provided to GSA officials through audit reports and to Congress through the Semiannual Reports to Congress.

The Office of Audits conducts national reviews of GSA programs, tests operations and security information systems, supervises financial statements audits, assesses management controls, performs reviews of contract proposals and contract performance, and completes other reviews as required by law, executive order, or regulation. In addition, we offer a variety of other services that are intended to further assist GSA management in improving operations. These services include best practices reviews; ex-officio membership on Agency task forces; commenting on proposed or pending regulatory and legislative issues; participating in government wide workgroups; and assessing system development and other information technology (IT) efforts. Attestation review services are also performed to assist GSA contracting officials obtain best value for Federal customers and the American taxpayer.

The Office of Audits is organized into five centers of expertise for each of the core functions critical to GSA's success. Those core centers are contracts, finance, real estate, IT and management controls. This structure allows us to develop technical or specialized expertise in key areas of GSA, so the Office of Audits can better identify and address significant issues and vulnerabilities facing the Agency. By developing our own expertise in GSA's business lines and complementing that with our audit and evaluation skills, the Office of Audits is able to understand complex issues and challenges faced by program officials, design evaluations in the context of specific programs, and facilitate resolution of audit recommendations.

The Office of Audits has assisted GSA in identifying opportunities for improvement through key programmatic reviews. Our application of team concepts, streamlined operating methods, and our use of advanced technology allows us to expedite the transmission of important information to managers for decision making. These efforts complement our traditional responsibilities of safeguarding integrity and ensuring accountability of Agency operations.

The Office of Audits understands the importance of building a coalition with all of our stakeholders, including Congressional oversight committees and OMB, and exemplifies that by working closely with GSA's managers, exchanging information to enhance our understanding of GSA's programs and initiatives. To improve our annual planning process, we maintain

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contact with GSA officials in each of the major Services and Staff Offices. In addition, to our traditional services in the areas of management and systems control reviews and selected reviews of GSA's multi-billion dollar contract programs, we continue to focus our resources on large-scale, comprehensive program reviews, information technology and systems reviews, and financial and regulatory reviews.

Comprehensive Program Reviews. These reviews produce formal audit reports that provide GSA management with independent assessments of how well programs are meeting their nationwide missions and identify specific areas where program outcomes can be improved. Program reviews have been a staple of our organization for the past decade, and we constantly refine and improve our approaches. We focus on program goals and results and how the program officials measure their successes. We also provide managers input on potential solutions to issues when appropriate.

Information Technology and Systems Reviews. Information technology in GSA is expanding exponentially and influences all aspects of its business operations. GSA relies on its automated information systems to perform its mission and manage its operations. Many of these systems store sensitive information such as personal employee data and contractors' proprietary information. We have dedicated 16 FTE to the Information Technology Audit Office. Its mission is to identify the IT risks and vulnerabilities in GSA, develop the technical expertise to perform these complex reviews, and perform IT and telecommunications systems review work. Audits must continue to expand its capabilities in the IT arena. GSA has an extensive IT universe with approximately 100 major automated information systems, many smaller systems, and numerous local area networks. GSA's IT universe also dictates that we must apply more audit resources to security issues associated with operating GSA systems and networks. In addition, the Federal Information Security Management Act of 2002 requires Inspectors General to conduct independent annual evaluations of their agencies' information security programs.

Financial and Regulatory Requirements. The passage of the Chief Financial Officers Act in 1990 has had a significant impact on our operations. Even before passage of this Act, the OIG and GSA arranged for the audit of GSA's financial statements by an independent public accounting firm. However, the time, effort, and expertise required to administer the audit of the financial statements has grown substantially. New legislation and complex accounting and auditing policies must be analyzed; efforts to assist GSA management in working through associated issues have grown; and time needed to address audit issues related to the audit of the government wide consolidated financial statements has increased. Moreover, we see a need for the OIG to evaluate the more detailed workings of GSA's financial activities and perform analyses of its major accounts. While we are pleased that GSA's financial statements have consistently achieved clean opinions, there are opportunities to enhance the efficiencies of operations and accountability of assets. We want to increase the number of evaluations of GSA major individual financial accounts and major financial subsystems. In addition, there are new and increasing requirements imposed on our office due to the Government Performance and Results Act (GPRA) and related legislation. These issues require that we have sufficient staff with the financial background and expertise to perform the necessary reviews. We intend to dedicate more resources to our financial audit group over the next several years to keep up with the increasing workload demands. As in the IT area, this is a specialized discipline and we must expand our financial and technical systems, training, and staffing to accomplish our goals.

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The Office of Audits will continue to offer our traditional audit services in the following areas:

Management Control Reviews. Audits will continue to test management controls built into programs and systems to ensure they function as intended and provide reasonable safeguards over assets. We believe control systems are becoming more important in an evolving work environment which calls for fewer supervisors, more decentralization of authority, and more individual empowerment. We work closely with management to share our expertise in internal controls throughout GSA.

Contract Reviews. As the premier acquisition service provider within the Federal Government, GSA's annual contracts for goods and services exceed \$35 billion. The Office of Audits continues to maintain a contract review program to review selected vendors' records and develop financial information needed by GSA's contracting officers to negotiate favorable pricing arrangements on contract awards and to administer existing contracts. Over the past 2 years, our audits have evaluated over \$30.7 billion in proposed costs, and have resulted in over \$1.4 billion in potential cost avoidances.

FY 2010 BUDGET REQUEST

The FY 2010 Budget Request for Audits includes current service levels and an additional \$2.8 million in appropriated funds for staff and associated support to conduct FAS preaward audits. Prior to FY 2009, the OIG received \$5 million annually for preaward audits as part of a reimbursable agreement with FAS. This proposal would shift the remaining \$2.8 million (of the original \$5 million) to appropriated authority within the OIG appropriation in order to provide a more stable funding stream for these important audits. The OIG anticipates conducting roughly the same number of preaward audits in FY 2009 and 2010 because the funding level dedicated to these activities is constant between the 2 years. The FY 2010 request for Audits also includes \$1,224 thousand and 6 FTE to meet current workload demands associated with the increase in audit work over the past several years. These funds will allow Audits to perform performance, financial-related and information technology audits while responding to more requests for audits of claims, post award reviews of contracts and assistance to the Department of Justice. The number of requests we receive from the Department of Justice has more than tripled over the last few years. An example of our audit work in this area is the Morse Diesel case where the company agreed to payments and release of withheld funds with a monetary recovery to the government of \$29.6 million; the company also agreed to forfeit claims related to government construction that were in excess of \$83.5 million. Another example is the recent settlement agreement by NetApp where the company agreed to pay the government \$128 million.

**The American Recovery and Reinvestment Act of 2009:
Rationale:**

Historically, GSA has experienced certain vulnerabilities in its acquisition programs. The Office of Audits has noted delays in construction projects, cost overruns, and problems with contract administration as risk areas. Further, GSA's construction program is decentralized with project planning, management, and contracting being performed regionally, while the Central office selects projects for funding and provides limited oversight of the actual project. Also, when the Agency provided assistance for expedited spending requirements as a result of Hurricane Katrina, the OIG identified shortcomings in the contracting process, adherence to regulations and pricing.

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These historical problems demonstrate the need for increased oversight of Recovery Act funding and the need to maintain an adequate level of oversight of GSA's core activities. Oversight of core activities would include the OIG's continuance of preaward reviews of multiple award schedule contract proposals and meeting regulatory audit requirements, such as the required review of the Customer Service Centers due in 2010.

Overall, to be effective, the OIG will need to provide feedback that is timely on procurement actions and project management as well as on the performance of contractors. Initially, the OIG needs to provide recommendations to the Agency on its general preparedness and its plan to carry out the Recovery Act spending and discuss these areas with Agency management. This will include agency preparedness, compliance with reporting requirements, risk management planning, and compliance with contract award requirements. In addition to reviews of contractors who receive money, the OIG also contemplates conducting multiple reviews by teams of auditors that will address areas such as: 1) improvements in energy efficiency, 2) the preparation and planning of individual construction projects, 3) the award and administration of individual contracts to ensure competition and adherence to regulations, 4) progress payments for construction projects, 5) high dollar value contract modifications, and 6) construction claims. Other reviews will include topics such as whether GSA is spending its funds in accordance with the guidance of the Recovery Act itself.

During FY 2009, the Office of Audits will hire additional staff to undertake oversight activities, form task groups of existing staff to work on Recovery Act projects and begin audits, work with the Agency's independent public accountant for financial statement issues related to the Recovery Act and reassess current workload to determine if some work can be leveraged to include Recovery Act issues.

Office of Investigations

PROGRAM DESCRIPTION

The Office of Investigations (Investigations) is responsible for conducting criminal, civil, and administrative investigations nationwide. Investigations is the OIG's fully accredited Federal law enforcement component and provides expert investigative services to GSA, the Department of Justice, United States Attorney's offices throughout the country, and other Federal and state agencies. Investigations is committed to identifying and preventing fraud, waste, and abuse in GSA programs and operations and promoting economy and efficiency within GSA. Our investigative action plan contains the following elements:

- Investigations of alleged criminal violations by contractors, employees, and others relating to GSA acquisition programs;
- Criminal investigations relating to the integrity of GSA programs, operations, and personnel;
- The development and implementation of proactive investigations which address systemic investigative issues that cross GSA regional boundaries;
- Investigative support to our Office of Audits and Office of Counsel as well as to GSA officials; and
- Investigations of allegations into serious misconduct by high-ranking GSA officials.

The major component of the Investigations' operations plan during the coming fiscal year is the detection and investigation of major criminal violations associated with GSA acquisition programs. We anticipate devoting significant investigative resources to criminal fraud violations associated with substandard products or material; false claims; criminal false statements; and schemes seeking unfair advantage in GSA's procurement, supply, property acquisition and disposal, and construction programs. Investigations will ensure the integrity of GSA programs and operations by thoroughly investigating allegations of criminal activity by GSA employees and officials. Bribery, extortion, acceptance of gratuities, conflict of interest, and procurement integrity violations will be emphasized and remain investigative priorities. Another major investigative emphasis in this area is associated with ensuring the integrity of GSA's procurement programs by conducting investigations and making recommendations for suspension and debarment of corporations that appear to/or lack corporate integrity. We need to partner with GSA leaders and assist them in seeking ways to improve Agency programs and operations and prevent fraud from occurring. When appropriate, Investigations will continue to present fraud integrity awareness briefings to Agency employees and develop effective proactive initiatives that will identify problems relating to fraud, waste, or abuse in GSA operations. Effective proactive cases have proven to be excellent techniques to prevent and deter program deficiencies from becoming major operational problems.

FY 2010 BUDGET REQUEST

The FY 2010 Budget Request for Investigations continues current service levels and also includes \$176 thousand and 1 FTE to meet current workload demands associated primarily with allegations related to procurement fraud. These funds will enable the Office of

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Investigations to continue to enhance a coordinated and more comprehensive investigative approach when assessing and investigating complicated procurement fraud allegations.

The American Recovery and Reinvestment Act of 2009:

GSA has experienced fraud and criminal activity such as bribes, kickbacks, and security violations related to the Federal Buildings Fund. Given the substantial increase in GSA funding, the OIG anticipates numerous complex white-collar fraud investigations, which are both manpower intensive and have, in some cases, resulted in multi-million dollar recoveries. During FY 2009, Investigations will hire additional staff, implement a system whereby additional investigative resources will be implemented on an as needed basis proportional to the increase in complaint activity and investigative requirements and determine the additional infrastructure required to support an increase in Hotline and other complaints resulting from the passage of the ARRA.

Executive Direction and Business Support Offices

PROGRAM DESCRIPTION

These executive direction and support offices offer an array of services to ensure that the mission of the OIG is fully realized. These four offices provide the support necessary to ensure that the OIG can efficiently and effectively carry out its full cadre of responsibilities—ultimately resulting in positive change in the performance, accountability, and integrity of GSA programs. The four component offices are as follows:

Executive Office of the Inspector General: The Inspector General and the Executive Office of the IG supervise, coordinate, and provide policy and programmatic direction for all activities within the OIG including audit and investigation activities. The IG recommends policies for and coordinates activities to promote economy and efficiency in the administration of, and the prevention and detection of fraud and abuse in, the programs and operations of GSA. The IG also conducts and coordinates activities between GSA and other Federal agencies, state and local government agencies, and non-governmental entities with respect to audit and investigative matters. The IG serves as the Vice-Chair for the newly established National Procurement Fraud Task Force (NPFTF), which was created to increase coordination and strengthen partnerships among Inspectors General, law enforcement, and the Department of Justice to more effectively fight procurement fraud throughout the government. The goal of the NPFTF is to protect the taxpayer by deterring procurement fraud and increasing the effectiveness of sanctions imposed on those prosecuted for and found guilty of procurement fraud.

Office of Internal Evaluation and Analysis: This office is an in-house assessment program responsible for internal affairs reviews and investigations of OIG operations. At the direction of the IG, this office plans, directs, and coordinates the OIG internal evaluation and analysis program, which provides quality assurance for the organization. As part of the program, Internal Evaluation and Analysis conducts reviews of OIG's Central Office functions and the OIG's audits and investigative field offices to impartially assess: 1) administrative, managerial, and organizational culture in support of the OIG mission; 2) compliance with quality standards adopted by the Federal IGs, as well as OIG policies and procedures; and 3) efficiency and effectiveness in meeting mission responsibilities. Internal Evaluation and Analysis reports its findings to the IG. At the direction of the IG, Internal Evaluation and Analysis conducts investigations of allegations of wrongdoing in OIG operations and by OIG personnel, and reports any findings to the IG. The office also has an analytical component that conducts statistical analyses and other research to assist the IG in evaluating value received for the effort expended by the OIG to eliminate waste, fraud, and abuse in GSA programs.

Office of Counsel: This office: 1) provides legal advice and assistance to all OIG components; 2) represents the OIG in connection with audits and investigations and in litigation arising out of or affecting OIG operations; and 3) advises on statutes and regulations, and assists with legislative concerns. Counsel provides legal services to the nationwide operations of the OIG and performs the OIG's statutory function of reviewing legislation and proposed regulations, as well as representing the OIG in personnel matters and providing support to U.S. Attorneys Offices and the Department of Justice in False Claims Act litigation. The Office of Counsel is responsible for the OIG's Standards of Conduct and ethics program

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and works closely with management to ensure that OIG employees comply with the highest standards of ethical behavior. The Office also manages the OIG's disclosure obligations under the [Freedom of Information Act \(F.O.I.A.\) and Privacy Act](#), and discovery requirements in judicial and administrative litigation.

Office of Administration: This office consists of a multidisciplinary staff that provides budgetary, human resources, IT, facilities, space and other administrative support and services to all OIG offices. The Office of Administration is responsible for providing the technical, financial, and administrative infrastructure to the OIG.

FY 2010 BUDGET REQUEST

The FY 2010 Budget Request for Executive Direction and Business Support Offices continues at current service levels.

THE FY 2010 STRATEGIC PLAN

The OIG will increasingly focus its efforts in areas intended to enhance the management and overall performance of GSA and will increasingly align its activities so that they more directly support the strategic goals and business objectives of GSA. We will allocate approximately 70 percent of our audit and investigation resources to address Agency management challenges and vulnerabilities. We are currently developing a new strategic plan to address new challenges. The performance measures in this document reflect those in place as of FY 2008.

Strategic Goal No. 1

Enhance the performance of GSA and ensure optimum value for the taxpayer.

Discussion

GSA is a 12,000 person agency that oversees Federal buildings, major supply and procurement programs, a fleet of 190,000 vehicles worldwide, telecommunications systems, and child-care facilities. It also provides policy leadership in areas such as acquisition, travel, real property, and other administrative services for the entire Federal sector.

GSA realizes that changes in today's environment require it to be flexible in its business approaches and innovative in developing integrated solutions to longstanding and new challenges. Current Agency goals and initiatives, continuing government reform, high-risk areas defined by GAO, and management challenges identified by our office remain areas that must be addressed.

The OIG's audits and investigations assist GSA in its dual roles of policy leadership and provider of space, products, and services to the Federal workforce. At the same time, we intend to support GSA's commitment to effective and efficient operations. In this capacity, we will continue to evaluate and bring to GSA's attention, serious vulnerabilities and management challenges. Further, we will make constructive recommendations as to how these concerns can be alleviated. We will devote our resources to areas where focused management attention can bring about greater efficiencies for both GSA and the taxpayers. Through our audits, investigations, advice on legislation, and other services, we will raise to the policy-making level issues that affect the Agency's programs. Lastly, we will work with GSA leadership on key initiatives to promote more effective government operations.

Anticipated Results

We will perform annual risk assessments of GSA operations to identify the most significant management challenges, high-risk areas, and major opportunities for improvement in programs, operations, and related activities. We will target the most significant issues facing GSA by planning and conducting audits and investigations in those areas. The Agency was given approximately \$6B under the American Recovery and Reinvestment Act of 2009 including construction (\$5.5B) and the purchase of new vehicles. Accordingly, our priority will be to provide oversight related to these activities. We will continue to work with GSA management on key initiatives. Finally, we will leverage our expertise by providing comments on legislative and policy initiatives before they become program requirements. In this capacity, we will also work with the Office of Governmentwide Policy by sharing our

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knowledge, expertise, and experience in assisting GSA to meet its central management policy responsibilities.

OIG Strategic Goal #1 Enhance the performance of GSA and ensure optimum value for the taxpayer.

Performance Goal: This measure reflects OIG management’s decision to allocate greater audit resources to major programmatic, control, systems, and other efforts which are aimed at helping GSA management achieve more positive outcomes in their operations. While some of these types of reviews require significantly more resources, and their immediate impact is not always quantifiable, their long-term benefits offer the potential for significant improvements in GSA performance and benefits to customers and taxpayers. Results from these audit efforts are based on actual reports issued and the resulting recommended avoidances, recoveries, and resolved management decisions.

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:

- Develop and deliver effective acquisition services and business solutions;
- Lead agencies on economical and efficient stewardship of Federal assets;
- Deliver and maintain productive workplaces; and
- Improve business to make Federal policies and administrative operations more productive.

Performance Measure	Performance Indicators		
	FY 2008 Actual	FY 2009 Current	FY 2010 Target
Total reports	139	140	160
Internal audit reports	39	30	25
Assessment Reports*	0	10	25
Contract reviews	100	100	110
(From reimbursable reviews)	(69)	(40)**	
Value of results			
Avoidances & recoveries	\$601M	\$556M	\$556M
(From reimbursable funded work)	(\$558M)	(\$270M)	
Management decisions	\$601M	\$485M	\$490M
(From reimbursable funded work)	(\$564M)	(\$210M)	

*Due to the need for real time oversight required by the American Reinvestment and Recovery Act of 2009, we anticipate issuing assessment reports in addition to audit reports.

**In the FY 2009 President’s Budget the Administration proposed that \$2.2 million be included in our budget with the remaining \$2.8 million as reimbursable. Consequently, the number of reports funded by reimbursable funds will be reduced, but the actual number of contract reports will increase. In Fiscal Year 2010 the remaining \$2.8M is

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scheduled to be included in the GSA OIG's base budget.

OIG Strategic Goal #1. Enhance the performance of GSA and ensure optimum value for the taxpayer.

Performance Goal: The OIG will direct its resources to help GSA achieve its strategic goals and address management challenges. We consider our past work in GSA, the President’s Management Agenda initiatives, GSA’s Strategic Plan, and areas of vulnerability identified by our office, GSA management, or GAO in identifying key program issues. The following issues represent the key management challenges and vulnerabilities that the OIG believes merit attention—protection of Federal facilities and personnel, information technology, management controls, acquisition programs, human capital, stewardship of Federal real property, and contract management.

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:

- Develop and deliver effective acquisition services and business solutions;
- Lead agencies on economical and efficient stewardship of Federal assets;
- Deliver and maintain productive workplaces; and
- Improve business to make Federal policies and administrative operations more productive.

The following table reflects the proportion of OIG products and services (audit reports and comments on proposals and other efforts) that had an identifiable positive impact on improving Agency performance. We measure positive impact of internal audits based on input we receive from GSA managers on our customer surveys and an internal value-added assessment. On contract reviews, we measure positive impact based on the actual savings resulting from the audit.

Performance Measure	Performance Indicators		
	FY 2008 Actual	FY 2009 Current	FY 2010 Target
Percentage of performance audits with a positive impact	76%	72%	74%
Reviews of legislative/regulatory or policy initiatives	60%	60%	60%

Strategic Goal No. 2

Protect the integrity of GSA programs and operations.

Discussion

One of the OIG's fundamental responsibilities is combating and preventing waste, criminal, and civil wrongdoing in GSA programs and operations. We are committed to using resources to ensure the integrity of GSA operations and programs by focusing on areas that have vulnerabilities and control deficiencies.

The OIG has a special concern that in an era of rapid change and emerging technology, these changes (absent adequate controls) may present unintended and increased opportunities for illegal and improper activities. We believe it is important to assess whether a new initiative has vulnerabilities, and, if so, mitigate these vulnerabilities early in the process.

Anticipated Results

During FY 2009, as part of a comprehensive initiative, the OIG will direct its efforts to protect the integrity of GSA operations by identifying and assessing vulnerabilities associated with its rapidly changing environment. This includes the approximately \$6B given to the Agency under the American Recovery and Reinvestment Act of 2009 for construction (\$5.5B) and the purchase of new vehicles. Accordingly, our priority will be to provide oversight related to these activities. Furthermore, the OIG intends to take a risk-based approach and additionally focus its expertise in areas that have vulnerabilities and control deficiencies. We will perform various types of reviews to ensure programs operate within legal and regulatory limits. We will aim our efforts at detecting systemic vulnerabilities. We will investigate and deter illegal activities to the fullest extent of our abilities and resources. Our investigative resources will concentrate on high-impact cases, and we will respond to indications of illegal activities in a direct and timely manner. These areas include procurement integrity, facilities and personnel, management control, asset management, information technology, and financial accountability. We will particularly emphasize the controls over security, emerging technology issues, and charge cards. The efforts of the OIG will be directed towards preventing waste and wrongdoing in GSA, increasing the awareness of GSA managers regarding the prevention of fraud and waste, improving the detection of and response to corruption, and increasing the public trust in GSA's programs and operations.

OIG Strategic Goal #2. Protect the integrity of GSA programs and operations.

Performance Goal: The OIG intends to focus its resources and expertise on areas that are susceptible to waste, fraud, and wrongdoing. Our intent is to increase awareness of the potential for wrongdoing, identify and mitigate program and operational vulnerabilities and control deficiencies, pursue potential wrongdoing to the fullest extent of our ability, and prevent waste and wrongdoing within GSA. These areas include the protection of Federal facilities and personnel, information technology, management controls, asset management, procurement activities, and financial accountability.

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:

- Develop and deliver effective acquisition services and business solutions;
- Lead agencies on economical and efficient stewardship of Federal assets;
- Deliver and maintain productive workplaces; and
- Improve business to make Federal policies and administrative operations more productive.

The percentages shown for each outcome reflect the proportion of OIG products (audit reports, investigations, awareness initiatives, and other initiatives or evaluations) that have an identifiable positive impact on protecting the integrity of the Agency's programs and operations. We measure positive impact of internal audits based on input we receive from GSA managers on our customer surveys and an internal value-added assessment. On contract reviews, we measure positive impact based on the actual savings resulting from the audit.

Performance Measure	Performance Indicators		
	FY 2008 Actual	FY 2009 Current	FY 2010 Target
Impacted program integrity in the following areas:			
• Control, compliance, and accountability issues	83%	68%	70%
• Integrity issues	73%	60%	60%

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OIG Strategic Goal #2. Protect the integrity of GSA programs and operations.

Performance Measure	Performance Indicators		
	FY 2008 Actual	FY 2009 Current	FY 2010 Target
Number of Criminal Referrals	210	240	240
Number of Civil Referrals	48	40	50
Number of Administrative Referrals	146	150	150
Civil Settlements	10	8	10
Indictments/Information	102	60	60
Successful Criminal Prosecutions	97	60	60
Contractors Suspended/Debarred	157	100	110
Investigative Recoveries ⁸	\$36.3M	\$20.0M	\$30.0M
Fraud Awareness Briefings	63	50	70
High Priority Investigations	73.5%	70%	70%

Performance indicators reflect predicted number for government wide activities to include all Federal agencies and employees, as well as contractor entities and personnel, associated with GSA programs and operations.

⁸ Investigative recoveries for FY 2008 include high dollar civil fraud cases settled this year.

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The following table reflects the planned allocation of the Office of Audits' resources between contract audit issues, internal GSA program, and operational issues. (OIG Strategic Goals #1 and #2)

Type of Audit	FY 2008 Actual		FY 2009 Current		FY 2010 Target		Change FY 2009 to FY 2010	
	%	Dollars	%	Dollars	%	Dollars	%	Dollars
Contract Reviews:								
Appropriated		\$6.9M		\$8.3M		\$13.6M		
Reimbursable		\$5.0M		\$2.7M		\$0.0M		
Total	60%	\$11.9M	48%	\$11.0M	48%	\$13.6M	0%	+\$2.6M
Internal Audits								
Appropriated		\$7.9M		\$11.1M		\$13.6M		
ARRA- Appropriated				\$0.6M		\$1.3M		
Reimbursable		\$0.0M		\$0.1M		\$0.0M		
Total	40%	\$7.9M	52%	\$11.8M	52%	\$14.9M	0%	+\$3.1M

The Office of Audits will continue to focus internal audit resources on reviews that assist GSA achieve its program goals. (OIG Strategic Goals #1 and #2)

Internal Audit Types	FY 2008 Actual		FY 2009 Current		FY 2010 Target		Change FY 2009 to FY 2010	
	%	Dollars	%	Dollars	%	Dollars	%	Dollars
Programmatic/Operational:								
Program*		\$3.7M		\$6.0M		\$8.7M		+\$2.7M
Administration		\$0.3M		\$0.5M		\$0.5M		+\$0.0M
IT Systems		\$1.6M		\$2.2M		\$2.5M		+\$0.3M
Financial		\$0.7M		\$0.9M		\$1.0M		+\$0.1M
Programmatic/Operational	80%	\$6.3M	81%	\$9.6M	85%	\$12.7M	0%	+\$3.1M
Compliance	20%	\$1.6M	19%	\$2.2M	15%	\$2.2M	0%	+\$0.0M
Total	100%	\$7.9M	100%	\$11.8M	100%	\$14.9M	0%	+\$3.1M

*Includes American Reinvestment and Recovery Act of 2009 Assessment Reports

Strategic Goal No. 3

Implement an efficient and effective human capital strategy.

Discussion

Our people are our most important resource. A skilled, focused, flexible, and diverse workforce is essential if we are to continue to provide and improve the services necessary to carry out our mission. Beginning in the mid-1990s, the OIG realized the need to better align our resources to meet our mission responsibilities. We took numerous actions to redefine our mission, restructure our operations, reduce management layers, redistribute management positions to direct line positions, and to more closely interact with our clients. Our goal was to become more results-oriented and better serve GSA. These actions were consistent with the stated goals of OMB Bulletin 01-07 "Workforce Planning and Restructuring."

Despite these actions, events over the past few years have combined to exacerbate our human capital issues. Specifically, we have had a difficult time hiring at mid-level positions and replacing and retaining qualified staff. Salaries, Federal hiring requirements and constraints, and stiff competition from the private sector and other government agencies have impacted our ability to hire people with the necessary skills. We are losing our junior staff to other agencies and the private sector, while our senior staff is retiring. We are faced with the potential loss of about 67 percent of our senior managers over the next 2 years. This has increased our need for managerial and leadership training for mid-level staff to prepare them to assume more senior leadership positions in the organization. In addition, the skills we need to do our work have changed. We have had a difficult time hiring accountants and mid-level IT specialists. Major statutes aimed at increasing the fiscal and managerial accountability of Federal agencies have impacted our work and increased our emphasis on financial issues. In addition, technology has had a tremendous effect on how the government conducts business, and consequently we need to apply technology in our audits, investigations, and internal management operations.

The OIG will continue to develop a human capital plan to provide the highly competent professional workforce necessary to complete our mission and meet future demands. We will incorporate these efforts into our overall work planning, budgeting, and evaluation processes. This will include a commitment to recruit, develop, train, retain, and reward a workforce that possesses the skills required to meet the changing and challenging demands for our services. We will address continuity of operations and skills through succession planning. The OIG will increase its commitment to both technical and managerial training to sustain functional expertise and encourage professional development.

Anticipated Results

Among the initiatives we plan to accomplish are enhancing our college recruiting program; completing a skills inventory and identification analysis; refining programs such as our career intern program, and various programs aimed at recruiting and retaining quality staff; streamlining and improving the efficiency of our hiring process; and developing the required technical and managerial training programs needed to provide and maintain needed skills.

OIG Strategic Goal #3. Implement an efficient and effective human capital strategy.

<p>Performance Goal: The OIG will implement a human capital management strategy to better support our mission. The purpose of the strategy is to ensure that we have a highly qualified workforce focused on our mission, and that we have identified key Agency problem areas. As part of our approach, we will identify and use available tools, such as the Career Intern Program, to more effectively recruit and retain staff. For staff development, we will address the critical technical, managerial, and leadership skills needed for continuity and sustained quality of operations. Additionally, we will monitor our performance evaluation system to ensure it provides meaningful feedback and fully recognizes individual and team accomplishments.</p> <p>GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:</p> <ul style="list-style-type: none"> • Deliver and maintain productive workplaces; and • Improve business to make Federal policies and administrative operations more productive. 				
Performance Measure	Performance Indicators			
	Standard	FY 2008 Actual	FY 2009 Current	FY 2010 Target
<p>Our human capital strategy will identify specific initiatives that will foster improvement in:</p> <ul style="list-style-type: none"> • Recruitment and retention • Staff development • Employee appraisal and recognition • Quality of life • Cost savings to OIG 	<p>Formalize a human capital management plan by the end of FY 2008 and implement plan initiatives over the following 4 years.⁹</p>	<p>Currently, reassessing our human capital strategy.</p>	<p>The OIG will assess our human capital strategy and will develop implementation plans in support of the OIG's overall mission.</p>	<p>TBD</p>

⁹ Each FY performance report will provide detail on each part of the human capital management plan implemented that year.

Strategic Goal No. 4

Enhance our organizational performance.

Discussion

This goal focuses on our work environment and business processes. We believe that this goal will serve two purposes—to make us more efficient in serving our clients and to help attract and retain a world-class workforce in our organization.

Our office's performance should be held to the highest standards. To achieve this, we will continue to emphasize improving the delivery of OIG products and services and create a more efficient work environment by investing in the office infrastructure, both technological and physical, that supports our strategic goals.

Timely, cost-effective, and quality products and services are critical in today's fast-paced and changing environment. Our work products must be responsive to Agency and customer needs. Continued improvements in timeliness and operating efficiency will require reassessing existing business processes, employing technology to the fullest extent possible, and improving management and coordination efforts. Further, we must better utilize the power of E-Government to make our products and services more accessible to our stakeholders.

We believe that appropriate and modern technological and physical work environments are important elements in successfully achieving our goals. We also believe that our audit and investigative functions must work closely with our administrative support activities to enhance our ability to meet mission requirements. We will ensure that we have the best possible work environment in several ways.

First, we recognize the benefits of technology in the work environment, and we have made great strides in incorporating it into our management approach and processes. We want to continue this progress toward providing reliable, integrated technology to our staff. We will maintain management information systems and networks that enhance our ability to exchange information, both inside and outside the OIG, and to conduct our work and perform analyses in a more secure, paperless environment. This will also help us better plan and manage our resources by providing timely and reliable performance information and financial data. Also, providing sufficient, portable technology to the staff will help streamline our processes and better leverage our limited human capital resources.

Next, we need to make an investment in our physical environment in order to support our human capital strategies. Initiatives in this area will affect where we locate our staff and how it is configured.

Lastly, administrative activities and processes supporting our line operations need to be better integrated and improved.

Real-time fiscal information, comprehensive information systems support, and full-range human resource support are essential to improve our operations. It is imperative that we enhance and integrate this infrastructure to support our strategic planning, human capital initiatives, and business goals.

Anticipated Results:

- Provide our customers with timely, quality OIG products in accordance with the standards established for the different types of audit and investigative reports we produce.
- Provide comprehensive IT support and information systems availability necessary for our professional and support staffs to meet their mission requirements.
- Provide timely and relevant budgetary, administrative, and human resource support to help our managers properly manage their resources and help them meet their mission needs.
- Begin implementation of a nationwide office modernization process, which will enhance the working environment of selected Regional and Central Office locations.

OIG Strategic Goal #4. Enhance our organizational performance.

Performance Goal: This performance measure reflects how our customers perceive our products and services. Our three main components each use customer surveys to gauge the level of customer satisfaction. The areas that are covered by the surveys are: meeting customer needs, clarity of information provided, relevancy, timeliness, and value added. Activities are evaluated against a “standard” that reflects “expected average performance.”

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:

- Develop and deliver effective acquisition services and business solutions;
- Lead agencies on economical and efficient stewardship of Federal assets;
- Deliver and maintain productive workplaces; and
- Improve business to make Federal policies and administrative operations more productive.

Performance Measure	Performance Indicators			
	Standard	FY 2008 Actual	FY 2009 Current	FY 2010 Target
Effectiveness- Customer Surveys	Scale: 1-5 (5 high)			
<ul style="list-style-type: none"> • Audit/contract review products 	4.0 ¹⁰	95%	90%	90%
<ul style="list-style-type: none"> • Administrative products and services (internal to the OIG) 	4.0 ¹¹	92%	92%	92%

¹⁰ Each customer survey has an average score of 4.0 or higher on a scale from 1 to 5, where 1 indicates the individual strongly disagrees and 5 indicates that the individual strongly agrees.

¹¹ This represents a composite score on various OIG products.

U.S. General Services Administration
Office of Inspector General

OIG Strategic Goal #4. Enhance our organizational performance.

Performance Goal: This performance measure demonstrates the timeliness and effectiveness of our products and services. OIG products and services are evaluated against a standard that reflects “expected average performance.” For example, if a performance standard for completion of a particular type of audit or investigation is 30 days, it means that the average time it will take to complete the review will be 30 days or less. If the target is 65 percent that means that 65 percent of the OIG reports will be completed within 30 days.

GSA-wide Goal: This OIG goal is linked to the following GSA strategic goals:

- Develop and deliver effective acquisition services and business solutions;
- Lead agencies on economical and efficient stewardship of Federal assets;
- Deliver and maintain productive workplaces; and
- Improve business to make Federal policies and administrative operations more productive.

The Office of Audits establishes two unique performance targets for each type of audit—one measures the direct work hours (cost effectiveness) it takes to complete an audit project and the other measures the days (timeliness) it takes to complete an audit project. The performance standards listed below reflect the percentage of time that the office performs audits from beginning to end within the established standards.

Performance Measure	Performance Indicators			
	Standard	FY 2008 Actual	FY 2009 Current	FY 2010 Target
<u>Audits and Reviews</u> ¹² :				
Cost effectiveness	Direct hours to perform audits based on a unique performance standard for each type.			
• Contract	<u>Example hours:</u> • Attestation – 800 hours	65%	60%	60%
• Internal	• Operational – 4,000 hours • Compliance – 1,800 hours	89%	65%	70%
Timeliness	Days to perform audits based on a unique standard for each type of audit.			
• Contract	<u>Example days:</u> • Attestation – 90 days	36%	58%	60%
• Internal	• Operational – 320 days • Compliance – 180 days	47%	62%	65%

¹² We perform both contract reviews and internal audits. We have identified different performance standards in terms of days and hours for each type of audit/review. The performance and target goals represent the composite result, in terms of percentage of time, that the office meets various product standards measured in direct hours and days estimated to accomplish audit work products.

*U.S. General Services Administration
Office of Inspector General*

OIG Strategic Goal #4. Enhance our organizational performance.

The Office of Investigations has established a standard that reflects a dramatic improvement in the time frame within which they will conduct nearly all of their activities.				
Performance Measure	Performance Indicators			
	Standard	FY 2008 Actual	FY 2009 Current	FY 2010 Target
<u>Investigations:</u> Timeliness	Days to perform different types of investigations based on a unique standard for each type of investigation.	Percentage of investigations that meet unique performance standards.		
• Fraud/Other Crime	Class I is 480 days; Class II is 240 days	88%	75%	75%
• Suspensions/Debarments	Class I and II are 45 days.	93%	80%	80%
• Administrative	Class I is 180 days; Class II is 90 days.	80%	80%	80%

Investigation descriptions:

Class I – Involves allegations concerning GSA programs, operations, and/or personnel that have one or more of the following characteristics:

- Criminal or civil violation with a loss to the government of \$250,000 or more;
- GSA contractor integrity issue (suspension/debarment) involving potential or actual contracts with a value of \$250,000 or more;
- Significant health or safety issue;
- Corruption of GSA official/employee; and/or
- Serious integrity issue involving GS-15 or above.

Class II – Involves allegations concerning GSA programs, operations, and/or personnel that have one or more of the following characteristics:

- Criminal or civil violation with a loss to the government of less than \$250,000;
- GSA contractor integrity issue (suspension/debarment) involving potential or actual contracts with a value of less than \$250,000; and/or
- Serious integrity issue involving GS-14 or below.

*U.S. General Services Administration
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OIG Strategic Goal #4. Enhance our organizational performance.

The Office of Administration, Internal Evaluation and Analysis Staff, and Office of Counsel to the IG applied standards to reflect the need to improve performance in specific targeted areas.

Performance Measure	Performance Indicators			
	Standard	FY 2008 Actual	FY 2009 Current	FY 2010 Target
	Days to perform different types of legal, field office reviews, and administrative type activities. ¹³	Percentage of administrative activities that meet unique performance standards.		
<ul style="list-style-type: none"> • FOIA/PA Requests 	Thirty days to process a FOIA/PA request	90%	91%	91%
<ul style="list-style-type: none"> • System Availability 	Systems are available to all OIG users 97 percent of the time.	97%	97%	97%
<ul style="list-style-type: none"> • Provide Information Resources 	Requests to review hardware/software applications are responded to within 5 days.	95%	95%	95%
<ul style="list-style-type: none"> • Budget and Management Reports 	Reports are completed within 5 days of a reporting period.	98%	99%	99%
<ul style="list-style-type: none"> • Procurement Actions 	Ninety-five percent of procurement actions are completed within 5 days.	97%	97%	97%
<ul style="list-style-type: none"> • Personnel Actions/Requests 	Time varies depending upon the nature of the action/request; it varies between the same day and 21 days depending on the action/request.	97%	97%	97%

¹³ Each of the performance measures listed has performance standards in terms of days to complete.

U.S. General Services Administration

ELECTRONIC GOVERNMENT FUND

Fiscal Year 2010 Budget Request

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Appropriations Language

For necessary expenses in support of interagency projects that enable the Federal Government to expand its ability to conduct activities electronically, through the development and implementation of innovative uses of the Internet and other electronic methods, **\$33,000,000**, to remain available until expended: *Provided*, That these funds may be transferred to Federal agencies to carry out the purposes of the Fund: *Provided further*, That this transfer authority shall be in addition to any other transfer authority provided in this Act: *Provided further*, That such transfers may not be made until 10 days after a proposed spending plan and explanation for each project to be undertaken has been submitted to the Committees on Appropriations.

Program Description

This appropriation provides for interagency electronic government or E-Gov initiatives and projects, which will use the Internet or other electronic methods to provide individuals, businesses, and other government agencies with simpler and more timely access to Federal information, benefits, services, and business opportunities. The program would also further the Administration's implementation of the Government Paperwork Elimination Act (GPEA) of 1998, which calls upon agencies to provide the public with optional use and acceptance of electronic information, services, and signatures, when practicable.

Explanation of Changes
(Dollars in Thousands)

	<u>Budget Authority</u>
2009 Enacted Level.....	\$ 0
2010 Request	<u>33,000</u>
Net Change	\$ 33,000

Summary of the Request

The FY 2010 budget request provides \$33,000 thousand for interagency electronic government, or “e-Gov”, projects and initiatives. Current E-Gov projects are being evaluated and a new plan is being developed to not only increase capabilities for agencies, but to provide the public with more data and transparency.

The budget requests funding to address major, new government-wide E-Government initiatives, supported by the CIO Council and under the auspices of the Federal CIO (OMB E-Government Administrator). GSA will be the service-provider for the new E-Government initiatives. The proposed increase of \$33 million in this account will be used to address initiatives in the area of Open Government and Transparency, to support the use of E-Government tools to enhance citizen participation, to move agencies to realize potential savings through alternative approaches to IT infrastructure, including migrations from dedicated data centers to cloud-computing, to increase agency use of collaborative technologies across the Government, and to advance the use of innovative technology, including the adoption of Web 2.0 tools to support how the Government relates to its citizens, the private sector, and the State and local levels.

Infrastructure Pilots: Funding for infrastructure pilots will be used to deliver IT infrastructure consolidation, standardization, and optimization capabilities and benefits. Funding of infrastructure pilots will be directed towards developing, testing, and implementing capabilities, and their successive build-out, in ways that minimize risk, explore opportunities, and results in operational deployment at the enterprise level. The pilots will not only serve as the test bed(s) for implementing and building out capabilities but also serve as a laboratory for standards development, data gathering and benchmarking, and require the full engagement across disciplines and organizations critical to driving performance outcomes (e.g. acquisition and strategic sourcing, finance and budget, management, human resources and workforce development).

Pilots structured in this fashion offer an opportunity to more fully and broadly utilize agency architectures to identify enterprise-wide common solutions that have the potential to eliminate duplication at the agency level and lower the total cost of Federal IT infrastructure. The pilots will consider and test a variety of services, delivery modes, provisioning approaches and options, and the opportunities that cloud computing brings to Federal Government. Additionally, the multiple approaches will focus on measuring service, cost, and performance; refining and scaling pilots to full capabilities; and providing financial support to accelerate migration.

IT Infrastructure pilot areas include:

- End user communications and computing: Secure provisioning, support (help desk), and operation of end-user applications across a spectrum of devices; telework and mobile workforce;
- Secure virtualized data centers: Government Owned/Government Operated (GOGO), Government Owned/Contract Operated (GOCO), and Contract Owned/Contract Operated (COCO);
- Portals, collaboration & messaging: Secure mash-ups, citizen and other stakeholder engagement, and workforce productivity;

- Content, information, and records management: Delivery of services to Citizens and workforce productivity;
- Workflow and case management: Delivery of services to Citizens and workforce productivity;
- Data analytics, visualization and reporting: Transparency and management; and
- Enterprise Software-as-a-Service (SaaS) (e.g. financial management).

The funding requests are staged such that funding increases for planning through development and then decreases as capabilities are deployed.

Goals for Collaborative Computing: Funding will focus particularly on extending collaborative computing technologies across the Federal Government, as well as online meeting capabilities and improvements to remote access to Federal networks, to advance the goal of a more efficient, effective Federal Government. Inter-agency collaboration will be enhanced, as well as the President's goal of opening governmental business to the public. Energy savings and environmental benefits will be generated by reduced Federal travel as online meetings and improved remote access are facilitated, and emergency preparedness capabilities will be enhanced for Federal agencies. Agencies increased use of collaborative technologies will be extended to support data-sharing initiatives modeled after Recovery.gov. Funding will be used to expand these activities within a management and implementation framework as directed by the Federal CIO, in collaboration with the Federal CIO Council and designated agency representatives.

Program Management Support: Funding of program management support will go towards dedicated contract support for initiatives. This support includes both administrative and program management support, as well as technical expertise, and capabilities required to support pilot program development and implementation. Support teams will be allocated across the pilot programs. Additionally, support includes the needed resources, tools, materials, and facilities required to support the overall program and pilots.

An FY 2010 Expenditure Plan will be submitted to Congress for approval. The Expenditure Plan will address proposed project efforts for modernizing the Federal technology infrastructure and enhancing Federal web collaboration. The Plan will also describe in detail the projects selected and the budget for each project.

Amounts Available for Obligation

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Request
Unobligated balance, start of year.....	\$ 5,976	\$ 1,591	\$ 0
Discretionary authority:			
Appropriation.....	\$ 3,000	\$ 0	\$ 33,000
Reimbursable authority:			
New authority.....	\$ 34	\$ 0	\$ 0
Change in uncollected payments.....	0	0	0
Subtotal, reimbursable authority.....	\$ 34	\$ 0	\$ 0
Recovery of prior-year obligations.....	\$ 1,069	\$ 0	\$ 0
Unobligated balance, end of year.....	-\$ 1,591	\$ 0	\$ 0
Total Obligations.....	\$ 8,488	\$ 1,591	\$ 33,000
<i>Outlays</i>	\$ 4,651	\$ 5,726	\$ 29,700

Obligations by Object Classification

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Request
11.1 Full-time permanent	\$ 29	\$ 0	\$ 0
12.1 Civilian personnel benefits	9	0	0
25.1 Advisory and assistance services.....	5,630	1,062	22,028
25.3 Goods & services from Gov't accounts ...	2,806	526	10,910
31.0 Equipment	14	3	62
99.0 Total Obligations.....	\$ 8,488	\$ 1,591	\$ 33,000

U.S. General Services Administration
ALLOWANCES AND OFFICE STAFF FOR FORMER PRESIDENTS

Fiscal Year 2010 Budget Request

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Appropriations Language

For carrying out the provisions of the Act of August 25, 1958 (3 U.S.C. 102 note), and Public Law 95-138, \$3,756,000.

Analysis of Language Provisions and Changes

Language Provision <u>insert</u>	Explanation
... [Provided, That the Administrator of General Services shall transfer to the Secretary of the Treasury such sums as may be necessary to carry out the provisions of such Acts.]	In December of 2008, GSA and the Department of Treasury entered into a Memorandum of Understanding in which GSA would now carry out the function of pension payments for all present and future former Presidents.

Program Description

This appropriation provides pensions, office staffs, and related expenses for former Presidents Jimmy Carter, George H.W. Bush, William Clinton, and George W. Bush, and for the postal franking privileges for the widows of former Presidents Ronald Reagan and Gerald Ford. The FY 2010 request includes an increase for the annualization of benefits for President George W. Bush, which will commence on January 20, 2009, in accordance with P.L. 85-745, as amended.

Explanation of Changes
 (Dollars in Thousands)

	<u>Budget Authority</u>
2009 Enacted Level.....	\$ 2,934
2010 Request.....	<u>\$ 3,756</u>
Net Change.....	\$ 822

	<u>Budget Authority</u>
Maintaining Current Levels:	
Increase for Benefits for Former Presidents	\$ 14
Increase for Cost of Goods & Services	2
Annualization of Benefits for President George W. Bush	<u>940</u>
Subtotal, Maintaining Current Levels.....	\$ 956
Program Decreases:	
Decrease in Goods & Services for Former President Clinton	-\$ 130
Decrease in Goods & Services for Former President Carter	<u>-4</u>
Subtotal, Program Decreases.....	-\$ 134
Net Change.....	\$822

Summary of the Request

The FY 2010 budget request provides a total of **\$3,756 thousand** for the annual pensions of former Presidents and compensation of their office staffs and related expenses, an increase of \$822 thousand over the FY 2009 appropriated level.

The FY 2010 budget request provides for an increase of **\$16 thousand** for pension costs and increased costs of goods and services. An additional **\$940 thousand** is required to provide a full year of benefits for President George W. Bush as a former President: This amount is necessary to carry out the provisions of the Former Presidents Act. Additionally, a reduction of **-\$134 thousand** is included for former Presidents' cost of goods and services

Program Increases by Former President:

For former President George W. Bush, \$940 thousand: The FY 2009 enacted level provided for pension benefits commencing January 21, 2009, and office staff and related benefits commencing July 21, 2009. The FY 2010 budget request provides an increase in benefits for President George W. Bush to reflect a full year of pension, office staff, and related benefits.

For former President Clinton, -\$124 thousand reduction: The FY 2010 budget request provides an increase of \$6 thousand for increased pension costs, and includes a -\$130 thousand decrease in goods and services.

For former President George H.W. Bush, \$6 thousand: The FY 2010 budget request provides an increase of \$4 thousand for increased pension costs and \$2 thousand for increased costs of goods and services.

For former President Carter, no increase: The FY 2010 budget request provides an increase of \$4 thousand for increased pension, which is offset by a -\$4 thousand decrease in goods and services.

Amounts Available for Obligation

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Request
Annual appropriation.....	\$ 2,478	\$ 2,934	\$ 3,756
Unobligated balance, end of year.....	<u>\$ 307</u>	<u>\$ 0</u>	<u>\$ 0</u>
Total obligations.....	\$ 2,171	\$ 2,934	\$ 3,756
<i>Net Outlays</i>	<i>\$ 1,688</i>	<i>\$ 2,902</i>	<i>\$ 3,698</i>

Obligations by Object Classification

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
11.8 Special personnel services payments.....	\$ 253	\$ 318	\$ 438
12.1 Civilian personnel benefits.....	108	151	238
13.0 Benefits for former benefits.....	579	740	818
21.0 Travel and transportation of persons.....	45	119	143
23.1 Rental payments to GSA.....	798	916	1,201
23.3 Communications and utilities.....	105	181	195
Subtotal, Rent, comm. & utilities.....	\$ 903	\$ 1,097	\$ 1,396
24.0 Printing and reproduction.....	50	36	63
25.2 Other services.....	165	298	400
26.0 Supplies and materials.....	25	51	62
31.0 Equipment.....	43	124	198
99.0 Total Obligations.....	\$ 2,171	\$ 2,934	\$ 3,756
Subtotal, PC&B.....	940	1,209	1,494
Subtotal, Non-labor.....	1,231	1,725	2,262

Obligations by President

(Dollars in Thousands)

	CARTER	G H BUSH	CLINTON	G W BUSH	WIDOWS	TOTAL
Personnel Compensation.....	\$ 96	\$ 96	\$ 96	\$ 150	\$ 0	\$ 438
Personnel Benefits.....	2	64	70	102	0	238
Benefits for Former Presidents.....	199	199	210	210	0	818
Travel.....	2	56	5	80	0	143
Rental Payments to GSA.....	102	175	579	345	0	1,201
Communications:						
Telephone.....	10	17	7	85	0	119
Postage.....	15	13	14	20	14	76
Printing.....	5	14	18	26	0	63
Other Services.....	75	112	51	162	0	400
Supplies.....	5	15	2	40	0	62
Equipment.....	7	69	36	86	0	198
Total Obligations	\$ 518	\$ 830	\$ 1,088	\$ 1,306	\$ 14	\$ 3,756

U.S. General Services Administration

FEDERAL CITIZEN SERVICES FUND

Fiscal Year 2010 Budget Request

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Appropriations Language

For necessary expenses of the Office of Citizen Services, including services authorized by 5 U.S.C. 3109, **\$36,515,000**, to be deposited into the Federal Citizen Services Fund: *Provided*, that the appropriations, revenues, and collections deposited into the Fund shall be available for necessary expenses of Federal Citizen Services activities in the aggregate amount not to exceed **\$61,000,000**. Appropriations, revenues, and collections accruing to this Fund during fiscal year 2010 in excess of such amount shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.

Analysis of Language Provisions and Changes

Language Provision <u> </u>	Explanation
<p>... <i>Provided</i>, That the appropriations, revenues, and collections deposited into the Fund shall be available for necessary expenses of Federal Citizen Services activities in the aggregate amount not to exceed [\$50,000,000] <u>\$61,000,000</u>. Appropriations, revenues, and collections accruing to this Fund during fiscal year [2009] <u>2010</u> in excess of such amount shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.</p>	<p>This provision establishes the aggregate ceiling on expenditures for the revolving fund, as set forth in 40 U.S.C. 323(c). GSA requests an increase of \$11 million to the FY 2010 cap. This would provide \$17 million in reimbursable authority above planned obligations, to accommodate emergency requirements and other, unforeseen needs for publication distribution and contact center services government-wide.</p>

Program Description

The Federal Citizen Services Fund appropriation provides for the salaries and expenses of the Office of Citizen Services (OCS). OCS provides citizens, businesses, other governments, and the media with access points to easily obtain Government information and services via the Internet, e-mail, print, and telephone. OCS provides information and services to the public primarily through USA.gov and GobiernoUSA.gov, the official web portal of the U.S. Government. OCS also operates pueblo.gsa.gov, consumeraction.gov and consumidor.gov, webcontent.gov, and kids.gov websites. OCS provides direct telephone (1-800-FED-INFO), e-mail and on-line assistance to citizens through the National Contact Center, and offers simple and cost-effective contact center solutions to customer Federal agencies through the USA Services program. OCS also coordinates the publication and distribution of information through the Government Printing Office's Public Documents Distribution Center in Pueblo, Colorado.

OCS supports effective Government by training web and contact center managers across the Federal Government through Web Manager University, and provides development and facilitation services to Federal agencies and initiatives to enhance their delivery of citizen services. OCS brings Federal, State, territorial, local and Indian tribal governments together to improve services to citizens through sharing of best practices, and serves as a point of contact to other nations to share experiences in delivering citizen services and to bring new solutions to the U.S. Government.

The Federal Citizen Services Fund is financed from annual appropriations to pay for the salaries and expenses of OCS staff. Reimbursements from Federal agencies pay for the direct costs of information services OCS provides on their behalf. The FCS Fund also receives funding from user fees for publications ordered by the public, payments from private entities for services rendered, and gifts from the public. All income is available without regard to fiscal year limitations, but is subject to an annual aggregate expenditure limit as set forth in appropriation acts.

Summary of the Request

The FY 2010 budget request provides a total of \$36,515 thousand, an increase of \$419 thousand over the FY 2009 appropriated level. This increase includes the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation.

Reimbursable Program: In FY 2010, the Office of Citizen Services anticipates providing reimbursable services to other Federal agencies and the private sector in the amount of \$5,405 thousand, a reduction of \$762 thousand over the FY 2009 estimate. These funds would reimburse OCS for the costs of printing and distributing information publications, and for providing citizen response services through the National Contact Center and the USA Contact contract vehicle.

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
2009 Enacted Level.....	86.0	\$ 36,096
2010 Request.....	<u>86.0</u>	<u>\$ 36,515</u>
Net Change.....	0.0	\$ 419

	<u>FTE</u>	<u>Budget Authority</u>
Maintaining Current Levels:		
Annualization of the FY 2009 Pay Increase (3.9%)		\$ 116
FY 2010 Pay Increase (2.0%), Effective January 2010		179
Inflation (0.5%)	—	<u>124</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 419
Net Change.....	0.0	\$ 419

Amounts Available for Obligation

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Request
Unobligated balance, start of year.....	\$ 9,362	\$ 10,828	\$ 7,484
Discretionary authority:			
Annual appropriation.....	\$ 17,328	\$ 36,096	\$ 36,515
New reimbursable authority:			
Publication Distribution / NCC Services:			
From Federal Agencies.....	\$ 5,722	\$ 5,444	\$ 4,668
From the Private Sector.....	501	623	636
User Fees.....	84	90	90
Gifts from the Private Sector.....	27	10	10
Other reimbursable authority.....	0	0	0
Subtotal, new reimbursable authority..	\$ 6,334	\$ 6,167	\$ 5,404
Change in uncollected customer payments.	\$ 3,010		
Recovery of prior-year obligations.....	\$ 1,020		
Unobligated balance, end of year.....	-\$ 10,828	-\$ 7,484	-\$ 5,428
Total, obligations.....	\$ 26,226	\$ 45,607	\$ 43,975
Obligations, appropriated.....	17,223	36,096	36,515
Obligations, reimbursable.....	9,004	9,511	7,461
<i>Net Outlays</i>	<i>\$ 18,256</i>	<i>\$ 39,821</i>	<i>\$ 36,515</i>

Note: The FY 2009 current level reflects the transfer of \$18,282 thousand and 35 FTE for USA.gov Technologies & Intergovernmental Solutions from GSA's Operating Expenses to Federal Citizen Services Fund approved in the FY 2009 Omnibus Appropriation (P.L. 111-8 signed March 11, 2009).

Obligations by Object Classification

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Request
11.1 Full-time, permanent.....	\$ 4,385	\$ 9,025	\$ 9,250
11.3 Other than full-time permanent.....	130	198	203
11.5 Other personnel compensation.....	210	361	370
11.8 Special personnel services payments.....	0	0	0
12.1 Civilian personnel benefits.....	1,056	2,215	2,271
21.0 Travel and transportation of persons.....	84	132	133
22.0 Transportation of things.....	1	35	35
23.1 Rental payments to GSA.....	318	634	637
23.2 Rental payments to others.....	0	0	0
23.3 Communications and utilities.....	198	223	224
Subtotal, Rent, communications & utilities..	\$ 516	\$ 857	\$ 861
24.0 Printing and reproduction.....	497	441	443
25.1 Advisory and assistance services.....	8,619	15,367	15,446
25.2 Other services.....	0	0	0
25.3 Goods & services from Gov't accounts.....	1,594	7,251	7,287
25.4 Operation and maintenance of facilities.....	0	0	0
25.7 Operation and maintenance of equipment.....	0	0	0
Subtotal, Contractual services.....	\$ 10,213	\$ 22,618	\$ 22,733
26.0 Supplies and materials.....	64	103	104
31.0 Equipment.....	67	111	112
99.0 Obligations, appropriated.....	\$ 17,223	\$ 36,096	\$ 36,515
Subtotal, PC&B.....	5,781	11,799	12,094
Subtotal, Non-labor.....	11,442	24,297	24,421
99.0 Obligations, reimbursable.....	9,004	9,511	7,461
99.9 Total obligations.....	\$ 26,227	\$ 45,607	\$ 43,976

Obligations by Program

(Dollars in Thousands)

	FY 2008		FY 2009		FY 2010	
	FTE	Actual authority	FTE	Current authority	FTE	Request authority
1. Administrative Expenses:						
Salaries and Benefits.....	44.0	\$5,781	86.0	\$11,799	86.0	\$12,094
Travel.....		84		132		133
Catalog Printing/Transportation....		305		468		514
CAH Production and Distribution ¹ .		1,295		1,195		1,165
Public Service Advertising.....		2,069		2,312		2,884
Administrative Support/Services...		1,126		2,327		2,374
Rent Payments.....		318		634		647
Direct Marketing.....		507		406		295
Web Content Operations.....		2,299		2,121		1,769
National Contact Center.....		4,397		5,153		4,163
USA Services Program Office.....		145		746		626
USA.gov Tech/Intergovt Solutions.		0		11,384		11,380
All Other.....		412		863		628
Total, Administrative Expenses..	44.0	\$18,738	86.0	\$39,540	86.0	\$38,672
2. Publication Distribution/NCC Svcs²		\$7,489		\$6,067		\$5,304
Total Obligations.....	44.0	\$26,227	86.0	\$45,607	86.0	\$43,976

¹ Consumer Action Handbook

² National Contact Center

Note: The FY 2009 current level reflects the transfer of \$18,282 thousand and 35 FTE for USA.gov Technologies & Intergovernmental Solutions from GSA's Operating Expenses to Federal Citizen Services Fund approved in the FY 2009 Omnibus Appropriation (P.L. 111-8 signed March 11, 2009).

Office of Citizen Services

The Office of Citizen Services (OCS) provides a single source for citizens to obtain access to all of the information and services offered by the entire Federal Government. The Office of Citizen Services fulfills this purpose through three major lines of business: (1) the Federal Citizen Information Center, (2) USA.gov Technologies, and (3) Intergovernmental Solutions.

The **Federal Citizen Information Center (FCIC)** has a 40-year history of providing U.S. Government information and services to citizens and currently operates a variety of information channels including the Internet, telephone, print, and e-mail. FCIC also provides government-wide leadership in the areas of web and contact center communications.

The Federal Citizen Information Center provides information to the public via:

- The Website Program, which includes USA.gov and GobiernoUSA.gov, the official web portal of the U.S. government; pueblo.gsa.gov; consumeraction.gov and consumidor.gov; webcontent.gov; kids.gov; mymoney.gov; and USAServices.gov.
- The National Contact Center, which provides direct telephone (1-800 FED-INFO), e-mail and online assistance to citizens, as well as an array of contact center services to Federal customer agencies.
- The Information and Education Program, which coordinates delivery of services to customer agencies through the Government Printing Office's Public Documents Distribution Center in Pueblo, Colorado, and delivers information through a wide variety of traditional and online media.
- The Federal Solutions Program, which provides agencies across the Federal government with simple and cost-effective access to contact center services through the USA Contact contract. FCIC also provides training to web managers government-wide through Web Manager University and coordinates various high-level interagency communities of interest such as the Web Managers Forum and the Government Contact Center Council.

USA.gov Technologies implements innovative technologies that improve the delivery of Government information and services to citizens. USA.gov Technologies provides (1) management of the USA.gov hosting infrastructure, and support for all USA.gov applications, including the technologies necessary to operate the USA.gov portal in a safe, secure, scalable, and reliable manner; and (2) development or facilitation of services for Federal agencies and initiatives to enhance their delivery of citizen services.

Intergovernmental Solutions brings Federal, state, local and other national governments together to provide services to citizens through sharing of best practices, the creation of networks, and development of communication channels. In addition, Intergovernmental Solutions serves as a point of contact to other nations to facilitate the sharing of experiences and bring new solutions to the U.S. Government.

Program Financing

The Federal Citizen Services Fund is financed from annual appropriations to pay for the salaries and expenses of OCS staff. Reimbursements from Federal agencies pay for the direct costs of information services OCS provides on their behalf. This includes the cost of contact center services, as well as use of the toll-free publication ordering system and the cost of publications distributed through the Government Printing Office facility in Pueblo, CO.

The FCS Fund also receives funding from the following sources:

- User fees from the public for publications ordered through the **Consumer Information Catalog**. Fees are collected to offset administrative expenses.
- Other income incidental to OCS activities, primarily payments from private sector groups to cover the cost of distributing cooperative government/industry publications.
- Gifts to defray costs associated with the **Consumer Action Handbook** and other information and educational materials and related activities.

All income is available without regard to fiscal year limitations, but is subject to an annual aggregate expenditure limit as set forth in appropriation acts.

FY 2010 Budget Request

The FY 2010 budget request provides **\$36,515 thousand** for the Federal Citizen Services Fund (FCS), an increase of \$419 thousand over the FY 2009 appropriated level. This increase would fund the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation.

The funds requested will allow the Office of Citizen Services (OCS) to continue to fulfill its primary strategic objective of providing exemplary service to citizens and agencies by increasing the quality, quantity, and availability of Federal information and services. OCS will continue to develop, manage, and implement activities in support of services to citizens, government-wide leadership, and collaboration and communication with other governments.

Direct Services to Citizens:

- *USA.gov, GobiernoUSA.gov, and a family of websites* – OCS will continue to improve and expand content and will enhance the portals to accommodate emerging multi-media technologies. Enhancements include providing localized and personalized web content, and support audio-visual libraries and other new interactive features. OCS will add more dynamic and interactive applications and features and continue to build audiences for GovGab.gov. OCS will upgrade its content management system.
- *National Contact Center response to public inquiries via telephone, Internet and email* – OCS will transition the NCC to operate under a new contract to cover all of the existing services plus refinements to enable OCS to meet citizens' needs in the future.

- *Public Documents Distribution Center for government consumer information* – OCS will maintain and improve content and service delivery to citizens via the Public Documents Distribution Center in Pueblo, Colorado.
- *Packaging and Disseminating Government information* – OCS will develop a content syndication capability to package the most popular government information so it can be reused directly by other websites, including personalized pages, using “gadgets” or “widgets” to dramatically improve the distribution of government information to citizens. OCS will expand the Frequently Asked Questions (FAQ) knowledgebase accessed by the public on USA.gov and by the agents at 1-800-FED-INFO to include information (FAQs) government-wide, particularly where it addresses the needs of citizens with limited English.
- *Marketing Government Information* – OCS will enhance marketing to promote the availability of OCS information channels to the general public and to those with special needs, including the underserved, elderly, persons with disabilities, and citizens with limited English proficiency. OCS will expand use of search engine marketing, blogging, YouTube and other social media outlets to market Government information and services. OCS will promote the use of GobiernoUSA.gov by forming new partnerships with Hispanic media outlets and non-governmental and community-based organizations.

Government-wide Leadership:

- *Government Customer Service Forums* – OCS will continue to build and engage communities of government web and contact center managers to improve the quality and usefulness of customer service and to integrate it across all channels (Internet, telephone, email, chat). OCS leads several communities, including:
 - 1,400 web managers for Federal, State and local governments. OCS coordinates regular teleconferences, and manages a list serve to share best practices.
 - 7,000 government officials who have received training from OCS’ Web Manager University, in-person and online at www.webcontent.gov. This group is also critical to effective emergency planning and has developed government-wide best practices and contact directories, to respond to citizens in emergencies and natural disasters.
 - Managers of government contact centers in 46 partner agencies that provide direct customer service to citizens who collaborate in developing and implementing customer service standards for citizen contact centers.
- *Shared Procurement Vehicles* – OCS will promote the USA Contact contract to provide agency partners with a fast, efficient, and economical contract vehicle for multi-vendor contact center services. OCS will enhance the delegation-of-authority process as necessary to allow partner agencies maximum flexibility in meeting the needs of their customers.
- *Shared Technology* – The USASearch affiliate program makes its search engine available free to other government websites – Federal, State, local, tribal and territorial. OCS will continue expansion of this program in order to build a network of collaborative public websites sharing and delivering government information to citizens.

- *Shared Common Content* – OCS will develop, evaluate, and integrate methods and processes across government that will make it easier to exchange common data (e.g., contact and agency directories) among government agencies. Content experts will develop the content and share it across government to be repackaged and re-used in various formats. This effort supports efforts to adopt common, government-wide enterprise architectures and data reference models.
- *Shared Research and Analysis* – OCS will conduct citizen service research to determine what citizens expect from government, what government is currently providing, and what best practices can be adopted by other agencies. OCS disseminates the results of its research among government organizations, shows them how to apply it, and helps them raise the quality of their own customer service. OCS plans the following:

Customer Service Census – Follow up on the 2006 Government-wide Citizen Services Assessment with a census of customer service activities across the Federal Government, including an assessment of how long it takes average citizens to complete the most critical government tasks using any communications channel.

Customer Service Research - Conduct studies, focus groups and polls to determine the preferred methods of communication as well as expectations of service when contacting the Federal Government, and a website that consolidates significant research about citizen customer service. Analyze the trends, practices and policies of best-of-breed government and private-sector customer service for possible adoption by Government agencies.

Channel Integration - Develop best practices and case studies to help agencies integrate their external websites with other customer channels, including intranets, telephone, email, and in-person or walk-in services to ensure accurate, timely, and consistent responses to the public.

Working with Other Governments

OCS brings public-sector leaders together to share information and experience in leveraging best-practices to improve services to citizens. OCS uses a variety of channels to share information, insights and ideas among policymakers:

- *Intergovernmental Networks* – OCS will continue to build and maintain networks of public officials with experience and responsibility for citizen services and communications. OCS will use networks to create trusted environments for U.S. officials to consult with their peers, share critical information and develop new solutions to public-sector challenges.
- *International knowledge-sharing* – OCS will continue to facilitate international collaboration of U.S. officials and their peers in other countries by managing the International Council for IT in Government Administration (ICA) conference in Washington in 2010, the North American Day talks for senior officials of the United States, Canada and Mexico, regular videoconferences and meetings of the 5-Nations CIO Council, and bilateral meetings of GSA and Canadian officials.

- *Web-enabled collaboration to facilitate government work* – OCS will continue their pioneering work with wikis and other collaborative technology to facilitate cross-government work products and information-sharing within the CIO community.
- *Publications* – OCS will continue the regular publication of newsletters and reports, including the monthly email newsletter *The DotGov Buzz*, and the semi-annual *Intergovernmental Newsletter*, and will enhance the quality and usefulness of these documents and the information they offer for intergovernmental users.

Program Performance Information

The following tables show the alignment of the performance goals and resources of the Office of Citizen Services (OCS) to two of GSA's four Strategic Goals: Best Value and Innovation. OCS performance goals and targets are discussed in greater detail within each program's performance section, following the tables below.

Innovation

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Maintain public acceptance of all public information channels and increase usage to greater than 222.5M Citizen Touchpoints in FY 2010.	213.8M	\$ 25,366	218.1M	\$ 42,719	222.5M	\$ 41,055
TOTAL, INNOVATION		\$ 25,366		\$ 42,719		\$ 41,055

Best Value

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Request	
	Actual	Dollars	Target	Dollars	Target	Dollars
Citizen services channels provided by other Federal agencies and initiatives provide excellent service because they increase their use of the OCS contact center services contract (USA Contact) by 5 new Task Orders, for a total of 30.	6 new, total 20	\$ 861	5 new, total 25	\$ 1,805	5 new, total 30	\$ 1,826
Align program operations to support efficiency of operations and reduce cost per Citizen Touchpoint to 20.3 cents by FY 2010.	\$ 0.207	<i>No budgetary impact</i>	\$ 0.205	<i>No budgetary impact</i>	\$ 0.203	<i>No budgetary impact</i>
Improve the quality of citizen interactions across Government by training 2,750 web and contact center managers from Federal, State, and local governments in FY 2010.	Not Measured	\$ 0	2,500	\$ 1,083	2,750	\$ 1,095
TOTAL, BEST VALUE		\$ 861		\$ 2,888		\$ 2,921

Total obligations.....	\$ 26,227	\$ 45,607	\$ 43,976
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Performance Goals, Measures and Targets

Long-term Outcome Goal: Provide citizens with easy access to accurate, timely and consistent information about the government. Whether the citizen uses a channel offered directly by the Office of Citizen Services (OCS), or one offered by another government agency that provides excellent service because it adheres to OCS standards of quality, the result is the same: an accurate and responsive answer to the citizen's question.

FY 2010 Performance Goal: Maintain public acceptance of all public information channels and increase usage to greater than 222.5M Citizen Touchpoints in FY 2010.

Performance Measure: Citizen Touchpoints.

Measure Description: This measure provides an overview of citizen awareness and usage of all of OCS and USA Services information channels. It is measured by website visits, direct and assisted telephone contacts, e-mails processed, publications distributed, e-letter mailings, and telephone and e-mail activity conducted under FirstContact and USA Contact Task Orders.

*** FY 2007 actual performance represents a one-time increase in call volumes on the Department of State's 1-800-PASSPORT line, which is supported by OCS.*

Year	Target	Actual
2005	106,500,000	122,670,285
2006	128,800,000	132,989,233
2007	168,625,000	222,284,873
2008	210,835,000	213,800,000
2009	218,100,000	
2010	222,500,000	
2011	226,800,000	
2012	231,300,000	
2013	235,900,000	
2014	240,600,000	

FY 2010 Performance Goal: Citizen services channels provided by other Federal agencies and initiatives provide excellent service because they increase their use of the OCS contact center services contract (USA Contact) by 5 new Task Orders, for a total of 33.

Performance Measure: USA Contact and Web Solutions Task Orders.

Measure Description: This measure reports the numbers of task orders issued under the two contracting vehicles OCS offers to all Federal agencies to obtain contact center solutions, in each year and cumulatively. This measure includes FirstContact, which was awarded in late July 2004, and the USA Contact contract, which was awarded in late 2007.

Year	Target	Actual
2005	5 new	6 new
2006	6 new, total 12	8 new, total 14
2007	5 new, total 19	3 new, total 17
2008	5 new, total 22	6 new, total 23
2009	5 new, total 28	
2010	5 new, total 33	
2011	5 new, total 38	
2012	5 new, total 43	
2013	5 new, total 48	
2014	5 new, total 53	

FY 2010 Performance Goal: Align program operations to support efficiency of operations and reduce cost per Citizen Touchpoint to 20.3 cents by FY 2010.

Performance Measure: Cost per Touchpoint (in dollars).

Measure Description: This measure estimates the efficiency of OCS resource utilization. It is calculated as the total budget for OCS, divided by the number of citizen Touchpoints. OCS's objective is to reduce the cost per contact over time by increasing the volume of contacts faster than budgets.

Year	Target	Actual
2005	\$0.300	\$0.315
2006	\$0.311	\$0.315
2007	\$0.260	\$0.213
2008	\$0.230	\$0.207
2009	\$0.205	
2010	\$0.203	
2011	\$0.200	
2012	\$0.198	
2013	\$0.196	
2014	\$0.194	

FY 2010 Performance Goal: Improve the quality of citizen interactions across Government by training 2,750 web and contact center managers from Federal, State, and local governments in FY 2010.

Performance Measure: Customer Service Training.

Measure Description: The Office of Citizen Services (OCS) offers practical and affordable training for web and contact center managers from Federal, State, and local governments. This multidisciplinary curriculum addresses the varied responsibilities of managing government websites and contact centers to improve services to citizens. This output measure shows the numbers of students participating in OCS classes.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	1,500	N/A
2008	1,750	N/A
2009	2,500	
2010	2,750	
2011	3,000	
2012	3,250	
2013	3,500	
2014	3,750	

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U.S. General Services Administration

ACQUISITION SERVICES FUND

Fiscal Year 2010 Budget Request

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Program Financing

The Acquisition Services Fund (ASF) is a full cost recovery revolving fund that finances operations of the Federal Acquisition Service (FAS) organization. The ASF finances the acquisition of information technology solutions, telecommunications, motor vehicles, supplies and a wide range of goods and services for Federal agencies. This Fund recovers all costs through fees charged to Federal agencies for services rendered and commodities provided.

The ASF is authorized by section 321 of title 40, United States Code, which requires the Administrator to establish rates to be charged to agencies receiving services that: (1) fully recover costs and (2) provide for the long-term capital requirements of the ASF. The ASF is authorized to retain earnings to cover the cost of replacing fleet vehicles (Replacement Cost Pricing), maintaining supply inventories adequate for customer needs, and funding investments specified by the Cost and Capital Plan. Any additional earnings in excess of expenses must be returned to Treasury as miscellaneous receipts.

The ASF is organized around four major business portfolios that deliver total solutions to customer agencies. These portfolios are: Integrated Technology Services (ITS), Assisted Acquisition Services (AAS), General Supplies and Services (GSS), and Travel, Motor Vehicle and Card Services (TMVCS).

The ITS Portfolio provides customer agencies with information technology and telecommunications products and services. Operations within this portfolio include IT Schedule 70 and Government-wide Acquisition Contracts (GWACs) for information technology and telecommunications. ITS operations aggregate and leverage the Federal Government's buying power to obtain a wide range of information technology and telecommunications products and services at significant savings for customer agencies.

The AAS Portfolio focuses on service delivery and assisting customers in making informed procurement decisions and serving as a center of excellence for the Federal community. AAS complements the programs of the Integrated Technology Services portfolio by providing acquisition, technical, and project management services that assist agencies in acquiring and deploying information technology and professional services solutions at the best value for taxpayer dollars.

The GSS Portfolio provides customer agencies a wide range of general products such as furniture, office supplies, and hardware products. GSS centralizes acquisitions on behalf of the Federal Government in order to strategically procure requirements and reduce cost to the government, while ensuring regulatory compliance for customer procurements. This portfolio also provides personal property disposal services to customer agencies.

The TMVCS Portfolio provides customer agencies with a broad scope of services that include travel and relocation services, freight management, motor vehicle acquisition, fleet management, and charge card services. TMVCS operations also aggregate and leverage the Federal Government's buying power to obtain a wide range of products and services at significant savings for customer agencies.

Explanation of Changes

(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
2009.....	3,698.0	\$10,448,509
2010.....	<u>3,947.0</u>	<u>\$10,693,459</u>
Net Change.....	249.0	\$ 244,950
<hr/>		
	<u>FTE</u>	<u>Budget Authority</u>
Maintaining Current Levels:		
Annual Pay Increase		\$ 12,934
Inflation on Goods and Services	—	<u>31,896</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 44,830
Program Increases:		
Business Volume Adjustments	0.0	\$ 169,049
Succession Planning and New Programs	<u>249.0</u>	<u>31,071</u>
Subtotal, Program Increases.....	249.0	\$ 200,120
Net Change.....	249.0	\$ 244,950

The FY 2010 budget estimate anticipates modest increases in business volumes and operating costs, with an increase in FTE of about seven percent. There is a slight decrease in obligations in FY 2010 to reflect the non-recur of FY 2009 one-time obligations of \$300 million for Recovery Act procurements of energy efficient motor vehicles for other Federal agencies. The FY 2009 operating plan includes increased obligations for operating expenses, to provide for the first year of a five-year plan for investments in FAS infrastructure and people.

FY 2009 and FY 2010 financial results for the ASF are projected to generate moderate excess revenues: Operating results before reserves are expected to equal approximately one percent of total, annual revenues. This excess revenue is needed to provide the capital required to make investments to support future business operations. Planned investments will fund critical modernizations and enhancements to FAS business systems and IT infrastructure upgrades that have been deferred for several years, while the FAS focused on cutting costs and completing its reorganization. Planned investments will begin in FY 2009, and will continue for the next five years as FAS retools its infrastructure for the future.

Over the same period, FAS will invest in its most important resource: Its workforce. FAS will invest in internship programs for 1102-series contracting personnel, and management interns, and will bring on board new hires, for succession planning. These human capital initiatives will help FAS recover from a nearly three year hiring freeze, and ensure the necessary mix of skilled employees will be on board for years to come. FTE will peak in FY 2011, and then slightly decline in future years.

The beginning of FAS workforce investments is reflected in the FY 2009 ASF Operating Plan, which is increased by 36 FTE over the level reported in the FY 2009 Congressional Justification. This increase is the result of the realignment of FAS FTE in the Operating Expenses appropriation and the Expenses of Transportation Audit Contracts and Contract Administration appropriation (21 FTE) which were unencumbered and unfunded in those accounts. These FTE will allow understaffed FAS programs to begin to hire without impacting the total number of FTE assigned to FAS.

In addition to cost and revenue, rates charged to customers are a significant component of the financial picture for the ASF. The ASF rate structure has remained stable for the past two years, and FAS plans to maintain current rates with the exception of labor rates, which will with inflation. As investments in FAS IT infrastructure and its workforce come on-line, FAS anticipates lowering rates in some programs. One example is the Global Supplies and Services (GSS) portfolio, where items will move from being stocked in government space to being directly delivered from the vendors to our customers. This will reduce depot related costs and allow FAS to reduce mark-up on products accordingly. The benefits of FAS' five-year investment plan will be passed directly to customers as savings through reduced rates and fees.

Results of Operations by Program

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Budget
1. Integrated Technology Services (ITS)			
Revenue	\$ 1,362,288	\$ 1,329,439	\$ 1,338,002
Acquisition Training Fund	-7,187	-6,450	-6,525
Cost of Goods Sold	1,033,035	994,531	1,001,681
Gross Margin	\$ 322,066	\$ 328,458	\$ 329,796
Total Cost of Operations	215,409	261,153	267,517
Operating Results Before Reserves	\$ 106,657	\$ 67,305	\$ 62,279
Reserve Expenses ¹	16,480	76,297	73,847
Net Operating Results	\$ 90,177	-\$ 8,991	-\$ 11,568
2. Assisted Acquisition Services (AAS)			
Revenue	\$ 3,655,610	\$ 3,746,022	\$ 3,832,435
Acquisition Training Fund	0	0	0
Cost of Goods Sold	3,538,778	3,622,317	3,705,760
Gross Margin	\$ 116,832	\$ 123,704	\$ 126,675
Total Cost of Operations	111,685	121,893	125,139
Operating Results Before Reserves	\$ 5,147	\$ 1,812	\$ 1,536
Reserve Expenses ²	381	1,978	0
Net Operating Results	\$ 4,766	-\$ 167	\$ 1,536
3. General Supplies and Services (GSS)			
Revenue	\$ 1,523,152	\$ 1,595,636	\$ 1,632,235
Acquisition Training Fund	-7,212	-7,494	-7,777
Cost of Goods Sold	1,029,090	1,075,040	1,102,496
Gross Margin	\$ 486,850	\$ 513,102	\$ 521,962
Total Cost of Operations	425,306	492,865	483,002
Operating Results Before Reserves	\$ 61,544	\$ 20,238	\$ 38,961
Reserve Expenses ³	0	7,224	0
Net Operating Results	\$ 61,544	\$ 13,013	\$ 38,961

Notes:

¹ ITS reserves primarily cover the cost of customers' transition to the Networx program. \$2.5 M of FY 2009 reserve expenses are contingency funds for changes to service providers for FAS IT support; these expenses are covered from retained earnings from prior years.

² AAS reserve expenses in FY 2008 are residual expenses for legacy business systems. FY 2009 reserve expenses are contingency funding for changes to service providers for FAS IT support, and are covered by retained earnings.

³ GSS reserve expenses are contingency funding for changes in service providers for FAS IT support, and are covered by retained earnings.

	FY 2008 Actual	FY 2009 Current	FY 2010 Budget
4. Travel, Motor Vehicle and Card Services (TMVCS)			
Revenue ⁴	\$ 2,725,668	\$ 2,607,005	\$ 2,692,290
Acquisition Training Fund	-1,042	-467	-486
Cost of Goods Sold	\$ 1,519,365	\$ 1,347,022	\$ 1,398,022
Gross Margin	1,205,261	1,259,517	1,293,782
Total Cost of Operations	1,188,498	1,213,141	1,247,067
Operating Results Before Reserves	\$ 16,763	\$ 46,376	\$ 46,715
Reserve Expenses ⁵	66,189	63,216	62,200
Extraordinary Adjustment	525		
Net Operating Results	-\$ 49,951	-\$ 16,840	-\$ 15,485
5. Integrated Acquisition Environment (IAE)⁶			
Revenue	\$ 39,326	\$ 35,172	\$ 34,117
Total Cost of Operations	36,326	35,172	34,117
Net Operating Results	\$ 0	\$ 0	\$ 0
6. Total ASF			
Revenue	\$ 9,306,044	\$ 9,313,274	\$ 9,529,079
Acquisition Training Fund	-15,441	-14,410	-14,788
Cost of Goods Sold	7,120,268	7,038,910	7,207,959
Gross Margin	\$ 2,131,009	\$ 2,224,781	\$ 2,272,215
Total Cost of Operations	1,940,898	2,089,051	2,122,725
Operating Results Before Reserves	\$ 190,111	\$ 135,730	\$ 149,490
Reserve Expenses	83,050	148,715	136,047
Net Operating Results	\$ 106,536	-\$ 12,985	\$ 13,443
<i>Net Outlays</i>	<i>0</i>	<i>0</i>	<i>0</i>
FTE	3,521.0	3,698.0	3,947.0

⁴ TMVCS Portfolio Revenue and Cost of Goods Sold include \$788.5 million, \$784.2 million, and \$815.3 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2008, FY 2009, and FY 2010, respectively.

⁵ TMVCS Portfolio Revenue and Cost of Goods Sold include \$300M and \$297M respectively in FY 2009 as a result of Recovery Act procurements of energy-efficient motor vehicles.

⁶ TMVCS reserve expenses represent Replacement Cost Pricing (RCP), which is a component of current year fees and is used to cover the cost of inflation on vehicles purchased by GSA Fleet. Approximately \$1.5M in FY 2009 reserve expenses are contingency funding for changes to service providers for FAS IT support and are covered by retained earnings.

⁷ IAE operations are funded through the ASF; however, this program is managed and operated by the GSA Office of the Chief Acquisition Officer.

Obligations by Object Classification

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Budget
11.1 Full-time, permanent.....	\$ 295,225	\$ 313,832	\$ 345,683
11.3 Other than full-time permanent.....	1,088	1,125	1,161
11.5 Other personnel compensation.....	11,068	15,469	15,964
12.1 Civilian personnel benefits.....	75,107	82,607	94,230
21.0 Travel and transportation of persons.....	10,853	14,790	15,086
22.0 Transportation of things.....	56,389	55,110	56,213
23.1 Rental payments to GSA.....	55,045	46,794	47,964
23.3 Communications and utilities.....	<u>16,474</u>	<u>10,043</u>	<u>10,244</u>
Subtotal, Rent, communications & utilities.	\$ 71,519	\$ 56,837	\$ 58,208
24.0 Printing and reproduction.....	2,434	8,205	8,369
25.2 Other services.....	5,393,590	5,233,261	5,337,926
25.3 Goods & services from Gov't accounts.....	<u>198,522</u>	<u>256,336</u>	<u>261,463</u>
Subtotal, Contractual services.....	\$5,592,112	\$5,489,597	\$5,599,389
26.0 Supplies and materials.....	3,034,845	3,422,253	3,490,698
31.0 Equipment.....	<u>784,207</u>	<u>988,684</u>	<u>1,008,458</u>
99.0 Total obligations.....	\$9,934,847	\$10,448,509	\$10,693,459
Subtotal, PC&B.....	\$382,488	\$413,033	\$457,038
Subtotal, Non-labor.....	9,552,359	10,035,476	10,236,421

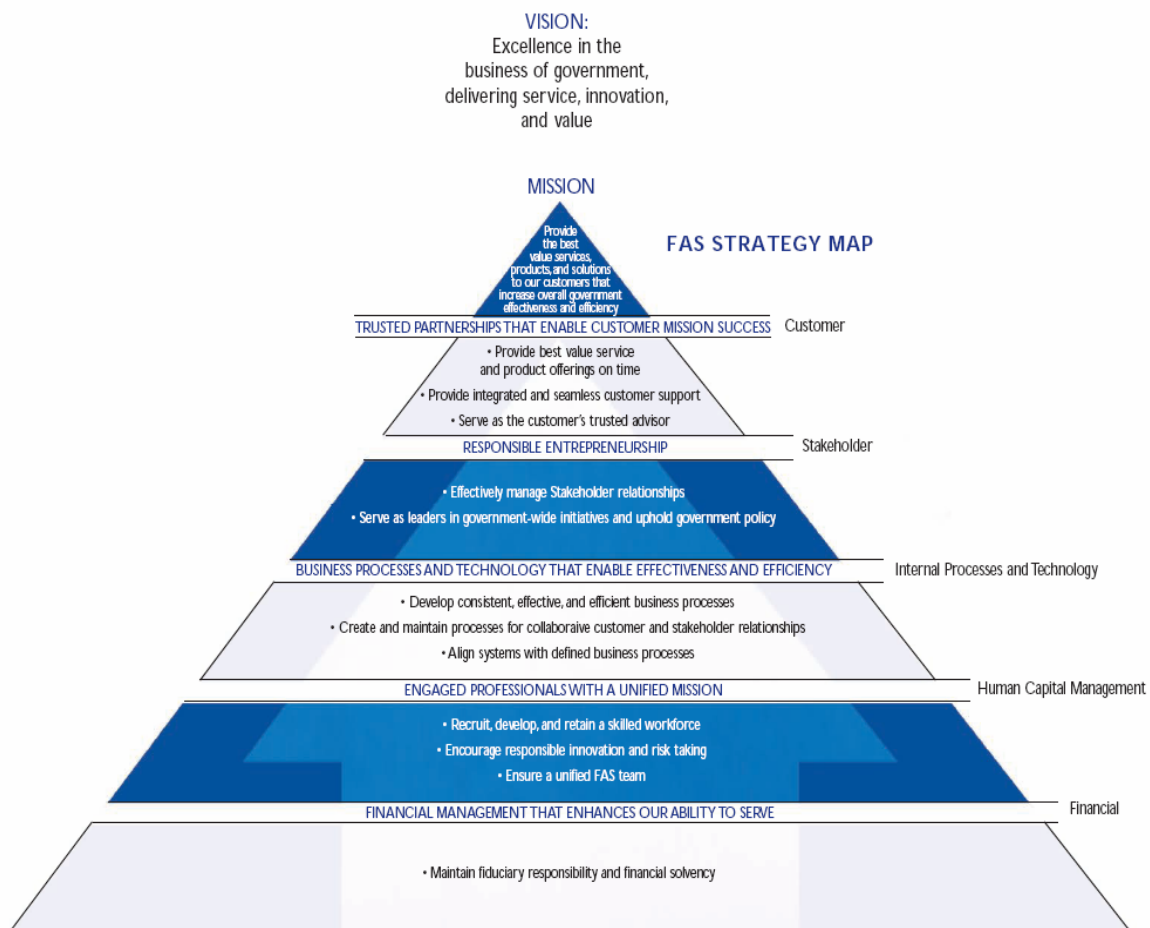
Federal Acquisition Service

The Federal Acquisition Service's (FAS) mission is:

“Provide the best value services, products, and solutions to our customers that increase overall government effectiveness and efficiency.”

Strategic planning is the foundation of the FAS performance management process, which uses budget formulation and performance measurement to ensure FAS operations align with and support the FAS mission. FAS has developed a strategy map to guide the process, which is displayed below:

FY 2010 Budget and Strategy Map



The strategy map is a simple hierarchy which serves as a guide for decision making. Everything FAS does is focused on achieving the mission. Financial strength is the foundation required to make the necessary investments in people, process, and technology. These investments are necessary to meet the requirements of stakeholders and the needs of our customers.

Following three years of cost cutting and a hiring freeze, FAS has successfully restored the financial health of the ASF, and is planning to invest in the future. In FY 2009, FAS will begin upgrading aging infrastructure to meet the future needs of customers, and mitigate significant risks associated with its 35 year old system infrastructure. FAS is using the Cost and Capital Planning process to plan for the future and help determine the amount of capital that is required for these major investments. In addition, FAS requests an increase in FTE of 249 or 6.7 percent in FY 2010 to develop its workforce to meet the needs of new program requirements, succession planning, and to recover from three years under a hiring freeze.

Financial Perspective

The ASF is an intra-governmental revolving fund and finances FAS operations with no additional support from appropriations but rather charges fees for services and commodities purchases. FAS must remain competitive in the marketplace and provide goods and services that meet the needs of customers in order to generate sufficient revenue to fund its operations. In order to generate sufficient revenue, FAS must forecast demand for goods and services as well as the costs that will be incurred to fill orders in current and subsequent fiscal years. Forecasting sales volumes and projecting costs are key to setting rates to fully recover operating cost.

FAS also utilizes financial data and marginal cost analysis to determine the marginal cost increases that will be incurred by programs that provide additional levels of service. The table below displays cost associated with operating the FAS Fleet. An average vehicle within the FAS fleet cost \$0.4955 per mile driven. Therefore if the Fleet anticipates customers driving additional miles in the coming year or needing additional cars, FAS can determine the approximate amount of additional cost that will be incurred. In FY 2009 and FY 2010, FAS anticipates only minor growth of 2,000 vehicles per year and an average mileage rate of 10,341 miles driven which will generate \$10.2 million in additional costs in FY 2009 and FY 2010.

Marginal Cost of Additional Mileage for Fleet based on June 2008 Data
(Dollars and Miles in Thousands)

	Miles Driven	Maintenance and Repair	Petroleum Cost	Vehicle Depreciation	Other Cost of Operations	FAS Overhead	GSA Overhead	Total
Fleet Operating Cost	1,619,977	\$74,117	\$310,786	\$295,211	\$101,203	\$9,699	\$11,756	\$802,772

Marginal Cost Maintenance and Repair	\$0.0458
Marginal Cost Petroleum	\$0.1918
Marginal Cost Depreciation	\$0.1822
Marginal Cost Other Cost of Operations	\$0.0625
Marginal Cost FAS Overhead	\$0.0060
Marginal Cost GSA Overhead	\$0.0073
Marginal Cost per Mile Driven	\$0.4955

Anticipated change in Fleet for FY 2009

Additional vehicles consolidated in Fleet	2,000
Average miles driven per vehicle	10,341
Additional miles operated in FY 2009	20,682,000
Additional Cost as result in change in FY09	\$ 10,248,868

Anticipated change in Fleet for FY 2010

Additional vehicles consolidated in Fleet	2,000
Average miles driven per vehicle	10,341
Additional miles operated in FY 2010	20,682,000
Additional Cost as result in change in FY10	\$ 10,248,868

Also FAS must maintain substantial working capital for the day to day operations of the business within the ASF. In order to fund day to day operations FAS must maintain a working cash balance of six to nine percent of total revenue, or \$600 to \$900 million. This amount of cash is required to cover the lag between payables and receivables. For example, the TMVCS portfolio annually purchases over \$1 billion worth of new automobiles each year for the entire govern-

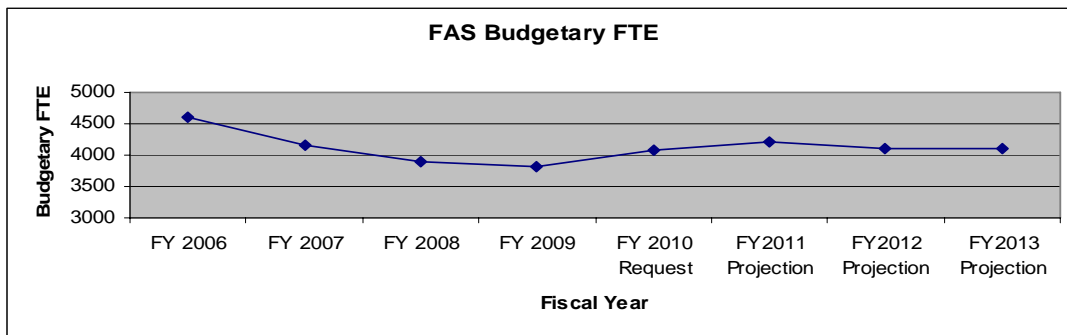
ment as a whole. Although delivery is spaced out through the year, at times, this can draw cash down by as much as \$300 million in a given month. This cash is quickly replaced as customers pay FAS for the vehicles, but the month long lag must be covered by FAS working capital. As a point of reference, \$9 billion dollars in revenue per year equates to about \$750 million of outlays per month. This is roughly the center point of the current policy and considered reasonable for normal operations and minor contingencies. FAS must also maintain adequate cash reserves for service transitions such as the on-going NETWORKX transition.

Human Capital Perspective

During the past two years one of the cost cutting strategies employed by FAS was the use of a hiring freeze. FTE funded by the ASF has been reduced from 4,384 FTE in FY 2005 to the current level of 3,698 FTE for FY 2009. This hiring freeze was undertaken primarily to address the losses in a single program AAS, but it affected the entire organization. Although the resulting financial improvement is positive, it has taken a toll on the overall workforce and leaves FAS ill prepared to address the needs of new business requirements and succession planning. As a result, FAS is requesting an increase of 249 for a total of 3,947 approved FTE for the ASF in FY 2010, with a peak of 4,070 FTE in the ASF in FY 2011. FAS has controls in place to ensure staffing levels will remain consistent with business levels.

By the end of FY 2008, approximately 22 percent of FAS employees were eligible to retire, soaring to almost 46 percent by the end of FY 2013. The average age of FAS employees is 49 years old, and 54 percent are over 50 years old. Within the mission critical 1102 series, 42 percent are over 50 years old. Many FAS employees have spent the greater part or even all of their careers with GSA and possess a great wealth of tacit and explicit knowledge, skills, and competencies. Portfolios, regions, and integrators have identified the current FAS human capital crisis as a direct impediment to performance. This threat must be addressed, and is an additional reason that FAS needs to increase its FTE levels in FY 2010.

Succession planning will be addressed from two perspectives, recruitment of mid-career employees and development of an intern program to seed the organization with a strong field of entry level employees. Starting these initiatives immediately is important as it will allow FAS to transfer knowledge from existing employees eligible to retire to the next generation of the FAS workforce. The table below displays out year projections of FTE, including the surge in FY 2011, where the highest level of cross over between existing and new employees is planned.



Changes to FTE levels will be tied directly to the financial performance of FAS and the ability of individual operations to fund and sustain the additional costs associated with new hires that are requested.

One additional component of the FAS Human Capital plan relates to business transformations that are planned in GSS and ITS over the next five years. GSS plans a change in business models from stocking certain items in a depot for customer delivery, to having vendors directly deliver products to customers. ITS plans a transformation of the local telecom program where GSA owns PBX switches to new infrastructure such as a voice over IP or broad band telephone. In each case, FAS expects a change to the business model and in FTE requirements.

Internal Processes and Technology Perspective

FAS is looking to the future with investments in technology and internal process improvements. Short term investments in information technology tools such as business intelligence will improve FAS' ability to understand customer buying patterns, and therefore, improve the business portfolio's ability to help customers make better procurement decisions. Additional technology investments will be made in legacy systems that are as much as 35 years old. FAS also is investing in the Lean Six Sigma which is a process improvement method made famous by General Electric, and will realize efficiency gains from this initiative in FY 2010 and beyond.

Investments in legacy systems are the single largest component of the capital outlays planned for the next five years. Specifically investments will be made to replace FSS-19 which is an acquisition management system that interfaces directly with Department of Defense (DoD) systems. This investment is required to mitigate the risks associated with the old technology. In addition, DoD is in the process of upgrading its systems and FAS must keep pace in order to continue serving DoD. If the investment were not to be made the General Supplies and Services portfolio would lose substantial revenue from its largest customer jeopardizing its financial health, and the financial health of FAS as a whole. Existing rates will be adequate to generate the capital required for this investment.

Another significant transformation is taking place within ITS Regional Telecommunication operations. In the past, FAS would invest in PBX phone switches and lease lines to customers similar to the way a commercial telecommunications company operates. As new technology including voice over internet protocol and broadband telephone become more popular and cost effective, ITS needs to take advantage of opportunities to provide new technology to its customers. In order to transition to new technology, funds will be invested in customer infrastructure that will allow upgrades that take advantage of the new more cost effective means of telecommunications and keep pace with the market.

FAS is also investing in process improvement. Using in-house and contractor resources, FAS is developing process maps and improvements using the Lean Six Sigma method. The results of these efforts routinely produce improvement of as much as 25 percent. In addition, the process maps can be used as requirements for systems development efforts. Common processes can be implemented technologically using the service oriented architecture being implemented by FAS.

Overall FAS is making the necessary investments in process and technology to continue adding value for its customers for years to come.

Stakeholder Perspective

FAS must address the requirements of an ever growing cast of stakeholders ranging from vendor associations to the Office of Management and Budget (OMB) to Congress. FAS takes a proactive approach to addressing these requirements. For example, FAS developed e-Buy an on-line tool to facilitate competition and fair opportunity prior to the law being passed by Congress that put these requirements in law. In addition, FAS works with the GSA Office of the Inspector General to conduct pre-award audits of the Multiple Award Schedule contracts to make sure customers get fair and reasonable prices. Finally, FAS works directly with OMB to perform routine reviews of its programs using the Performance Assessment Rating Tool. In all cases, FAS invests the funds necessary to meet the requirements of its stakeholders, which ultimately improves the service delivery to customers and benefits provided to the American taxpayer.

FAS promotes strategic sourcing across the government and is uniquely equipped to utilize customer information from all Federal agencies to make informed procurement decisions. In fact, FAS is the strategic source for many of the markets it serves. For example, automotive purchases, telecommunication and network services, credit card programs, and airline contracts represent existing areas where FAS leverages the consolidated buying power of the Federal Government to deliver best value solutions. FAS also participates in the government-wide Federal Strategic Sourcing Initiative (FSSI) and has established an FSSI Program Management Office to continue its government-wide leadership of strategic sourcing. This office will continue working as part of the government-wide FSSI team, and will provide areas of interest to the FAS portfolios to develop additional strategic sourcing arrangements for the entire Federal Government.

Another way FAS adds value is by offering customers greater choices in the levels and types of best value acquisition services provided. GSA's customer base is a complex market that seeks different value propositions. The FAS business model ensures the appropriate mix of expertise based on customers' needs. As a central source of acquisition, FAS can also provide acquisition tools and resources that would be cost prohibitive and duplicative if developed by each individual agency. A good example is e-Buy which provides an efficient way for customers to compete task orders. As part of the fee paid, customers have access to an efficient procurement tool that promotes competition, thus ensuring best value is achieved. The combination of choice and a variable fee structure allows customers to obtain the level of service appropriate for their needs.

Customer Perspective

FAS is able to maintain a strong financial position through meeting the requirements of stakeholders and improving service to the customer. People, process, and technological improvements all lead to increased customer value, and ultimately mission fulfillment.

FAS continuously evaluates its portfolios and the needs of its customers when making investment decisions. Over the past ten years, FAS has accumulated approximately \$150 million dollars to assist customers with the transition to the new network service contract – NETWORKX. Through accumulating funds over time, FAS ensures rates are stable and resources are available to conduct the competition necessary to improve customer service. These funds will ultimately be spent upgrading customer infrastructure to facilitate a transition to new service providers.

Another way FAS saves its customers money is by investing in vehicles and leasing them to customers. When customers lease vehicles from FAS, instead of using commercial leases, they regularly save in excess of 20 percent. In addition, customers who operate their own fleets can consolidate their vehicles into the FAS fleet. This provides customer's savings and improves the quality of the overall Federal fleet. In addition, FAS invests significantly in alternative fuel vehicles. Of the existing 210,000 vehicles in the FAS fleet, more than 70,000 are alternative fuel vehicles. To continue consolidating customer commercial leases, customer fleets, and grow the number of alternative fuel vehicles, FAS requires cash to make the initial outlay. This cash comes from the retained earnings or prior year excess revenue of the ASF.

Integrated Technology Services Portfolio

The Integrated Technology Services (ITS) Portfolio provides customer agencies with a full range of information technology and telecommunication goods and services. Operations within this portfolio include: Network Services, Multiple-Award Schedules (MAS) for Information Technology (IT), and Government-wide Acquisition Contracts (GWACs) for IT and telecommunications products and services. Consolidated ITS programs aggregate requirements and leverage the Federal government's buying power to obtain a full range of end-to-end IT and telecommunications products and services. Significant savings for customer agencies are achieved while reducing the need for redundant purchasing activities across the government.

The Network Services program delivers local, national, and international telecommunications services, solutions, and support to 132 Federal agencies and commissions at locations around the globe. The program includes a Regional Telecommunications business unit that provides local telecommunications services and a Long Distance business unit, which provides national and international wire line, wireless, and satellite communications services.

The Regional Telecommunications program is planning for a significant transformation by moving from owned PBX switches to common infrastructure such as voice over IP or broad band. The Cost and Capital plan includes a provision for the investment necessary to make this change. Specifically, current and future year revenue will be set aside to ensure cash is available to make the necessary investments in the future.

The MAS program for IT provides direct access to a vendor's goods and services through contracts established by GSA. The GWAC program establishes specialty and solution-based government-wide contracts which provide a wide range of IT solutions. GSA has been granted Executive Agent authority by the Office of Management and Budget (OMB) to establish these contracts for use by customer agencies.

Strategic Direction / Value Proposition – ITS Portfolio

The ITS portfolio value proposition to customer agencies is outlined below.

- Consistently deliver quality IT products, systems, services and acquisition support to customers when, where, and how they need them.
- Reduce potentially duplicative customer acquisition efforts, allowing them to focus their increasingly limited resources on their core missions.
- Provide customers with products and services at better prices than they could obtain individually.
- Provide access to the most current commercial IT products and services through customer awareness, industry knowledge, and sound contracting practices.
- Sustain government access to the IT market by offering complementary product channels.

The ITS organization is able to support these value propositions through a structure designed to provide superior acquisition support and services.

Business Planning and Direction – ITS Portfolio

In FY 2009 and FY 2010, ITS will focus on expanding its market share by transitioning to two new contracts: Networkx (telecommunications) and Alliant (IT solutions). ITS will increase the use of the IT Multiple Award Schedules (MAS) by revising the solicitation to include more IT products and services that are new to the market place. ITS will continue to assist customer agencies in meeting their acquisition needs, ranging from meeting socioeconomic goals to the timely procurement of mission critical technology, services, and solutions.

FY 2009 will be the first full fiscal year of availability of the new Networkx telecommunications contract. ITS established the Networkx contract to provide more competitive prices and higher-quality services, and to allow customer agencies to obtain a broader range of services from multiple carriers. ITS has responded to customer requests for expanded access to telecommunications security and infrastructure solutions. ITS structured the Networkx contract to include aggressive price goals, increase the utilization of small businesses, and increase the use of performance-based contracts. Networkx delivers nearly 50 services that span myriad voice, video and data applications. Networkx adds nine Internet Protocol (IP)-based offerings along with optical, professional and wireless services. Networkx will increase the value that FAS delivers to its current customers and will attract additional customers, maximizing the savings GSA provides to the Federal government. The transition from legacy contracts to Networkx will continue into FY 2010.

A protest of the Alliant contract delayed its award, however, FAS has worked through the protest and recommendations of the Court of Federal Claims and GSA announced the new award of this contract on March 27, 2009. ITS established the Alliant contract to provide its customers with greater flexibility in procuring IT products and services. ITS structured the Alliant contract around a flexible definition of “information technology” that will keep up with changing trends in the industry and allow customers to access the most current IT solutions, regardless of changes in the marketplace. ITS has aligned Alliant offerings with the Federal Enterprise Architecture (FEA) to create interoperable government-wide solutions, and uses strategic sourcing, performance-based contracting, and earned value management to ensure best value. Alliant will increase the value that FAS delivers to the Federal government by reducing costs and delivering FEA-compliant solutions. The transition from legacy contracts to Alliant will continue into FY 2010.

Regulatory Compliance: FAS is committed to ensuring that agencies’ use of GSA and other contracting vehicles is in full compliance with regulations, policies, procedures, and best practices. ITS meets this commitment by: 1) ensuring compliance with Federal contracting regulations; 2) making contracting policies and procedures clear and explicit; 3) maximizing competition for all contracts and task orders; 4) improving transparency relating to how GSA contract vehicles and services are used; and 5) ensuring that taxpayers get the best value for their tax dollar whenever GSA’s contract vehicles or services are used.

Government-wide Initiatives: FAS is involved in three key government-wide initiatives that support all Federal agencies and their procurement and management of IT acquisitions and management of IT requirements.

SmartBUY: Software Managed and Acquired on the Right Terms is a government-wide “good for government” initiative. SmartBUY supports effective enterprise level software management through the aggregate buying of commercial software to achieve bulk savings. GSA was designated the Executive Agent under Section 5112(e) of the Clinger-Cohen Act for the SmartBUY

interagency initiative, and leads the interagency team in negotiating government-wide enterprise licenses for software. The SmartBUY initiative includes commercial off-the-shelf (COTS) software that is generally acquired using license agreements with terms and prices that vary based on volume. The SmartBUY initiative includes the following types of software licenses: Office Automation, Network Management, Antivirus, Database, Business Modeling Tools, and Open Source Software support. SmartBuy will also be active in developing methods to improve service under the Infrastructure Optimization Line of Business.

Electronic Authentication: GSA has been designated as the lead agency for electronic Authentication technologies. The e-Authentication initiative was established to provide the Federal government with the critical capability of verifying the identity of all entities (citizens, businesses or government employees) when accessing a Web-based government service/system. GSA has partnered with the other 23 CFO Act agencies to form an Executive Steering Committee (ESC). The ESC provides management guidance and oversight to this initiative and encourages adoption of e-Authentication technologies across member agencies. The ESC has selected a federated identity approach to e-Authentication. Under this approach, the government developed a common framework for electronic authentication and created an e-Authentication Federation where member agencies allow their users accessing government services online to use existing credentials issued by third party Federation credential providers (e.g. banks). The Federated identity approach was chosen due to its superior financial and business value, as well as its low, manageable risk. The successful execution of this initiative will provide taxpayers with a simple, convenient, and, most of all, secure means to interact with their government.

Homeland Security Presidential Directive 12 (HSPD-12): On August 27, 2004, the President issued HSPD-12, mandating a government-wide standard for secure and reliable forms of identification for all employees and contractors of Federal agencies. This standard ensures that government facilities and data stores are reliable and secure. The Office of Management and Budget (OMB) was directed to oversee agency implementation. Agencies must ensure consistency with existing privacy and security laws and policies to ensure employee and contractor information is protected and appropriately used.

OMB designated GSA as the managing partner responsible for creating the HSPD-12 Managed Services Offering (MSO) Program Management Office. This office awarded a contract in April 2007 to support any Federal agency that is interested in participating in buying end to end services to be compliant with HSPD-12. The services offered through this new contract offer a more robust set of choices at lower prices than previous contracts. The commitment from GSA to OMB and its federation members is that all members of the federation shall have the capability to receive a credential by October 27, 2008. While all federation members technically have the capability to receive a credential full deployment is limited by access to badging stations, the rollout of these stations is continuing in FY 2009 and FY 2010. Currently, the MSO has approximately 60 Agencies and Commissions as customers and estimates that over 800,000 Federal employees and contractors will be supported.

This budget includes a request for additional contract support to assist ITS with roll-out and implementation of credentials across the government. This includes establishing more than 200 badging stations nation-wide, credentialing, and tracking Federal employees and contractors. Use of contractors for this effort was selected because this is a surge requirement that is planned to end in FY 2009. This additional contract support will be substantially reduced as the program moves from implementation to maintenance, it is anticipated that this will take place in FY 2011.

Assisted Acquisition Services Portfolio

The Assisted Acquisition Services (AAS) Portfolio provides expert acquisition, project management, and financial management support services on a fee-for-service basis to assist customers in acquiring both professional services and information technology (IT) solutions at locations worldwide.

During FY 2008, AAS transitioned 260 FTE to other parts of FAS and GSA. This action was required to realign the cost structure with current business levels. These cost reductions in AAS were accomplished without adverse impact to employees. Furthermore, business within AAS has stabilized, and AAS is poised to break-even in FY 2009 and FY 2010. A strong demand for acquisition support continues across government, and AAS is prepared to deliver.

The FY 2010 budget anticipates relatively stable business volumes and operating costs. The increases included in the FY 2010 budget are limited to inflation over FY 2009 operating levels.

Prior to the formation of FAS operations that resided in the AAS portfolio were split between IT and professional services due to the restrictions of the former General Supply Fund and IT Fund. With the creation of the Acquisition Services Fund, this distinction between IT and professional services is no longer required. FAS is in the process of combining these subcomponents of AAS and has already made considerable progress. Starting in FY 2008 program results are being reported by regional and national operations and no longer differentiate between IT and professional services. This is consistent with legislation, customer needs, and operational efficiency.

Strategic Direction / Value Proposition – AAS Portfolio

The AAS portfolio value proposition to customer agencies is outlined below.

- Achieve client success on projects through excellence in acquisition, project management and financial management.
- Perform efficient and effective acquisitions to attain best value for taxpayer dollars.
- Help FAS deliver a consistently excellent acquisition experience for customers and industry partners across all regions and the national program.

Business Planning and Direction – AAS Portfolio

AAS will focus on increasing its market share by improving services, providing balanced prices, and providing alternative service delivery models. Service improvements are being made through regional partnerships where regions share best practices and resources to improve the overall service level of the organization. In FY 2007, FAS implemented a nationwide pricing policy for AAS which better aligns fees with the resource requirements to respond to customer orders. The new fee structure is increasing the financial performance of AAS. AAS is piloting an acquisition consulting model using hourly rates in lieu of a percentage fee based on task order values. This pilot is being conducted in direct response to customer requests for additional service delivery/pricing models. The hourly approach offers a more customized or “a la

carte” approach to delivering acquisition service, in lieu of offering full service only. AAS will continue focusing on efficiency and effectiveness while aligning resources to customer requirements in FY 2009 and FY 2010.

Human Capital: Having completed the transfer of 260 FTE in FY 2008, AAS is turning its full attention to training and retaining its workforce. These investments will ensure high quality service is delivered to customers.

General Supplies and Services Portfolio

The General Supplies and Services (GSS) Portfolio provides customer agencies with a wide range of general products and services including furniture, office supplies and hardware products. This portfolio also provides personal property disposal and non-IT professional services to customer agencies. The management of these functions in one portfolio allows FAS to focus on the acquisition of each product and service type in order to establish a supply chain mechanism that is appropriate for each.

The Supply Operations (Global Supply) program proactively supports the Federal community by providing mission-critical global supply chain services and access to competitively priced products. Global Supply supports every element of the supply chain including contracting, order processing, warehousing, distribution and transportation of products. These activities are supported through GSA maintained distribution facilities as well as through direct vendor distribution channels.

The Acquisition Operations program provides direct access to certain vendors’ goods and services through contracts established by GSA. The GSS Portfolio contains all FAS schedules except for IT, automotive, travel, and transportation products and services.

The Personal Property Management business line specializes in property reutilization and sales. Property no longer needed by one Federal agency may fill a need in another agency, thereby avoiding new procurements. If no other Federal agency needs this property, the Federal government may donate it through state agencies for surplus property to approved public or non-profit organizations. Personal property items that are not claimed through the utilization and donation process are sold to the public.

Strategic Direction / Value Proposition – GSS Portfolio

The GSS portfolio value proposition to customer agencies is outlined below.

- Provide supplies and services to support agencies’ mission critical requirements, around-the-clock fire/disaster, Federal Emergency Management Agency (FEMA) emergency response, and rapid deployment to support the military.
- Maintain integration of GSS’ logistics and requisition systems with customers’ systems.
- Assist customers in meeting their socioeconomic program goals.
- Support government-wide strategic sourcing by utilizing volume purchasing to reduce cost of goods and provide best value to agency customers.

- Provide expert assistance in acquisition and assist customers in ensuring compliance with Federal Acquisition Regulations (FAR).
- Generate savings through efficient use of government assets and maximize proceeds received from the sale of excess personal property.

Business Planning and Direction – GSS Portfolio

The GSS portfolio will continue to foster its relationship with the Department of Defense (DoD) and will work to adapt Global Supply programs to better fill the needs of DoD. It is essential that Global Supply keeps pace with the current transformations taking place in DoD, the largest customer of the Global Supply program. DoD has transformed its acquisition, procurement and logistics business processes and systems into an integrated, end-to-end supply chain that directly supports our troops at home and abroad. Global Supply has established formal partnerships with the Defense Logistics Agency (DLA) to support the full integration of GSA and FAS business processes and to ensure alignment of program strategies and actions.

Global Supply will continue to serve as a key partner and resource for the response of the Federal government to natural disasters, such as wild fires and floods. Global Supply's position as a strategic source ensures timely delivery of products to customers, supporting the protection of lives as well as physical assets to the greatest possible extent. Global Supply will continue to build strategic relationships with customer agencies such as the Federal Emergency Management Agency (FEMA) and support clear lines of communication to ensure prompt delivery of time-critical goods and services. GSA Global Supply offers over 120,000 products including a variety of tools, and hardware, from tool kits to electric power tools.

Global Supply will continue to focus on business development as an essential component of its operations. Global Supply will continue an on-going business model review, designed to identify operating efficiencies. One option that has been identified and is being reviewed is to adjust the mix of items stocked in distribution facilities relative to those that can be provided directly from the vendor. This in turn reduces FAS operating costs and investments in fixed assets to warehouse and ship goods to customers. Process improvements like these will increase operating efficiency and assist FAS in providing best value solutions to the Federal community.

The Personal Property Management (PPM) program will continue its use of automation to improve program efficiency. PPM has already successfully integrated information technology into its business model with the deployment of GSA Auctions®. GSA Auctions® is expected to generate significant savings annually within the business line through reduced printing, mailing, advertising, and travel expenses. It also enables PPM to realize cost savings by consolidating sales functions. GSA Auctions® has been recommended as a Center of Excellence for the e-Federal Asset Sales initiative, an e-Government initiative to simplify citizen access to all sales of Federal real and personal property assets.

Travel, Motor Vehicle and Card Services Portfolio

The Travel, Motor Vehicle and Card Services (TMVCS) Portfolio provides customer agencies with a broad scope of services that include travel and relocation services, freight management, motor vehicle acquisition, fleet management and charge card services. Although these programs are unique, they all operate as national programs and conduct highly leveraged buys for government-wide use. All of these programs depend on electronic tools to interact with customers and carry out their missions.

The Motor Vehicle program provides two distinct services to the Federal government: Vehicle Acquisition and Vehicle Leasing.

- GSA Automotive (Vehicle Acquisition) manages the acquisition of vehicles for all Federal agencies. GSA Automotive consolidates customer requirements to leverage the government's buying power and achieve significant discounts.
- GSA Fleet (Vehicle Leasing) leases non-tactical vehicles to Federal agencies with a comprehensive "cradle to grave" program. GSA Fleet handles vehicle acquisition, maintenance and repairs, accident management, fuel expenses and resale of used vehicles within its umbrella of services.

The Travel and Transportation programs provide a variety of services. Travel services provided include: access to commercial travel agency and travel consulting services, negotiated airline contracts, travel card services, lodging and employee relocation services. This business line manages the electronic Travel Service (ETS), for promoting electronic government. Transportation services provided include: express package delivery, freight services and household goods moves to support the relocation of government employees.

The GSA SmartPay® program is the world's largest government charge card program. The program currently provides 350 Federal agencies, organizations, and tribal governments with commercial charge card procurement and payment solutions for making efficient and convenient transactions. Since its inception in 1998, the program has grown by over 79% in annual sales and over 62% in the number of annual transactions. The program continues to strive to provide new and innovative products and services to assist agencies and organizations with their missions while providing significant administrative processing cost avoidance through the use of card services as opposed to paper-based payment methods.

Strategic Direction / Value Proposition - TMVCS Portfolio

The TMVCS portfolio value proposition to customer agencies is outlined below.

- Support agency best management practices and accountability.
- Reduce government management, capital expenditure and operating costs.
- Leverage the government's purchasing power and deliver best value goods and services at the best price.
- Deliver fast and easy-to-use services through streamlined processes and provide superior customer service.
- Use customer and internal information to manage processes and programs to support continuous improvement.

- Support the environmental policies of the Administration.

Business Planning and Direction – TMVCS Portfolio

GSA Automotive provides value to customer agencies by consolidating motor vehicle acquisitions across the Federal Government in order to obtain volume discounts. GSA Automotive volume purchases generate discounts exceeding this program's long-term goal of 28 percent. GSA Automotive will increase the use of technology to increase program efficiency and effectiveness. GSA Automotive applies technology primarily through AutoChoice, an on-line ordering module that allows customers to choose and compare vehicle models and contract prices for many vehicle types. Some of the benefits of this system include allowing customers to view base prices as well as prices of equipment options, choose delivering dealers and place orders. AutoChoice calculates the prices for the selected vehicles and provides a price summary. This type of all-inclusive interface that is able to accomplish multiple tasks for customers is an integral part of business processes. Enhancements to the system will only increase the benefits that are realized by customers and will be integral to the success of the program in the future.

GSA Fleet provides value to customer agencies by providing total vehicle management services, customized to customer needs. Customers save money in the form of reduced personnel costs when GSA associates take over the management of the customers' fleet. By shifting management of an agency's fleet to GSA, the customer agency is able to realign its personnel to work on mission critical activities. Savings are also generated through the economies of scale generated by the GSA Fleet program. During FY 2008 managing fuel cost was a challenge for FAS as the cost of fuel increased throughout the year and is one of the programs' major cost drivers. As a result of the price increases that were seen, the Fleet program included a surcharge of 5.6 percent approximately midway through the fiscal year to compensate for the increased cost. However, the program did experience an operating loss in FY 2008 as a result of the fuel cost increases. Fluctuations in fuel cost continue to be a concern to the program, however, based on current petroleum cost being much lower than planned the program will most likely end the year with a positive operating result.

GSA Fleet has a critical role in supporting the Federal government's Energy Policy Act (EPACT) and Executive Order 13149, which require Federal Fleets to acquire fuel-efficient and alternative-fuel vehicles (AFVs), and to use alternative fuels. It is difficult for individual agencies to meet these environmental requirements because AFVs are more expensive than conventional vehicles and the infrastructure to support these vehicles is not in place throughout the country. GSA Fleet has assisted the government in meeting AFV requirements through leveraged buys of AFVs to reduce the acquisition costs, and financing the cost of the vehicle over the life of the lease. GSA also has concentrated the placement of AFVs to six major markets in an attempt to encourage the development of the infrastructure to support these vehicles in the private sector, through services stations as well as resale markets. The FY 2008 GSA Fleet inventory consisted of more than 70,000 AFVs.

GSA Transportation Management programs will focus on further implementation of the Transportation Management Services Solution (TMSS), a web-based, fully automated, end-to-end system to handle all customers' transportation management needs, from rate and routing through pre-pay audit, payment, post-pay audit and dispute resolution. Within the government, there is considerable fragmentation in the transportation sector. TMSS is a valuable tool to

agencies as end-to-end services may be purchased from this system, eliminating the need for independent transportation experts within multiple agencies.

GSA Travel programs leverage the government's purchasing power through strategic sourcing of travel services, including airline and lodging programs, and travel agent and travel consulting services. GSA Travel will continue to focus on achieving the full deployment of the e-Gov Travel System (ETS). ETS gives Federal travelers the ability to manage their travel through a common, web-based system that integrates all aspects of individual travel: travel planning and cost estimating, travel authorization, reservations, fulfillment services, vouchering, reimbursement and reporting. ETS allows Federal travelers and travel managers to operate more efficiently by eliminating manual processes, improving the accuracy of information, and simplifying authorization and approval procedures. Government travel budgeting, financing and accounting activities will be more consistent and accurate when agencies fully implement ETS. GSA Travel will ensure that ETS is the best value solution for customer agencies and all travel programs are provided in such a way that the services provided complement each other.

GSA Travel will continue to offer the Travel Services Solutions (TSS) Schedule, a comprehensive contracting vehicle that encompasses a variety of distinct commercial travel services in support of the government's travel needs. This schedule includes, but is not limited to, travel agent services and travel consultants. Through the TSS Schedule, GSA Travel provides the Federal government with flexible, streamlined acquisition tools to meet its travel needs, obtain quality services at the best value, reduce acquisition time and cost, meet regulatory requirements, and achieve socio-economic goals.

The GSA Card Services program, SmartPay®, will continue to assist customers as they transition to the GSA SmartPay® 2 program in FY 2009. This transition to the next generation of service will require the program to incur additional costs to ensure a seamless transition for customers. The program will also place a stronger emphasis on customer service to enhance the program's value proposition to customer agencies. Card Services will concentrate on managing transaction data to assist customer agencies in reporting and reducing fraud, waste and abuse of charge cards. Card Services will update training of customer agencies to ensure that card usage is consistent with the most recent policies and guidance for card services programs. Approximately 98 million transactions valued at \$26 billion flow through the with SmartPay® program annually.

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U.S. General Services Administration

FEDERAL ACQUISITION SERVICE

Fiscal Year 2010 Program Performance Plan

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Strategic Alignment of Resources

GSA is a performance driven organization. Planning and resource allocation revolve around the careful design and selection of performance measures that focus on outcomes and the attainment of the GSA mission. During FY 2008, GSA conducted a comprehensive review of all externally-reported goals, measures and targets. This review increased the use of outcome-oriented goals, and ensured that targets are reasonably aggressive compared to prior-year actual performance, and thus drive incremental improvement in program performance over time.

The following tables show the alignment of the performance goals and resources of the Federal Acquisition Service (FAS) to GSA's four Strategic Goals: Superior Workplaces, Stewardship, Best Value, and Innovation. FAS operations are organized around four business Portfolios: Integrated Technology Solutions (ITS), Assisted Acquisition Services (AAS), General Supplies and Services (GSS), and Travel, Motor Vehicles and Card Services (TMVCS). Each performance goal below identifies the Portfolio that it supports. All FAS performance goals and targets are discussed in greater detail within each Portfolio's performance section, following the tables below.

Superior Workplaces

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Reduce mark-up on Supply products and services to 29% by FY 2010. (GSS)	31.9%	\$ 29,263	29.5%	\$ 33,344	29.0%	\$ 33,738
Maintain the gap between GSA Fleet vehicle leasing rates and commercial rates at 20% or more. (TMVCS)	40.90%	\$ 14,022	29.75%	\$ 16,048	30.00%	\$ 16,910
TOTAL, SUPERIOR WORKPLACES		\$ 43,286		\$ 49,391		\$ 50,648

Stewardship

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Maintain 29% or better discount from manufacturer's invoice price on vehicle acquisitions (TMVCS)	29.0%	\$ 15,308	28.9%	\$ 17,995	29.0%	\$ 18,878
TOTAL, STEWARDSHIP		\$ 15,308		\$ 17,995		\$ 18,878

Best Value

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Increase ITS overall customer satisfaction index score above 73.7 across the Portfolio by FY 2010.	67.9	\$ 42,500	69.9	\$ 58,115	70.8	\$ 58,422
Meet customers' expectation of timeliness by reducing cycle time for offers to 107 days by FY 2010. (ITS)	113.5	\$ 32,801	114	\$ 43,251	107	\$ 43,616
By FY 2010, advance Government-wide utilization of small and disadvantaged businesses by delivering contract opportunities for this market segment equal to at least 40% of IT Acquisition Center and GWAC business volume. (ITS)	37.0%	\$ 29,794	40.0%	\$ 39,185	40.0%	\$ 39,487
Align program operations to support efficiency of operations and reduce direct costs to 35% of gross margin by FY 2010. (ITS)	30.5%	\$ 31,030	35.5%	\$ 41,353	35.0%	\$ 42,261
Increase cost savings to \$848M for ITS customers by FY 2010.	\$803M	\$ 25,743	\$824M	\$ 33,449	\$848M	\$ 34,243
Increase AAS overall customer satisfaction index score above 75.0 across the Portfolio by FY 2010.	71.1	\$ 25,934	74.5	\$ 26,358	75.0	\$ 26,815
Align program operations to support efficiency of operations and reduce direct costs to 53% of gross margin by FY 2010. (AAS)	46.2%	\$ 15,524	54%	\$ 16,718	53%	\$ 17,946
Increase the percentage of negotiated award dates for services and commodities that are met or bettered to 70% in FY 2010. (AAS)	90.6%	\$ 20,520	69%	\$ 21,241	70%	\$ 21,499
Decrease the time it takes to process contract modifications for services and commodities to 18 days in regional operations by FY 2010. (AAS)	17	\$ 13,507	19	\$ 14,459	18	\$ 14,476
Decrease the time it takes to process contract modifications for services and commodities to 28 days in national operations by FY 2010. (AAS)	30	\$ 13,507	29	\$ 14,459	28	\$ 14,476

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Best Value (continued)
(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Increase GSS overall customer satisfaction index score above 77.8 across the Portfolio by FY 2010.	76.4	\$ 84,487	77.6	\$ 102,627	77.8	\$ 104,187
By FY 2010, advance Government-wide utilization of small and disadvantaged businesses by delivering contract opportunities for this market segment equal to at least 37.6% of Acquisition Operations business volume. (GSS)	34.9%	\$ 37,388	37.4%	\$ 43,367	37.6%	\$ 43,676
By FY 2010, advance Government-wide utilization of small and disadvantaged businesses by delivering contract opportunities for this market segment equal to at least 80.4% of Supply Operations business volume. (GSS)	75.8%	\$ 37,388	80.2%	\$ 43,367	80.4%	\$ 43,676
Decrease cycle time to process contract modifications to 14.5 days in FY 2010. (GSS)	11.8	\$ 50,059	15.0	\$ 59,466	14.5	\$ 60,150
Decrease full disposal process for personal property to 48 days in FY 2010. (GSS)	52.1	\$ 19,166	48.0	\$ 21,845	48.0	\$ 22,107
Align program operations to support efficiency of operations and reduce direct costs to 34.5% of gross margin by FY 2010. (GSS)	34.1%	\$ 50,407	34.8%	\$ 60,562	34.5%	\$ 61,546
Increase TMVCS overall customer satisfaction index score above 77.2 across the Portfolio by FY 2010.	75.6	\$ 33,595	76.7	\$ 41,044	77.2	\$ 42,860
Provide quality charge card services to our customers while increasing satisfaction scores to 94.5% by FY 2010. (TMVCS)	85.8%	\$ 1,719	94.0%	\$ 2,811	94.5%	\$ 2,902
Align program operations to support efficiency of operations and reduce direct costs to 7.4% of gross margin by FY 2010. (TMVCS)	6.6%	\$ 16,674	7.5%	\$ 20,441	7.4%	\$ 21,359

U.S. General Services Administration
Federal Acquisition Service

Best Value (continued)
(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Provide customer savings of at least 62.8% through the use of GSA Transportation programs by FY 2010. (TMVCS)	68.2%	\$ 18,815	62.6%	\$ 23,283	62.8%	\$ 24,336
Increase to 63.37% the percentage of vouchers serviced through the E-Travel System by FY 2010. (TMVCS)	33.60%	\$ 13,962	51.19%	\$ 15,979	63.37%	\$ 16,837
Sub-Total, Acquisition Services Fund		\$ 614,517		\$ 743,381		\$ 756,880
Decrease full disposal process for personal property to 48 days in FY 2010. (GSS)	52.1	\$ 11,495	48.0	\$ 12,587	48.0	\$ 12,814
Sub-Total, Operating Expenses Appropriation		\$ 11,495		\$ 12,587		\$ 12,814
By FY 2010, as part of overall automation and streamlining of transportation processes, attain and sustain percentage of electronic audits at 98% gradually increasing to 100% by FY 2014.	98.6%	\$ 11,337	97%	\$ 11,000	98%	\$ 11,277
Sub-Total, Transportation Audits Account		\$ 11,337		\$ 11,000		\$ 11,277
TOTAL, BEST VALUE		\$ 637,349		\$ 766,968		\$ 780,972

U.S. General Services Administration
Federal Acquisition Service

Summary Funding Table

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Budget
Integrated Technology Services			
ASF Operating Expenses	\$ 161,866	\$ 215,353	\$ 218,030
ASF Costs of Goods Sold (Not Allocated)	1,033,035	983,331	1,001,681
ASF Other Cost of Operations (Not Allocated)	25,768	77,653	79,167
ASF GSA Corporate Expenses (Not Allocated)	<u>44,258</u>	<u>45,401</u>	<u>47,137</u>
Total, Integrated Technology Services	\$ 1,264,927	\$ 1,321,739	\$ 1,346,016
Assisted Acquisition Services			
ASF Operating Expenses	\$ 88,991	\$ 93,235	\$ 95,213
ASF Costs of Goods Sold (Not Allocated)	3,538,778	3,622,317	3,705,760
ASF Other Cost of Operations (Not Allocated)	-683	4,052	3,287
ASF GSA Corporate Expenses (Not Allocated)	<u>23,758</u>	<u>25,591</u>	<u>26,424</u>
Total, Assisted Acquisition Services	\$ 3,650,844	\$ 3,745,196	\$ 3,830,684
General Supplies and Services			
ASF Operating Expenses	\$ 308,157	\$ 364,578	\$ 369,080
ASF Costs of Goods Sold (Not Allocated)	1,029,091	1,075,040	1,102,496
ASF Other Cost of Operations (Not Allocated)	55,985	63,556	43,033
ASF GSA Corporate Expenses (Not Allocated)	<u>61,164</u>	<u>68,275</u>	<u>67,642</u>
Sub-Total, Acquisition Services Fund	\$ 1,454,396	\$ 1,571,449	\$ 1,582,251
Operating Expenses, Annual Appropriation	\$ 11,495	\$ 12,560	\$ 12,814
Operating Expenses, Reimbursable Funding	<u>1,880</u>	<u>3,015</u>	<u>3,084</u>
Total, General Supplies and Services	\$ 1,467,771	\$ 1,587,024	\$ 1,598,149
Travel, Motor Vehicle and Card Services			
ASF Operating Expenses	\$ 114,096	\$ 137,600	\$ 144,083
ASF Costs of Goods Sold (Not Allocated)	1,519,365	1,644,022	1,398,022
ASF Other Cost of Operations (Not Allocated)	1,111,932	1,144,621	1,131,758
ASF GSA Corporate Expenses (Not Allocated)	<u>29,185</u>	<u>31,376</u>	<u>32,917</u>
Sub-Total, Acquisition Services Fund	\$ 2,774,579	\$ 2,957,619	\$ 2,706,780
Transportation Audits Account	<u>11,337</u>	<u>11,000</u>	<u>11,277</u>
Total, Travel, Motor Vehicle and Card Services	\$ 2,785,916	\$ 2,968,619	\$ 2,718,057
Grand Total, All Funding Sources	\$ 9,169,458	\$ 9,622,578	\$ 9,492,906

This table summarizes the total costs incurred by each Portfolio to deliver goods and services to customers including all operating expenses, costs of goods sold, and reserve expenses.

Integrated Technology Services (ITS) Portfolio

Performance Goals, Measures and Targets

Long-term Outcome Goal ITS-1: Satisfy the customer in terms of cost, quality, and timeliness of the delivered IT product or service as indicated by achieving external customer satisfaction scores of 75.7 or higher by FY 2014.

FY 2010 Performance Goal: Increase ITS overall customer satisfaction index score above 73.7 across the Portfolio by FY 2010.

Performance Measure: ITS External Customer Satisfaction index score with Products and Services on a scale of 0 to 100

Measure Description: External Customer Satisfaction surveys are conducted annually to ensure that customer needs are being met. The results of these surveys are used to better adapt product and service offerings to stay current with the market place, and to refine program operations going forward. GSA operates in a competitive environment, and customer satisfaction is one of many outcomes used to gauge program success.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	baseline	72.5
2008	72.6	67.9
2009	69.9	
2010	70.8	
2011	71.7	
2012	72.6	
2013	73.5	
2014	74.4	

FY 2010 Performance Goal: Meet customers' expectation of timeliness by reducing cycle time for offers to 107 days by FY 2010.

Performance Measure: Number of calendar days to process IT Acquisition Center offers

Measure Description: Cycle time measures the average number of days it takes to complete an offer within the IT Acquisition Center of ITS. In FY 2007, performance was reduced as a result of personnel turnover coupled with increased workload. Through process improvements and efficient operations, GSA strives to reduce the number of days to process offers over time and provide goods and services to customers as quickly as possible; this measure monitors this outcome.

Year	Target	Actual
2005	baseline	126.4 days
2006	baseline	117.8 days
2007	116.0 days	118.8 days
2008	115.0 days	113.5 days
2009	114.0 days	
2010	107.0 days	
2011	100.0 days	
2012	95.0 days	
2013	90.0 days	
2014	85.0 days	

FY 2010 Performance Goal: By FY 2010, advance Government-wide utilization of small and disadvantaged businesses by delivering contract opportunities for this market segment equal to at least 40% of IT Acquisition Center and GWAC business volume.

Performance Measure: Percentage of IT Acquisition Center and GWAC total business volume attributed to small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned businesses

Measure Description: GSA advances the socioeconomic business goals of the Administration by providing channels through which customer Federal agencies can access this segment of the market. GSA's objective is for 40% of IT Acquisition Center and GWAC business volume to go to small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned businesses. GSA supports this outcome by continuously encouraging and facilitating market participation by these businesses.

Year	Target	Actual
2005	baseline	36.1%
2006	baseline	36.6%
2007	baseline	39.3%
2008	40%	37.0%
2009	40%	
2010	40%	
2011	40%	
2012	40%	
2013	40%	
2014	40%	

Long-term Outcome Goal ITS-2: Increase program efficiency and value to customers by minimizing program operating costs to 33.0% or less of gross margin by FY 2014.

FY 2010 Performance Goal: Align program operations to support efficiency of operations and reduce direct costs to 35% of gross margin by FY 2010.

Performance Measure: ITS Direct Cost for all programs as a percentage of ITS Gross Margin

Measure Description: FAS Portfolios must recover all costs through fees charged to customers for goods and services provided. "Gross margin" refers to the revenues remaining after covering the purchase price to GSA for the product or service acquired. "Direct costs" are the costs to GSA directly associated with acquiring the product or service, excluding overhead. Minimizing operating costs as a percent of gross margin ensures the efficiency of FAS programs and directly impacts the fees charged to customer agencies.

Year	Target	Actual
2005	N/A	N/A
2006	baseline	31.58%
2007	36.7%	33.36%
2008	36.0%	30.5%
2009	35.5%	
2010	35.0%	
2011	34.5%	
2012	34.0%	
2013	33.5%	
2014	33.0%	

FY 2010 Performance Goal: Increase cost savings to \$848M for ITS customers by FY 2010.

Performance Measure: Estimated cost savings achieved by ITS' SmartBuy and Network Services programs, as compared to their respective price benchmarks.

Measure Description: This measure estimates the amount of savings that customers realize by using FAS solutions. GSA's objective is to increase its value to customers by maximizing the amount saved through using ITS service offerings rather than offerings available through other sources in the market. GSA ensures this outcome is being realized by monitoring the savings realized by customers and taking actions to maximize those savings.

Year	Target	Actual
2005	\$780M	\$632M
2006	\$550M	\$720M
2007	\$732M	\$766M
2008	\$800M	\$803M
2009	\$824M	
2010	\$848M	
2011	\$875M	
2012	\$900M	
2013	\$928M	
2014	\$954M	

Assisted Acquisition Services (AAS) Portfolio

Performance Goals, Measures and Targets

Long-term Outcome Goal AAS-1: Satisfy the customer in terms of cost, quality, and timeliness of the delivered product or service for the delivery of IT and Professional Services as indicated by achieving external customer satisfaction scores of 77 or higher by FY 2014.

FY 2010 Performance Goal: Increase AAS overall customer satisfaction index score above 75.0 across the Portfolio by FY 2010.

Performance Measure: AAS External Customer Satisfaction index score with Products and Services on a scale of 0 to 100

Measure Description: External Customer Satisfaction surveys are conducted annually to ensure that customer needs are being met. The results of these surveys are used to better adapt product and service offerings to stay current with the market place, and to refine program operations going forward. GSA operates in a competitive environment, and customer satisfaction is one of many outcomes used to gauge program success.

*** Surveys were not conducted in FY 2005 or FY 2006.*

Year	Target	Actual
2005	N/A**	N/A**
2006	N/A**	N/A**
2007	70.0	73.5
2008	74.0	71.1
2009	74.5	
2010	75.0	
2011	75.5	
2012	76.0	
2013	76.5	
2014	77.0	

Long-term Outcome Goal AAS-2: Maximize program efficiency to decrease direct costs as a percent of gross margin to 49% or less by FY 2014.

FY 2010 Performance Goal: Align program operations to support efficiency of operations and reduce direct costs to 53% of gross margin by FY 2010.

Performance Measure: AAS Direct Costs for all programs as a percentage of AAS Gross Margin

Measure Description: FAS Portfolios must recover all costs through fees charged to customers for goods and services provided. In FY 2008, GSA re-aligned roughly 40% of the AAS workforce to other organizations across GSA, resulting in the change in performance reflected in future-year targets. Minimizing operating costs as a percent of gross margin ensures the efficiency of FAS programs and directly impacts the fees charged to customer agencies.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	80.3%
2007	N/A	73.0%
2008	55%	46.2%
2009	54%	
2010	53%	
2011	52%	
2012	51%	
2013	50%	
2014	49%	

Long-term Outcome Goal AAS-3: Provide effective and timely acquisition management solutions for Federal agencies to acquire commercial products and services and maintain cycle times of 15 days or less by FY 2014 and beyond.

FY 2010 Performance Goal: Increase the percentage of negotiated award dates for services and commodities that are met or bettered to 70% in FY 2010.

Performance Measure: Percentage of negotiated award dates for services and commodities that are met or bettered (National IT/PS)

Measure Description: This measure monitors the award date negotiated with customers and the actual date when the task order is awarded. In FY 2007, this metric was adjusted to cover only national operations rather than the entire AAS portfolio, resulting in the change in performance shown in the table. FAS' overall objective is for customers to receive goods and services in a timely manner; the timely award of service and commodity task orders is one way to monitor this outcome and ensure success.

Year	Target	Actual
2005	>94%	86.3%
2006	>95%	92.3%
2007	97%	68.7%
2008	68%	90.6%
2009	69%	
2010	70%	
2011	72%	
2012	74%	
2013	76%	
2014	78%	

FY 2010 Performance Goal: Decrease the time it takes to process contract modifications for services and commodities to 18 days in regional operations by FY 2010.

Performance Measure: Number of calendar days from receipt of modification request to issuance of modifications for services and commodities (Regional IT/PS)

Measure Description: This is a measure of the average number of days that it takes to complete a contract modification within AAS regional operations. Through process improvements and efficient operations, FAS strives to reduce the number of days to process modifications over time; this measure monitors the program's performance in achieving this outcome.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	60	14
2008	20	17
2009	19	
2010	18	
2011	17	
2012	15	
2013	15	
2014	15	

*** FY 2007 was an anomalous year and is not necessarily representative of AAS capabilities.*

FY 2010 Performance Goal: Decrease the time it takes to process contract modifications for services and commodities to 28 days in national operations by FY 2010.

Performance Measure: Number of calendar days from receipt of modification request to issuance of modifications for services and commodities (National IT/PS)

Measure Description: This is a measure of the average number of days that it takes to complete a contract modification within AAS national operations. GSA will evaluate FY 2008 full-year performance, to determine appropriate performance targets in the current business environment. Through process improvements and efficient operations, FAS strives to reduce the number of days to process modifications over time; this measure monitors the program's performance in achieving this outcome.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	45	30
2008	30	30
2009	29	
2010	28	
2011	27	
2012	26	
2013	25	
2014	24	

General Supplies and Services (GSS) Portfolio

Performance Goals, Measures and Targets

Long-term Outcome Goal GSS-1: Satisfy the customer in terms of cost, quality, and timeliness of the delivered product or service indicated by achieving external customer satisfaction scores of 78.5 or higher by FY 2014.

FY 2010 Performance Goal: Increase GSS overall customer satisfaction index score above 77.8 across the Portfolio by FY 2010.

Performance Measure: GSS External Customer Satisfaction index score with Product and Services on a scale of 0 to 100

Measure Description: External Customer Satisfaction surveys are conducted annually to ensure that customer needs are being met. The results of these surveys are used to better adapt product and service offerings to stay current with the market place, and to refine program operations going forward. GSA operates in a competitive environment, and customer satisfaction is one of many outcomes used to gauge program success.

Year	Target	Actual
2005	N/A	N/A
2006	baseline	78.53
2007	baseline	75.96
2008	76.8	76.4
2009	77.6	
2010	77.8	
2011	78.0	
2012	78.1	
2013	78.3	
2014	78.5	

FY 2010 Performance Goal: By FY 2010, advance Government-wide utilization of small and disadvantaged businesses by delivering contract opportunities for this market segment equal to at least 37.6% of Acquisition Operations business volume.

Performance Measure: Percentage of Acquisition Operations total business volume attributed to small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned businesses

Measure Description: GSA advances the socioeconomic business goals of the Administration by providing channels through which customer Federal agencies can access this segment of the market. GSA's objective is for 38.4% of Acquisition Operations business volume to go to small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned businesses by FY 2014. GSA supports this outcome by continuously encouraging and facilitating market participation by these businesses.

Year	Target	Actual
2005	N/A	35.8%
2006	baseline	34.4%
2007	baseline	36.8%
2008	37.2%	34.9%
2009	37.4%	
2010	37.6%	
2011	37.8%	
2012	38.0%	
2013	38.2%	
2014	38.4%	

FY 2010 Performance Goal: By FY 2010, advance Government-wide utilization of small and disadvantaged businesses by delivering contract opportunities for this market segment equal to at least 80.4% of Supply Operations business volume.

Performance Measure: Percentage of Supply Operations total business volume attributed to small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned businesses

Measure Description: GSA advances the socioeconomic business goals of the Administration by providing channels through which customer Federal agencies can access this segment of the market. GSA's objective is for 81% of Supply Operations business volume to go to small, small disadvantaged, women-owned, HUBZone, veteran-owned, and service-disabled veteran-owned businesses by FY 2014. GSA supports this outcome by continuously encouraging and facilitating market participation by these businesses.

Year	Target	Actual
2005	N/A	82.2%
2006	baseline	79.1%
2007	baseline	79.1%
2008	80.0%	75.8%
2009	80.2%	
2010	80.4%	
2011	80.6%	
2012	80.8%	
2013	81.0%	
2014	81.0%	

FY 2010 Performance Goal: Decrease cycle time to process contract modifications to 14.5 days in FY 2010.

Performance Measure: Number of calendar days to process contract modifications (MAS)

Measure Description: Cycle time measures the average number of days that it takes to complete a modification to a current contract within the GSS Acquisition Operations area. Contract modifications enable GSS to adapt current offerings to better meet customer needs. Through process improvements and efficient operations FAS strives to reduce the number of days to process modifications and provide goods to customers as quickly as possible; this measure captures the efficiency of operations in this program area.

Year	Target	Actual
2005	19.8	20.0
2006	20.0	14.0
2007	18.0	16.1
2008	15.5	11.8
2009	15.0	
2010	14.5	
2011	14.0	
2012	13.5	
2013	13.0	
2014	12.5	

Long-term Outcome Goal GSS-2: Increase program efficiency and value to customers by minimizing program operating costs to 33.5% or less of gross margin by FY 2014 and deliver these savings to customers through reduced markups on products delivered.

FY 2010 Performance Goal: Decrease full disposal process for personal property to 48 days in FY 2010.

Performance Measure: Cycle time for full disposal process (PPM)

Measure Description: Cycle time measures the average number of days that it takes for an item to complete the full personal property disposal process. This measure is based on all items that go through the Personal Property Management program and the average number of days that all items are in the system. Timely disposal of excess personal property is important to customers; this measure gauges GSA's efficiency in disposing of excess personal property.

Year	Target	Actual
2005	N/A	56.1
2006	baseline	51.8
2007	baseline	49.4
2008	48.1	52.1
2009	48.0	
2010	48.0	
2011	48.0	
2012	48.0	
2013	48.0	
2014	48.0	

FY 2010 Performance Goal: Align program operations to support efficiency of operations and reduce direct costs to 34.5% of gross margin by FY 2010.

Performance Measure: GSS Direct Cost for all programs as a percentage of GSS Gross Margin

Measure Description: FAS Portfolios must recover all costs through fees charged to customers for goods and services provided. "Gross margin" refers to the revenues remaining after covering the purchase price to GSA for the product or service acquired. "Direct costs" are the costs to GSA directly associated with acquiring the product or service, excluding overhead. Minimizing operating costs as a percent of gross margin ensures the efficiency of FAS programs and directly impacts the fees charged to customer agencies.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	35.04%
2008	35.0%	34.12%
2009	34.8%	
2010	34.5%	
2011	34.3%	
2012	34.0%	
2013	33.8%	
2014	33.5%	

FY 2010 Performance Goal: Reduce mark-up on Supply products and services to 29% by FY 2010.

Performance Measure: Percentage of Global Supply mark-up on all products and services measured by Sales General less COGS divided by COGS

Measure Description: Supply mark-up is the fee that is applied to the cost of goods provided to customers to cover program operating costs. GSA strives to minimize this fee through efficient operations and process improvements that allow goods to be provided at the lowest possible mark-up to customers. This measure helps to determine how well FAS is achieving its desired outcome of providing products to customers at the lowest possible price.

Year	Target	Actual
2005	N/A	31.6%
2006	31.0%	32.7%
2007	30.5%	31.8%
2008	30.0%	31.9%
2009	29.5%	
2010	29.0%	
2011	28.5%	
2012	28.0%	
2013	27.5%	
2014	27.0%	

Personal Property Management Utilization and Donation Program

Long-term Outcome Goal: Provide optimal property disposal solutions for Federal agencies to maximize cost avoidance, while efficiently and effectively managing the exchange/sale of surplus property.

FY 2010 Performance Goal: Decrease the time it takes to complete disposal action for excess property to 48 days by FY 2010.

Performance Measure: Cycle time for full disposal process (days)

Measure Description: Cycle time for the full disposal process reports the average number of days that it takes for an item to complete the full personal property disposal process. This measure is based on all items that go through the Personal Property Management Program and the average number of days that all items are in the system. Disposing of excess personal property in a timely manner is important to customers; this measure helps to gauge GSA's success in meeting this outcome.

Year	Target	Actual
2005	69.0	56.0
2006	55.5	52.0
2007	55.0	49.0
2008	48.1	52.1
2009	48.0	
2010	48.0	
2011	48.0	
2012	48.0	
2013	48.0	
2014	48.0	

Travel, Motor Vehicles and Card Services (TMVCS)

Performance Goals, Measures and Targets

Long-term Outcome Goal TMVCS-1: Satisfy the customer in terms of cost, quality, and timeliness of the delivered product or service indicated by achieving external customer satisfaction scores of 78.1% or higher by FY 2014.

FY 2010 Performance Goal: Increase TMVCS overall customer satisfaction index score above 77.2 across the Portfolio by FY 2010.

Performance Measure: TMVCS External Customer Satisfaction index score with Products and Services on a scale of 0 to 100

Measure Description: External Customer Satisfaction surveys are conducted annually to ensure that customer needs are being met. The results of these surveys are used to better adapt product and service offerings to stay current with the market place, and to refine program operations going forward. GSA operates in a competitive environment, and customer satisfaction is one of many outcomes used to gauge program success.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	baseline	75.7
2008	76.2	75.6
2009	76.7	
2010	77.2	
2011	77.5	
2012	77.7	
2013	77.9	
2014	78.1	

FY 2010 Performance Goal: Provide quality charge card services to our customers while increasing satisfaction scores to 94.5% by FY 2010.

Performance Measure: Percentage of GSA SmartPay Conference attendees that respond they are satisfied/very satisfied with the annual conference

Measure Description: The percentage of attendees that respond satisfied/very satisfied is based on the results of surveys taken at the annual GSA SmartPay® Conference by attendees. This conference serves as a major opportunity to train customer agencies in the proper use of the tools that are provided as part of the program and is attended by approximately 4,000 customers each year. Monitoring attendee customer satisfaction is essential to ensure the outcome of the conference is favorable.

Year	Target	Actual
2005	92.0%	95%
2006	92.5%	91%
2007	93.0%	91.4%
2008	93.5%	85.8%
2009	94.0%	
2010	94.5%	
2011	94.8%	
2012	95.0%	
2013	95.3%	
2014	95.6%	

Long-term Outcome Goal TMVCS-2: Increase program efficiency and value to customers by minimizing program operating costs to 7% or less of gross margin by FY 2014.

FY 2010 Performance Goal: Align program operations to support efficiency of operations and reduce direct costs to 7.4% of gross margin by FY 2010.

Performance Measure: TMVCS Direct Cost for all programs as a percentage of TMVCS Gross Margin

Measure Description: FAS Portfolios must recover all costs through fees charged to customers for goods and services provided. "Gross margin" refers to the revenues remaining after covering the purchase price to GSA for the product or service acquired. "Direct costs" are the costs to GSA directly associated with acquiring the product or service, excluding overhead. Minimizing operating costs as a percent of gross margin ensures the efficiency of FAS programs and directly impacts the fees charged to customer agencies.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	baseline	7.2%
2008	7.6%	6.6%
2009	7.5%	
2010	7.4%	
2011	7.3%	
2012	7.2%	
2013	7.1%	
2014	7.0%	

Long-term Outcome Goal TMVCS-3: Achieve acquisition and leasing cost saving for customer agencies by providing vehicles at 20% or more below manufacturers' invoice price and leasing rates.

FY 2010 Performance Goal: Maintain the gap between GSA Fleet vehicle leasing rates and commercial rates at 20% or more.

Performance Measure: Percentage that GSA Fleet leasing rates are below commercial rates on the GSA Vehicle Leasing Schedule

Measure Description: This measure estimates the cost savings to customers from using GSA services to lease automobiles rather than outside sources. GSA rates are compared to leasing rates available on schedule, as this is a readily available and comparable benchmark of commercial service offering(s). FAS strives to maximize savings realized by customers and uses this measure to monitor success in achieving this outcome.

Year	Target	Actual
2005	27.00%	43.13%
2006	29.00%	39.06%
2007	29.25%	42.38%
2008	29.50%	40.9%
2009	29.75%	
2010	30%	
2011	30%	
2012	31%	
2013	31%	
2014	31%	

FY 2010 Performance Goal: Maintain 29% or better discount from manufacturer's invoice price on vehicle acquisitions.

Performance Measure: Percentage discount from manufacturer's invoice price

Measure Description: Percentage discount measures the cost savings to customers from using GSA services rather than purchasing vehicles through a different source and paying invoice pricing. A significant downturn in the automotive industry has reduced available discounts, while agency customers have increased demand for fuel-efficient vehicles, with much lower discounts (due to high demand). In this climate, a long term target of 29% appears quite aggressive. Monitoring performance against this target will ensure this outcome is met.

Year	Target	Actual
2005	27.5%	40.6%
2006	28.0%	39.0%
2007	28.5%	32.0%
2008	28.7%	29.0%
2009	28.9%	
2010	29%	
2011	29%	
2012	29%	
2013	29%	
2014	29%	

Long-term Outcome Goal TMVCS-4: Provide an end-to-end fully integrated management system/solutions to increase customer savings as demonstrated by savings of 28.5% on express and ground delivery services and achieve full implementation of ETS by FY 2014.

FY 2010 Performance Goal: Provide customer savings of at least 62.8% through the use of GSA Transportation programs by FY 2010.

Performance Measure: Percentage savings off standard commercial Express and Ground Domestic Delivery Services (ExGDDS) rates

Measure Description: This measure calculates the average savings that customers realize through using the ExGDDS program, compared to commercial rates. This program supports the Federal Strategic Sourcing Initiative and is able to generate savings at this level by leveraging the needs of many customers and creating economies of scale. This measure helps to determine how well GSA is achieving the desired outcome of the program, providing services below commercial rates.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	baseline	62.2%
2008	62.4%	68.2%
2009	62.6%	
2010	62.8%	
2011	63.0%	
2012	63.2%	
2013	63.4%	
2014	63.6%	

FY 2010 Performance Goal: Increase to 63.37% the percentage of vouchers serviced through the E-Travel System by FY 2010.

Performance Measure: Travel vouchers processed through ETS as a percentage of the total estimated voucher population of civilian agencies migrating to ETS

Measure Description: The percentage of vouchers processed using ETS compared to the total population of the ETS market approximates the rate of full deployment. This is important, as operating costs of the system must be covered through transaction fees: The only way to ensure full cost recovery is to ensure the long range target of 73.48% of the voucher population is processed using the ETS system. This output measure monitors the rollout of the ETS system and ensures it is on track for full cost recovery.

Year	Target	Actual
2005	3.0%	1.0%
2006	12.9%	6.7%
2007	18.4%	18.8%
2008	30.7%	33.6%
2009	51.19%	
2010	63.37%	
2011	73.48%	
2012	73.48%	
2013	73.48%	
2014	73.48%	

Transportation Audits Program

Long-term Outcome Goal: Provide end-to-end fully integrated management system/solutions to increase value for agency customers.

FY 2010 Performance Goal: By FY 2010, as part of overall automation and streamlining of transportation processes, attain and sustain percentage of electronic audits at 98% gradually increasing to 100% by FY 2014.

Performance Measure: Percent of audits performed electronically

Measure Description: This measure calculates the percentage of audits that are performed electronically relative to the entire population of audits conducted. The ultimate goal is to perform 98% of audits electronically as there always will be outlying audits that require manual processing making a target of 100% impractical. Through the use of technology the Transportation Audits program has been able to substantially increase its efficiency as measured by the rate of claims processing.

Year	Target	Actual
2005	94.5%	94.0%
2006	95.0%	92.4%
2007	96.5%	95.9%
2008	97%	98.6%
2009	97%	
2010	98%	
2011	98.5%	
2012	99%	
2013	99.5%	
2014	100%	

Performance Measure: Percent of claims processed within 120 days

Measure Description: Percent of claims processed within 120 days is a calculation of those claims that are processed within the threshold out of the total population of claims. The benchmark of 120 days is used as this is the approximate time that is required for a claim to go through all channels of the audit process. GSA uses this measure to ensure that process improvements and the use of electronic audits are leading to more efficient operations as indicated by a reduction in the time required to process claims.

Year	Target	Actual
2005	49.0%	69.3%
2006	52.0%	79.0%
2007	80.0%	75.4%
2008	77%	86.9%
2009	79%	
2010	81%	
2011	83%	
2012	85%	
2013	87%	
2014	89%	

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U.S. General Services Administration

WORKING CAPITAL FUND

Fiscal Year 2010 Budget Request

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Program Financing

The GSA Working Capital Fund (WCF) is an intra-governmental revolving fund that provides a full range of administrative shared services functions to GSA and to select agencies outside of GSA. All expenses of the WCF are recovered through reimbursable funding from internal GSA customers and from some external sources, including small agencies and commissions, for services provided. The WCF charges fees based on a schedule established through an annual rate-setting process performed collaboratively with our customers. The rate-setting process recovers the anticipated costs of goods, services, and resources provided to customers. The rate-setting process also provides information to customers to assist in their resource management.

The WCF provides a corporate framework for common support services including human resources, personnel policy, and administration; centralized accounting, payroll, and travel support; information, data and communications services; acquisition policy; legal advice and services; budgeting and financial management; equal employment opportunity services; liaison activities with Congress and the Office of Management and Budget; oversight of GSA contracting activities; and emergency planning and response. This account also funds liaison with the Small Business Administration on minority business proposals and contracts to ensure that small and disadvantaged businesses receive a fair share of the agency's business. The WCF also supports GSA's role as a Shared Services Provider (SSP) under the Financial Management Line of Business (FMLoB) program, under which GSA provides standard, compliant, and cost-effective financial management services and systems to other Federal agencies.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Budget
Unobligated balance, start of year.....	\$ 97,684	\$ 120,409	\$ 120,409
Reimbursable authority:			
New authority.....	\$ 419,070	\$ 539,848	\$ 552,706
Change in uncollected payments.....	1,503	0	0
Subtotal, reimbursable authority.....	<u>\$ 420,573</u>	<u>\$ 539,848</u>	<u>\$ 552,706</u>
Recovery of prior-year obligations.....	\$ 14,540	\$ 0	\$ 0
Transfers of expired unobligated balances	\$ 25,921	\$ 0	\$ 0
Unobligated balance, end of year.....	<u>-\$120,409</u>	<u>-\$120,409</u>	<u>-\$120,409</u>
Total obligations.....	\$ 438,309	\$ 539,848	\$ 552,706
<i>Net Outlays</i>	<i>-14,202</i>	<i>8,208</i>	<i>90,647</i>

U.S. General Services Administration
Working Capital Fund

Explanation of Changes

(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
2009.....	1,528.0	\$ 539,848
2010	<u>1,535.0</u>	<u>\$ 552,706</u>
Net Change.....	7.0	\$ 12,858
<hr/>		
	<u>FTE</u>	<u>Budget Authority</u>
Maintaining Current Levels:		
Annualization of the FY 2009 Pay Increase (3.9%)		\$ 1,453
FY 2010 Pay Increase (2.0%), Effective January 2010		3,891
Inflation (0.5%)		26
Increase for cost of goods and services		5,227
Operations and maintenance of equipment		1,129
Increase for physical security		339
Increase for rent	<u> </u>	<u>165</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 12,230
Program Decreases:		
Non-Recur FY 2009 one-time costs:		-\$ 11,912
Office of the Inspector General Major Equip Acquisition	<u> </u>	<u>-946</u>
Subtotal, Program Decreases.....	0.0	-\$ 12,858
Program Increases:		
GSA Billing & Accounts Receivable System Acquisition		\$ 9,826
Center for Acquisition Excellence		835
GSA Continuity of Operations (COOP) site maintenance		800
Contract costs for A-123 Procurement Mgmt Reviews		750
Adjustments to FTE to reconcile ceiling to funding	7.0	673
Section 508 Compliance Initiative		560
Increased OIG reimbursable business volumes	<u> </u>	<u>42</u>
Subtotal, Program Increases.....	7.0	\$ 13,486
Net Change.....	7.0	\$ 12,858

The FY 2010 budget estimate includes a net increase of **\$12,858 thousand** over the FY 2009 operating plan. The budget estimate provides **\$12,230 thousand** for inflationary increases, including the Federal pay raise. This increase includes the following components:

- \$5,370 thousand is provided for the annualization of the FY 2009 Federal pay raise, the FY 2010 pay raise, and cost increases for inflation for travel, supplies, communications and printing;
- \$5,227 thousand is provided for increased costs of goods and services obtained through service contracts, including the costs of contractor personnel;
- \$1,129 thousand for "Operations and Maintenance of Equipment" provides for increased costs associated with software licenses and software and hardware maintenance agreements for GSA financial management systems; and
- \$504 is provided for increased costs of rent and physical security.

Program increases totaling **\$13,486 thousand** provide for:

- \$9,826 thousand for acquisition and development of a new Billing and Accounts Receivable (BAAR) solution, to be phased in by business line from 2009 to 2011, which is expected to reduce the need for manual reconciliation, streamline inter-office processes, and consolidate multiple financial applications within GSA's Financial Management Enterprise Architecture;
- \$835 thousand to transfer in the Center for Acquisition Excellence;
- \$800 thousand is provided to fund operations and maintenance at GSA's alternate Continuity of Operations (COOP) site;
- \$750 thousand is provided to fund Procurement Management Reviews, in accordance with OMB Circular A-123, to implement comprehensive risk based review at the entity, process, transaction and application levels and focused on testing internal controls across the organization;
- \$673 thousand and 7 FTE are provided as adjustments to reconcile FTE and funding;
- \$560 thousand is provided for additional support and expertise to ensure GSA information technology is accessible to persons with disabilities in compliance with the standards of Section 508 of the Americans with Disabilities Act (29 USC 794d); and
- \$42 thousand for anticipated increases in reimbursable activity within the Office of the Inspector General (OIG).

Program decreases totaling **\$12,858 thousand** will offset a portion of the requested increase:

- -\$5,700 thousand for one-time costs of prior-year claims (FY 2008 and earlier) against unfilled customer orders;
- -\$2,500 thousand for one-time costs of acquisition and development of GSA's alternate COOP site;
- -\$2,400 thousand for one-time costs associated with Financial Management Enterprise Architecture development and the GSA financial data coding project;
- -\$912 thousand for one-time costs of Enterprise Web Management;
- -\$400 thousand for one-time costs of the Student Loan Repayment program; and
- -\$946 thousand decrease in OIG Major Equipment Acquisition requirements.

U.S. General Services Administration
Working Capital Fund

Obligations by Object Classification

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Budget
11.1 Full-time, permanent.....	\$ 118,448	\$ 139,351	\$ 143,507
11.3 Other than full-time permanent.....	201	515	528
11.5 Other personnel compensation.....	4,645	5,890	6,063
11.8 Special personnel compensation	140	394	394
12.1 Civilian personnel benefits.....	43,718	49,258	51,192
13.0 Benefits for former personnel	0	971	995
21.0 Travel and transportation of persons.....	4,404	4,198	4,388
22.0 Transportation of things.....	229	797	596
23.1 Rental payments to GSA.....	20,097	23,879	24,088
23.2 Rental payments to others.....	3	64	122
23.3 Communications and utilities.....	25,289	26,500	26,420
Subtotal, Rent, communications & utilities.....	\$ 45,389	\$ 50,443	\$ 50,630
24.0 Printing and reproduction.....	1,684	995	1,004
25.1 Advisory and assistance services.....	124,364	137,758	149,939
25.2 Other services.....	8	15,857	15,996
25.3 Goods & services from Gov't accounts.....	67,871	74,693	67,206
25.7 Operation and maintenance of equipment.....	8,920	31,115	32,014
Subtotal, Contractual services.....	\$ 202,847	\$ 260,419	\$ 266,159
26.0 Supplies and materials.....	2,779	4,807	4,849
31.0 Equipment.....	15,508	22,806	23,406
99.0 Total Obligations,	\$ 438,309	\$ 539,848	\$ 552,706
Subtotal, PC&B.....	167,153	196,379	202,679
Subtotal, Non-labor.....	271,156	343,469	350,027

Program Description

The Working Capital Fund (WCF) provides centralized operations through **Recurring Administrative Support Services** programs and finances **Major Equipment Acquisitions and Development**. Recurring Administrative Support Services are further divided between Centralized Administrative Support (CAS) and Other Reimbursable programs.

Centralized Administrative Support (CAS) programs provide general administrative support either to or on behalf of GSA as a single entity. CAS includes the Chief Financial Officer, the Chief Human Capital Officer, the Chief Information Officer, and the General Counsel. CAS also includes general management and administration costs and the costs of internal support provided by GSA organizations with government-wide responsibilities, including: the Chief Acquisition Officer, the Office of Small Business Utilization, the Office of Emergency Response and Recovery, and the Office of Governmentwide Policy.

Other Reimbursable programs deliver a defined product or service to a specific customer and are financed through intra- or inter-agency reimbursable agreements, in three areas:

- **Enterprise Infrastructure and Operations (EIO)** provides for centralized management of GSA's Information Technology infrastructure within the Office of the CIO.
- **Centralized Charges (CC)** pays fees or expenses on behalf of the entire agency for over 30 programs including unemployment compensation, worker's compensation, postage, the GSA management intern program, and local / long distance telephone charges.
- **External Reimbursable** programs financed through the WCF provide administrative services similar to those described in the CAS section above, but for agencies and commissions external to GSA.

Major Equipment Acquisition and Development provides for major acquisitions of computer hardware and software necessary to implement the Chief Financial Officer's Act of 1990 and for necessary information technology acquisitions of the Office of Inspector General.

Obligations by Program

(Dollars in Thousands)

	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	FTE	obligations	FTE	obligations	FTE	obligations
1. Recurring Services						
Centralized Administrative Support	1,065.0	\$ 221,118	1,215.0	\$ 257,198	1,221.0	\$ 258,698
Enterprise Infrastructure	177.0	129,511	189.0	153,609	190.0	155,401
Centralized Charges	56.0	60,426	64.0	69,916	64.0	70,564
External Reimbursable	35.0	14,220	38.0	22,911	38.0	22,745
Other Internal Reimbursable	17.0	4,785	22.0	16,668	22.0	16,871
Subtotal, Recurring Services.....	1,350.0	\$ 430,061	1,528.0	\$ 520,302	1,535.0	\$ 524,280
2. Major Equipment Acquisition and Development						
Development	0.0	\$ 8,247	0.0	\$ 19,546	0.0	\$ 28,426
Total Obligations.....	1,350.0	\$ 438,309	1,528.0	\$ 539,848	1,535.0	\$ 552,706

U.S. General Services Administration
Working Capital Fund

Explanation of Changes by Program

(Dollars in Thousands)

	Recurring Services		Major Equip Acquisi-tion & Develop- ment	TOTAL	
	FTE	Obligations	Obligations	FTE	Obligations
FY 2009 Congressional Budget Request	1,507.0	\$ 503,462	\$ 14,869	1,507.0	\$ 518,331
FY 2009 Adjustments:					
Increase for Pay Raise differential		\$ 422			\$ 422
Increase for rent & physical security		761			761
Prior year claims against unfilled customer orders		5,700			5,700
GSA alternate COOP site		2,500			2,500
Financial Management Enterprise Architecture program management and financial data coding project		2,400			2,400
Enterprise Web Management (GSA.gov)	3.0	1,500		3.0	1,500
Wireless communication transition		1,145			1,145
Establish Office of Management Services	8.0	1,110		8.0	1,110
Realign FTE from FAS/PBS to the Office of General Counsel	3.0	540		3.0	540
CAO support for new A-123 requirements	3.0	456		3.0	456
Student loan repayment program		400			400
Financial Management Specialist program	1.0	223		1.0	223
Increased costs for the Office of Emergency Response and Recovery		154			154
Office of Civil Rights admin support	1.0	72		1.0	72
Enterprise Web Management (Insite)	1.0	0		1.0	0
University for People	1.0	0		1.0	0
Adjust Inspector General Reimbursables		-543			-543
GSA Billing and Accounts Receivable System Acquisition		0	3,727		3,727
Inspector General IT Acquisition			950		950
FY 2009 Operating Plan	1,528.0	\$ 520,302	\$ 19,546	1,528.0	\$ 539,848

U.S. General Services Administration
Working Capital Fund

	Recurring Services		Major Equip Acquisi-tion & Develop- ment	TOTAL	
	FTE	Obligations	Obligations	FTE	Obligations
FY 2009 Operating Plan	1,528.0	\$ 520,302	\$ 19,546	1,528.0	\$ 539,848
Maintaining Current Level of Services:					
Annualization of FY 2009 Pay Raise (3.9%)		\$ 1,453			\$ 1,453
FY 2010 Pay Raise (2.0%)		3,891			3,891
Inflation (0.5%)		26			26
Increase for cost of goods and services		5,227			5,227
Operations and maintenance of equipment		1,129			1,129
Increase for physical security		339			339
Increase for rent		165			165
Subtotal, Maintaining Current Levels...		\$ 12,230			\$ 12,230
Program Decreases:					
Non-recur FY 2009 one-time costs:					
Prior year claims against unfilled orders		-\$ 5,700			-\$ 5,700
Continuity of Operations alternate site		-2,500			-2,500
FMEA and financial coding project		-2,400			-2,400
Enterprise Web Management (GSA.gov)		-912			-912
Student loan repayment program		-400			-400
OIG Information Technology Acquisition			-946		-946
Subtotal, Program Decreases.....		-\$ 11,912	-\$ 946		-\$ 12,858
Program Increases:					
GSA Billing & Accts Receivable System			\$ 9,826		\$ 9,826
Center for Acquisition Excellence		835			835
GSA alternate COOP site maintenance		800			800
Costs of A-123 Procurement Reviews		750			750
Adjustments to FTE to reconcile	7.0	673		7.0	673
Section 508 compliance initiative		560			560
Increased OIG reimbursable activities		42			42
Subtotal, Program Increases.....	7.0	\$ 3,660	\$ 9,826	7.0	\$ 13,486
FY 2010 Budget Estimate	1,535.0	\$ 524,280	\$ 28,426	1,535.0	\$ 552,706

Billing Methodology

The Working Capital Fund (WCF) is financed by collections from the Federal Buildings Fund, the Acquisition Services Fund, GSA Operating Appropriations, and from external agencies and commissions.

The WCF assigns costs using four basic billing methodologies:

- (1) Allocation of costs based on workload. This methodology is used where employee timekeeping, caseload management tools, or other tools allow WCF expenditures to be directly associated with work performed for a specific GSA organization;
- (2) Allocation of costs based on FTE. Where the cost of centralized support functions cannot be clearly allocated to a specific GSA organization, costs may be pro-rated across GSA organizations by FTE;
- (3) Allocation of costs based on an actual amount expended on a specific office, item or service. These include centralized billings to GSA such as workman's compensation; and
- (4) Cost allocation based direct charges to individuals, such as teleworking center usage.

Billing methodologies are reviewed for consistency and accuracy at least annually when operating budgets and billing estimates are prepared. The methodologies are also reviewed when a change in procedure is proposed.

The WCF may reduce the amount billed funds for services rendered by the Centralized Administrative Support (CAS) program by applying prior-year, unobligated balances to finance operations of the subsequent fiscal year. This use is consistent with the purpose of working capital funds: To finance a continuous cycle of business, regardless of fiscal year limitations.

In FY 2008, \$10,992 thousand in prior-year, unobligated balances were applied to the WCF bill. As a result, the amounts billed to GSA appropriations and revolving funds in FY 2008 understates the cost of products and services provided in that year. In fact, the WCF provided services to internal-GSA customers totaling \$397,366 thousand in FY 2008, while GSA appropriations and revolving funds were billed a lower amount of \$386,374 thousand.

Based on recent findings of the Inspector General, GSA has taken steps to reduce the size of the unobligated balances carried forward each year. Until FY 2009, it had been GSA's practice to prepare CAS cost estimates at the beginning of each year. GSA appropriations and revolving funds would obligate funds in the full amount of the beginning-of-year estimate, and the WCF billed them monthly, based on beginning-of-year estimates. In years when the beginning estimates were too high, the result was that there were large balances in the WCF at year end.

In FY 2009 and all future years, GSA will conduct quarterly reviews of WCF program obligations. Where programs are obligating less than originally estimated, the WCF will issue new estimates to GSA appropriations and revolving funds, who will then reduce their obligated amounts. By reducing obligations throughout the year to track more closely with actual costs, the amount of any unobligated balance at the end of the year will be substantially reduced.

U.S. General Services Administration
Working Capital Fund

Sources of Funds

(Dollars in Thousands)

	FY 2008 Actual	FY 2009 Current	FY 2010 Budget
Reimbursable collections from GSA accounts:			
Federal Buildings Fund	\$ 196,930	\$ 232,637	\$ 247,589
Acquisition Services Fund	167,927	177,599	189,014
Operating Expenses	8,867	9,034	9,615
Governmentwide Policy	6,210	6,919	7,364
Inspector General	5,308	6,922	7,367
Federal Citizen Services Fund	1,132	2,183	2,323
Former Presidents	0	38	40
Sub-total, GSA appropriations and funds..	<u>\$ 386,374</u>	<u>\$ 435,332</u>	<u>\$ 463,312</u>
Reimbursable collections from other Agencies..	\$ 15,327	\$ 24,891	\$ 24,852
Planned obligations not financed by collections:			
Intra-Fund obligations and agreements ¹	\$ 17,369	\$ 34,751	\$ 36,116
Lapsed Balance Authority ²	8,247	19,546	28,426
CIO provisions for additional work ³	0	25,328	0
Prior-Year Unobligated Balances ⁴	10,992	0	0
Sub-total, sources other than collections...	<u>\$ 36,608</u>	<u>\$ 79,625</u>	<u>\$ 64,542</u>
Total, Working Capital Fund Obligations.....	<u>\$ 438,309</u>	<u>\$ 539,848</u>	<u>\$ 552,706</u>

¹ Staff Offices funded by the Centralized Administrative Support (CAS) program receive IT infrastructure support from the CIO's Enterprise Infrastructure and Operations (EIO), and reimburse to that program for services rendered. Staff Offices must also contribute to common costs covered by the Centralized Charges (CC) program. This line item reflects obligations of funds in CAS for the EIO and CC programs.

² Section 3173(d) of title 40, United States Code, provides GSA with authority to transfer and retain the unobligated balances of expired appropriations for operating expenses and salaries and expenses in the Working Capital Fund. These funds may be used only for investments necessary to implement the Chief Financial Officer's Act of 1990 and information technology investments of the Office of Inspector General. Funds may not be obligated without the advance approval of the Committees on Appropriations.

³ FY 2009 obligation estimates include anticipated authority for unplanned work for internal and external customers of the CIO. If this work materializes, costs will be recovered directly from the ordering customer and will be based on the actual amount expended on a specific item or service.

⁴ This line item reflects collections from GSA appropriations and funds from prior years for obligations that were ultimately not incurred. These unobligated amounts were applied to FY 2008 operating costs to reduce the amount billed to internal customers in that year.

Working Capital Fund Staff Offices

(Dollars in Thousands)

	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	FTE	obligations	FTE	obligations	FTE	obligations
Chief Financial Officer	525.0	\$ 154,530	597.0	\$ 171,312	597.0	\$ 174,707
National & Regional Management	327.0	44,485	349.0	48,836	353.0	50,000
Chief Information Officer	206.0	142,327	233.0	168,141	234.0	170,279
Chief Human Capital Officer	119.0	23,216	123.0	24,445	124.0	25,027
General Counsel	53.0	12,383	64.0	13,459	65.0	13,780
Chief Acquisition Officer	28.0	5,378	36.0	6,005	36.0	6,148
Citizen Services & Communications	20.0	1,472	22.0	1,631	22.0	1,669
Governmentwide Policy	12.0	120	12.0	117	12.0	120
Small Business Utilization	8.0	1,792	12.0	1,886	12.0	1,930
Civil Rights	9.0	2,166	12.0	2,412	12.0	2,470
Emergency Response & Recovery	3.0	988	14.0	2,149	14.0	2,200
Management Services	25.0	3,645	30.0	5,353	30.0	5,481
Other	15.0	45,807	24.0	94,102	24.0	98,895
Total	1,350.0	\$ 438,309	1,528.0	\$ 539,848	1,535.0	\$ 552,706

Chief Financial Officer

The Chief Financial Officer (CFO) directly supports the GSA mission by providing high quality financial management services to GSA and external customers. The CFO is also an OMB-designated Financial Management Line of Business (FMLoB) and ePayroll provider, offering expert shared services policy, high-performing systems, and operations to GSA and over “corporate” shared financial management services to GSA and more than 50 external customers.

The CFO is accountable for all agency financial management activities and programs, in particular strategic planning and budgeting. The Office of the CFO is strengthening its role as a partner in agency strategic planning and decision making by providing useful, timely, accurate business and financial data and the robust data analysis needed to support operational and financial decisions.

Key CFO roles and responsibilities include:

- Budget, financial and performance analysis in support of strategic decision making and planning;
- Operation of a FMLoB Shared Services operation;
- GSA budget development and performance integration;

- Management and oversight of agency-wide internal controls and audit follow-up;
- Financial reporting, policy development, operations services and oversight;
- Financial systems maintenance and modernization;
- Development, execution and oversight of the General Management and Administration budget; and
- GSA financial management community human capital management.

CFO Strategic Direction

The CFO established the following strategic goals to maximize our support for and alignment with the GSA mission, strategic goals, and values:

- I. Promote Sound Strategic Decision Making and Integrated Planning, Budgeting and Performance
- II. Inspire Confidence and Trust
- III. Provide Timely and Accurate Financial Analysis in a secure, reliable operating environment
- IV. Provide Best Value Financial Management Shared Services Operations in an Efficient and Effective Environment

FY 2009 and FY 2010 CFO Initiatives

The CFO uses the GSA Performance Management Process (PMP) to ensure we can monitor and measure our progress and make necessary corrections and adjustments. The PMP drives both the GSA Strategic Plan and the development of its annual Performance Budget. It also ensures that the CFO's plans and actions remain properly aligned with GSA's strategic direction. Through the PMP, GSA identifies the agency's long-term performance goals through a strategic assessment phase, and then develops Strategy and Action Plans (SAPs) that drive the request and allocation of funds to achieve those goals.

The CFO established the following Long Term Goals (LTGs) which are intended to be achieved by 2014:

- Promote sound strategic decision making by utilizing the PMP to align resources to achieve the policies and goals of GSA and the Administration.
- Ensure GSA's financial transparency and accountability by sustaining the clean financial opinion with no material weaknesses and no more than one significant deficiency.
- Develop and implement effective, comprehensive programs for agency-wide Internal Controls in accordance with all applicable laws and regulations and the timely resolution and follow-up of Agency Audit Findings.
- Enable sound, financial analysis by providing timely, accurate and secure financial information on demand.
- Invest in sound financial systems operations and standardize financial codes and business practices (funds, payments, receipts and fixed assets and business interfaces) to provide a common, interoperable environment for government-wide financial management.
- Enhance CFO efficiency and competitiveness by reducing our costs to customers and expanding shared services opportunities.
- Ensure continual renewal of GSA's professional financial staff through recruitment, development and training programs.

The CFO fully supports the Federal Management Financial Integrity Act (FMFIA), OMB Circulars A-123, "Management's Responsibilities for Internal Control" Sections 2 and 4, and A-127 "Financial Management Systems". To make GSA a model of accountability and transparency, the use of internal control testing practices and audit follow-up management is embedded in the day-to-day administration of the agency. CFO internal control and audit follow-up programs ensure responses to all audit activities made in a timely manner and that internal control reviews are conducted for program components in a timely and accurate manner.

To achieve LTGs, the CFO must invest in our core information systems, specifically accounts receivables (AR), and billing to ensure our ability to meet the information and reporting requirements of our customers. We have undertaken major initiatives during FY 2008 through FY 2014 to consolidate, standardize, and enhance CFO data management and reporting capabilities.

In support of this strategy and long term goals the CFO will:

- Establish, in conjunction with the GSA CIO, the Financial Management Enterprise Architecture (FMEA) to guide the design of its financial and business systems to coincide with the requirements of GSA's programs and business initiatives. FMEA will provide the "to be" architecture for the replacement of the remaining NEAR and VITAP functionality.
- Begin the replacement of the Asset Management module.
- Reengineer the Enterprise's Data Warehouse, institute a more robust Data Management Strategy (DMS) and implement the current Common Government-wide Accounting Classification (CGAC) structure within our Accounting systems.
- Initiate the procurement of the new Billing and Accounts Receivable (BAAR) functionality to be phased in by business line from 2009 to 2011, which will reduce the need for manual reconciliation, streamline inter-office processes, and consolidate multiple financial applications within the OFMS architecture.
- Ongoing implementation of the target architecture will optimize IT investment and development activities by ensuring greater continuity between the CFO systems architecture and the business processes it supports, standardization of data and system life-cycle processes, enhanced internal controls, streamlined maintenance requirements, and ultimately, provide greater efficiency and cost savings.

Chief Human Capital Officer

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

During FY 2009, the CHCO is increasing its focus on accountability and ensuring that government-wide human resources regulations are carried out in an effective and consistent

manner. The CHCO continues to work to ensure alignment with Federal Regulations, Chief Human Capital Officer Legislation, OPM and OMB guidance, and Presidential priorities.

The CHCO will continue to support GSA in carrying out environmental related initiatives including telework and the transit subsidy program. In September 2007 GSA implemented a Telework Challenge, with interim goals of ensuring that 20% of GSA's eligible workforce telework on a regular basis by end of calendar year 2008, 40% by end of calendar year 2009, and 50% by end of calendar year 2010. GSA has been successful in meeting the challenge and is well positioned to continue meeting GSA's telework goals for 2010. The CHCO will continue to support and encourage the use of the Transit Subsidy Program, which reduces the commuting costs of GSA employees and encourages the use of public transportation. GSA continues to fund the maximum amount allowable to encourage employees to take public transportation.

The CHCO plans to implement the information technology strategy and priorities established in previous years, and make adjustments based upon changes in customer needs and the external environment. Some e-HR initiatives (including the Electronic Official Personnel Folder (eOPF) are in the implementation stage.

In addition, the Human Resources Enterprise Architecture (HREA) study is currently underway. Phase 1, which was completed in 2008, focused on the HR Line of Business (LoB) Shared Services Center (SSC) "core" processes (Personnel Action Initiation/Processing, Compensation Management and Benefits Management). The focus of Phase II, which began in FY2009 are HRLoB SSC "non core" processes (HR Strategy, Organization and Position Management, Staff Acquisition, Performance Management, Compensation Management, and Human Resources Development). GSA will evaluate the results of the HREA Phase I "core" HR process study, and will implement the appropriate changes to optimize the HR workforces and GSA's "core" HR processes in preparation for moving to an approved HRLoB SSC, and will determine which "core" processes, if any, GSA will retain in house. Completion of these steps will prepare GSA to evaluate and select the best value HRLoB SSC solution for GSA in FY 2010.

The goal of the CHCO is to transform into an organization that is even more focused on providing human capital solutions to ensure GSA's business success. Through the continued implementation and refinement of its own human capital strategies, the CHCO will continue to refocus its workforce to provide human capital solutions to meet the ever changing needs of its customers. The CHCO will continue to enhance its training and recruitment programs to help GSA acquire and develop the needed skills and talent identified in human capital programs. The CHCO will continue to transform its business processes across Central Office and Regional Human Resources Offices to improve internal efficiency and services to customers and, at the same time, continue to improve the accuracy and availability of information needed in the strategic management of human capital.

Chief Information Officer

CIO Strategic Direction

The mission of the Chief Information Officer (CIO) is to provide high quality, enterprise IT services and solutions at best value by leveraging IT resources to support GSA business needs and electronic government. The CIO coordinates the alignment of the existing IT portfolio to the goals, objectives, and target vision of the broader federal government IT goals and strategies.

CIO provides six major services to GSA and its external customers: 1) Enterprise-wide IT infrastructure services, 2) IT portfolio management (Capital Planning and Investment Control), 3) Management of IT security and security programs, 4) Enterprise architecture linking business to IT, 5) IT leadership and strategy, and 6) Integration and alignment of all government IT initiatives. These services are provided through two CIO programs: IT Direction and Management Support, and Enterprise Infrastructure Operations.

Information Technology Direction and Management Support

The specific objectives associated with this program include:

Provide a secure IT environment: Ensure GSA's information technology systems operate within an acceptable level of risk by utilizing identity management security processes which provide centrally administered logical access to GSA IT applications. Identity management enables a single sign-on to GSA applications for GSA staff, including GSA contractors working on internal GSA systems. Management functions include creating, updating, and maintaining the agency-wide cyber security program.

Improve development and support of CIO Enterprise Applications: Manage enterprise and Government-wide applications more consistently by placing them under a single organization and consolidating where appropriate.

Improve IT policy and compliance: Ensure GSA's IT policies and directives are current and proper compliance processes are in place for core IT policies, Section 508 compliance initiative, and records management. Coordinate the use of GSA-wide internal IT acquisition vehicles and provide technical guidance and requirements definitions for enterprise IT services.

Align business and IT strategy using Enterprise Architecture: Ensure GSA's IT investments conform to the GSA Enterprise Architecture (EA) and that GSA's EA conforms to OMB's Federal Enterprise Architecture requirements.

Improve IT capital planning and investment control: Ensure that the Agency's IT portfolio is aligned with GSA business and mission priorities, and that the individual projects remain within budget and schedule. In the pursuit of these goals, this CIO program includes the following activities: Continuous assessment of investment results, periodic formal reviews, more active investment monitoring by established Service and Staff Offices and agency governance bodies, and increased integration of the capital planning Select Phase with the agency budget processes.

Implement IT Human Capital Plan: Assist Chief Human Capital Officer (CHCO) with implementing the GSA-wide IT Human Capital Plan to improve IT workforce skills.

Improve CIO associate engagement: Enhance the overall CIO associate workplace environment by ensuring that associates clearly know what is expected, have the materials to do their jobs, are given the opportunity to grow, and are recognized for good performance.

Enterprise Infrastructure and Operations (EIO)

Establish and sustain effective and efficient managed life cycle support for GSA's IT Infrastructure services. Implement an IT infrastructure that is consistent with industry best practices and a comprehensive solution for delivery and consistent and continuous improvement of infrastructure technology services. The specific objectives associated with this strategy include:

Return on Investment: Achieve greater return on IT investment through IT consolidation and effective management of enterprise IT resources.

Standardization: Achieve consistent IT service delivery through adaptation of the Information Technology Infrastructure Library (ITIL) framework, which focuses on process standardization.

Transparency: Provide transparent monitoring and reporting of IT services using industry standard taxonomies as recommended by commercial best practices and industry experts.

Automation: Strengthen and standardize IT management within the Agency through the use of an Enterprise Resource Management (ERM) process which provides an integrated support model for asset management, help desk ticket processing, remote control support features, automated software deployment, and a self help knowledgebase.

Other Staff Offices

The **Chief Acquisition Officer (CAO)** has agency-wide responsibility for planning, directing, and controlling functions that affect all GSA contracting activities. It is responsible for establishing and publishing GSA's acquisition policies, guidance and procedures through issuance of the General Services Acquisition Manual and other policy documents. It is a lead developer and signatory of the government-wide Federal Acquisition Regulation. It establishes and monitors GSA's contracting activities to ensure compliance with applicable statutes, regulations, directives; and it monitors performance measures for GSA's acquisition system. It conducts procurement management reviews of buying activities on a GSA-wide basis for all regions; and also determines non-Federal entities' eligibility to use GSA sources of supply. It performs the debarment and suspension functions; the agency protest function; the agency ombudsmen function; the GSA Competition Advocate function; and it serves as the Head of Contracting Activity for GSA. CAO also conducts annual procurement management reviews to monitor and review GSA's Regional Office contractual and other procurement activities to ensure compliance with applicable procurement statutes, regulations and directives.

In addition to its acquisition policy mission, CAO has both government-wide and GSA-wide responsibilities for ensuring that the Acquisition Workforce is adequately trained and meets educational qualification standards. Its governmentwide activities are funded out of the Government-wide Policy (GP) appropriation. CAO manages the Federal Acquisition Institute (funded by GP) and the GSA acquisition workforce development programs (funded by the WCF) and establishes and administers programs such as the Contracting Officer Warrant Program and 1102 Occupational Certification Program to support this important mission. Further, through the activities of the Integrated Acquisition Environment (IAE), CAO manages multiple automated systems, including but not limited to Contractor Central Registration (CCR), On Line Representations and Certifications Application (ORCA), the Federal Procurement Data System - Next Generation (FPDS-NG), and the Electronic Subcontracting Reporting System (eSRS). IAE also operates the system that compiles government-wide grants information in the Catalog of Federal Domestic Assistance.

GSA's **Regional Acquisition Management (RAM)** staffs are located in the GSA Regional Offices and are responsible for monitoring and reviewing GSA Regional Office contractual and other procurement activities to ensure compliance with applicable procurement statutes, regulations and directives in support of the Office of the Chief Acquisition Officer.

The **Office of General Counsel (OGC)** is the exclusive provider of sound and timely legal support to all of GSA's services, staff offices and programs. OGC legal support includes, but is not limited to, areas such as contracting, acquisition policy, information technology, travel and transportation, government-wide motor vehicle fleet operations, E-Government initiatives, disposal of government property, bankruptcy, real estate, design and construction, historic preservation, leasing, property management, energy, environmental compliance, telecommunications, litigation, personnel and labor relations, equal employment opportunity (EEO), appropriations, finance, the Freedom of Information Act, the Privacy Act, the Federal Advisory Committee Act, and regulations implementing GSA's various authorities. OGC also supports GSA's responses to Congressional inquiries, develops and manages GSA's ethics program and supports the agency's alternative dispute resolution efforts.

The **Office of Civil Rights (OCR)** and regional counterparts are responsible for implementing both the internal and external Civil Rights Programs at GSA. The internal civil rights program ensures equal employment opportunity for all GSA associates and applicants for employment on the basis of sex, race, color, national origin, religion, disability, age (40 and over), and retaliation for protected EEO activity. The internal civil rights program processes EEO complaints of discrimination pursuant to 29 C.F.R. Part 1614. The external civil rights program ensures nondiscrimination on the basis of race, color, sex, age (40 and over), national origin, and disability by recipients of GSA's Federal Financial Assistance and Federally Conducted Programs. Both the internal and external civil rights programs have enforcement and prevention as the cornerstones of their programs.

The **Office of Emergency Response and Recovery (OERR)** is responsible for GSA's continuity, disaster support, and special security missions. OERR sets nationwide GSA emergency management policies, procedures, and guidance for agency continuity of operations and national continuity of government and disaster support activities. OERR provides communication and coordination to the GSA Administrator and other agency leadership during continuity and disaster events. OERR funding is split between the Operating Expenses appropriation and the Working Capital Fund: Funding through the Working Capital Fund supports the agency continuity mission by developing agency-wide guidance, policies, plans and procedures as well as tests, training and exercises to ensure readiness. OERR continuity mission is authorized by the National Continuity Policy (NSPD-51/HSPD-20) and directly supports our responsibilities to recover and perform our primary mission essential functions during a continuity event. OERR is also funded from the Operating Expenses appropriation to support the government-wide continuity mission under the National Continuity Policy and disaster preparedness and assistance to other agencies under the National Response Framework for Emergency Support Function (ESF) -7 (logistics and resource support) and ESF-2 (communications support). OERR's special security mission is authorized under Executive Order 13292 and supports the continuity mission as well as all other special security functions of GSA.

The **Office of Performance Improvement (OPI)** tracks and analyzes GSA agency-wide performance by monitoring Service and Staff Office performance measures and also identifies and directs GSA's performance improvement planning initiatives by ensuring that there is a robust and rigorous process in place to identify, develop and execute changes necessary to achieve performance improvements. OPI directs and oversees the commercial services management program. Also, OPI is responsible for facilitating the successful implementation of government-wide performance improvement initiatives by providing technical and analytical performance measurement advice and counsel to GSA's senior leadership.

In the last quarter of FY 2008, OPI established a cadre of Lean/Six Sigma (LSS) experts to be available, as a shared resource to GSA's Service and Staff Offices, to provide LSS training, guidance on project selection, and mentoring to achieve successful completion of business process reengineering efforts to increase efficiency, effectiveness, and improved customer service.

The **Office of Management Services (OMS)** supports GSA employees and contractors in the Central Office. OMS has five Divisions that are responsible for: (1) implementing and monitoring GSA agency-wide policy in the areas of fleet, mail, internal GSA space, personal property, environmental issues, records and information management and directives/orders; (2) receipt, tracking, control and response for Congressional and non-Congressional correspondence and Freedom of Information Act requests; (3) security of the GS Building (including the contracted 24/7 guard force, parking program, HSPD-12 badging program, Occupant Emergency Plan/Shelter-In-Place programs and coordination with the Department of Homeland Security's Federal Protective Service to coordinate building security and monitoring); (4) space and personal property operations (including implementation and management of the Executive Tenant/Building Security Council); and (5) contract development and administration for all goods and services required by the GSA Central Office.

U.S. General Services Administration

WORKING CAPITAL FUND

Fiscal Year 2010 Program Performance Plan

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*U.S. General Services Administration
Working Capital Fund*

The GSA Working Capital Fund (WCF) is a major support element for the operation of our Services and Staff Offices and their mission accomplishment. The WCF works in conjunction with the Federal Building Fund, the Acquisition Services Fund, and the various appropriated accounts. The following sections show the alignment of performance goals and resources to GSA's Strategic Goals for the largest Staff Offices financed by the WCF: The Chief Financial Officer (CFO), the Chief Human Capital Officer (CHCO), and the Chief Information Officer (CIO). GSA's four Strategic Goals are: Stewardship, Superior Workplaces, Best Value, and Innovation.

Chief Financial Officer

The Chief Financial Officer (CFO) directly supports the GSA mission by providing high quality financial management services to GSA and external customers. The CFO is also an OMB-designated Financial Management Line of Business (FMLoB) and ePayroll provider, offering expert shared services policy, high-performing systems, and operations to GSA and over "corporate" shared financial management services to GSA and more than 50 external customers.

Strategic Alignment of Resources

Stewardship

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
GSA's budget aligns resources to support approved policies, measures performance, and is submitted on time.	yes	\$ 3,271	yes	\$ 4,374	yes	\$ 4,447
Deliver outstanding service to payroll customers.	99%	\$ 2,688	95%	\$ 2,994	95%	\$ 3,032
Clean opinion with no material weaknesses and no more than one significant deficiency.	no	\$ 16,182	yes	\$ 18,019	yes	\$ 18,248
GSA "Green" on the nine Treasury Metric Tracking System (MTS) measures.	yes	\$ 14,218	yes	\$ 15,832	yes	\$ 16,032
Retain 60% of Financial Management Intern program graduates for at least 2 years.	68%	\$ 2,388	60%	\$ 3,253	60%	\$ 3,323
TOTAL, STEWARDSHIP		\$ 38,747		\$ 44,472		\$ 45,082

U.S. General Services Administration
Working Capital Fund

Best Value

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Maintain a consistently reliable financial systems platform by achieving 98% or higher availability of the core financial applications at all times.	99.91%	\$ 38,382	98%	\$ 36,078	98%	\$ 36,384
Complete execution of the CFO financial systems modernization plan by September 30, 2011.	On Target	\$ 14,722	On Target	\$ 17,984	On Target	\$ 23,396
Complete all corrective actions associated with audit reports and internal control reviews in a timely manner to ensure program accountability and effective internal controls.	100%	\$ 907	100%	\$ 1,174	100%	\$ 1,165
Formulate the GM&A budget for GSA Staff Offices and Regions in a timely manner.	100%	\$ 2,721	100%	\$ 3,521	100%	\$ 3,496
Outstanding management and delivery of financial management shared services that provide value to our customers and are innovative and compliant.	TBD	\$ 568	95%	\$ 1,240	95%	\$ 1,482
TOTAL, BEST VALUE		\$ 57,300		\$ 59,997		\$ 65,923

Unallocated costs..... \$ 58,483 \$ 66,843 \$ 63,702

Total, Chief Financial Officer..... \$ 154,530 \$ 171,312 \$ 174,707

Performance Goals, Measures and Targets

Long-term Outcome Goal: Promote sound strategic decision-making by utilizing the Performance Management Process to align resources to achieve the policies and goals of GSA and the Administration.

FY 2010 Performance Goal: GSA's budget aligns resources to support approved policies, measures performance, and is submitted on time.

Performance Measure: Development and timely submission of GSA annual budget reflecting approved policies and performance analysis.

Measure Description: The GSA Performance Management Process (PMP) integrates program performance into GSA strategic decision making and resource allocations. One output of an effective PMP process is a budget request that includes approved policy initiatives, integrates performance, and is submitted to OMB and Congress in a timely manner.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	yes	yes
2008	yes	yes
2009	yes	
2010	yes	
2011	yes	
2012	yes	
2013	yes	
2014	yes	

FY 2010 Performance Goal: Formulate the GM&A budget for GSA Staff Offices and Regions in a timely manner.

Performance Measure: By October 1, transmit budgets to GM&A Staff and Regional Offices, incorporating any changes or realignments requested by the Offices.

Measure Description: This measure assesses the timely completion of the GM&A budget submission to the Office of Budget and the timely completion of budgets for the individual GM&A Staff and Regional Offices. Sound strategic decisions align resources with policies and goals. GSA's annual budget must comply with OMB's schedule and its requirement to integrate performance into agency budgeting.

Year	Target	Actual
2005	100%	100%
2006	100%	100%
2007	100%	100%
2008	100%	100%
2009	100%	
2010	100%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

Long-term Outcome Goal: Enhance CFO Shared Service efficiency and competitiveness by expanding Shared Service Provider (SSP) opportunities and reducing our costs to our customers.

FY 2010 Performance Goal: Deliver outstanding service to payroll customers.

Performance Measure: Percentage of payroll customers rating GSA services as “very good” or “excellent”.

Measure Description: To expand SSP opportunities, the CFO must provide customers with outstanding service. This measure uses customer surveys to rate the SSP payroll services provided and identify where adjustments are needed.

Year	Target	Actual
2005	95%	100%
2006	95%	98%
2007	95%	98%
2008	95%	99%
2009	95%	
2010	95%	
2011	95%	
2012	95%	
2013	95%	
2014	95%	

FY 2010 Performance Goal: Complete execution of the CFO financial systems modernization plan by September 30, 2011.

Performance Measure: Financial systems modernization plan on target.

Measure Description: This measure assesses status on the planned modernization of GSA financial systems against scheduled milestones to assess progress toward the defined goal. To improve and expand financial management SSP opportunities, the CFO must have modern financial systems that meet financial systems and security requirements; provide flexibility to meet future requirements and transactional costs.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A
2008	On Target	On Target
2009	On Target	
2010	On Target	
2011	On Target	
2012	N/A	
2013	N/A	
2014	N/A	

FY 2010 Performance Goal: Outstanding management and delivery of shared services that provide value to our customers and are innovative and compliant.

Performance Measure: OCFO financial management shared services rated “Very good” or “Excellent” on 95% of customer surveys.

Measure Description: To expand SSP opportunities, the CFO must provide customers with outstanding service. This measure uses customer surveys to rate the SSP financial management services provided and identify where adjustments are needed.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A
2008	N/A	TBD
2009	95%	
2010	95%	
2011	95%	
2012	95%	
2013	95%	
2014	95%	

Long-term Outcome Goal: Ensure GSA’s financial transparency and accountability by sustaining the Clean Financial Audit Opinions with no Material Weaknesses and no more than one Significant Deficiency.

FY 2010 Performance Goal: Clean opinion with no material weaknesses and no more than one significant deficiency.

Performance Measure: No material weaknesses and number of significant deficiencies reported by A-123 and GSA’s independent auditors is ≤ 1.

Measure Description: GSA financial management must be accurate, accountable and transparent. This measure uses the independent audit of the GSA financial statements and the internal A-123 internal controls process to measure effectiveness. Achieving the goal of a “clean” opinion with no material weakness and no more than one significant deficiency would clearly demonstrate the achievement of the desired outcome.

Year	Target	Actual
2005	yes	no
2006	yes	no
2007	yes	no
2008	yes	no
2009	yes	
2010	yes	
2011	yes	
2012	yes	
2013	yes	
2014	yes	

FY 2010 Performance Goal: GSA “Green” on the nine Treasury Metric Tracking System (MTS) measures.

Performance Measure: “Green” on the nine Department of the Treasury’s Metric Tracking System (MTS) measures.

Measure Description: GSA financial management must be accurate, accountable and transparent. This measure uses the nine Department of the Treasury’s Metric Tracking System (MTS) measures to assess the effectiveness of GSA financial management and identifies areas requiring attention.

Year	Target	Actual
2005	yes	no
2006	yes	no
2007	yes	no
2008	yes	yes
2009	yes	
2010	yes	
2011	yes	
2012	yes	
2013	yes	
2014	yes	

Long-term Outcome Goal: Enable sound financial analysis by providing timely, accurate and secure financial information on demand.

FY 2010 Performance Goal: Maintain a consistently reliable financial systems platform by achieving 98% or higher availability of the core financial applications at all times.

Performance Measure: 98% or higher availability of the core financial applications at all time. The core financial applications include Pegasys, the Performance and Accountability Report (PAR), and National Electronic Accounting Reporting (NEAR).

Measure Description: Consistent, reliable financial systems are crucial to the ability to provide accurate, timely financial analysis. This measure uses system availability to assess the reliability of GSA financial systems. Meeting the 98% availability target will ensure that analysts have the system access required.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A
2008	98%	99.91%
2009	98%	
2010	98%	
2011	98%	
2012	98%	
2013	98%	
2014	98%	

Long-term Outcome Goal: Develop and implement effective, comprehensive programs for agency-wide Internal Controls in accordance with all applicable laws and regulations, and for the timely resolution and follow-up of Agency Audit findings.

FY 2010 Performance Goal: Complete all corrective actions associated with audit reports and internal control reviews in a timely manner to ensure program accountability and effective internal controls.

Performance Measure: Completion of all corrective actions by the scheduled due date.

Measure Description: This measure assesses timely completion of corrective actions identified through the internal controls process and/or external audits. Internal controls and audit follow-up directly support improved efficiency and effectiveness, as well as transparency and accountability.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A
2008	100%	100%
2009	100%	
2010	100%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

Long-term Outcome Goal: Knowledgeable, motivated, skilled and flexible workforce throughout the GSA financial management community

FY 2010 Performance Goal: Retain 60% of Financial Management Intern program graduates for at least 2 years.

Performance Measure: Current FMS graduates who have been retained with GSA for 2 or more years.

Measure Description: Recruitment and retention of high quality financial management personnel is crucial to the desired outcome of having a knowledgeable, motivated, skilled and flexible workforce throughout the GSA financial management community. This measure assesses the success of the FMS intern program in recruiting high quality personnel and successfully integrating them into the GSA financial management community; and the success of the GSA financial community as a whole in retaining them.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A
2008	60%	68%
2009	60%	
2010	60%	
2011	60%	
2012	60%	
2013	60%	
2014	60%	

Chief Human Capital Officer

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

Strategic Alignment of Resources

Stewardship

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
On average, provide a certificate 30 days or less after a request for personnel action is received.	29 days	\$ 6,500	30 days	\$ 7,000	30 days	\$ 7,000
Maintain an average of 45 days or less between the time an announcement closes and a job offer is made.	32 days	\$ 6,500	45 days	\$ 7,000	45 days	\$ 7,000
TOTAL, STEWARDSHIP		\$ 13,000		\$ 14,000		\$ 14,000

Best Value

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Keep the average per capita cost of the GSA Human Resources Information Technology (HRIT) Steady State investment at or below the FY 2008 average.	\$221	\$ 5,479	\$219	\$ 5,003	\$200	\$ 5,155
Process and submit security investigations to OPM in a timely manner.	14 days	\$ 1,500	14 days	\$ 1,500	14 days	\$ 1,600
TOTAL, BEST VALUE		\$ 6,979		\$ 6,503		\$ 6,755

Unallocated costs.....	\$ 3,237	\$ 3,942	\$ 4,272
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Total, Chief Human Capital Officer..	\$ 23,216	\$ 24,445	\$ 25,027
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Performance Goals, Measures and Targets

Long-term Outcome Goal: Enhance GSA's capability to achieve its mission.

FY 2010 Performance Goal: Provide Human Resource services in a timely manner.

Performance Measure: GSA Time to Fill - Average number of days from the request for personnel action received in the Human Resource office to referral of certificate to the manager.

Measure Description: GSA Candidate Referral Time is measured by the time between the request for personnel action is received until the manager receives a certificate/referral.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	30	27
2008	30	29
2009	30	
2010	30	
2011	30	
2012	30	
2013	30	
2014	30	

FY 2010 Performance Goal: Provide Human Resource services in a timely manner.

Performance Measure: Office of Personnel Management (OPM) Hiring Model – Average number of days from time vacancy closes until tentative job offer.

Measure Description: This goal measures GSA's ability to fill a vacancy from the time that the announcement is posted until a selection is made.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	45	29
2008	45	32
2009	45	
2010	45	
2011	45	
2012	45	
2013	45	
2014	45	

FY 2010 Performance Goal: Process and submit security investigations to OPM in a timely manner.

Performance Measure: Average number of days to process an investigation from receipt to submission to OPM.

Measure Description: Average number of days to process an investigation from receipt to submission to OPM.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	20	1
2008	20	14
2009	14	
2010	14	
2011	14	
2012	14	
2013	14	
2014	14	

Long-term Outcome Goal: An average per capita cost of under \$200.

FY 2010 Performance Goal: Keep the average per capita cost of the GSA Human Resources Information Technology (HRIT) Steady State investment at or below the FY 2008 average.

Performance Measure: Maintain Steady State costs.

Measure Description: The annual cost of operation for GSA's HRIT investment, in a Steady State mode, is measured using an earned value technique to meet a +/- 10% allowable variance. GSA delivers a HRIT solution to GSA, six federal customer agencies, and a host of small Presidential Boards and Commissions, that meet OPM HR transactional and reporting requirements.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	\$261	\$261
2008	\$261	\$221
2009	\$219	
2010	\$200	
2011	\$206	
2012		
2013		
2014		

Chief Information Officer

The mission of the Chief Information Officer (CIO) is to provide high quality, enterprise IT services and solutions at best value by leveraging IT resources to support GSA business needs and electronic government. The CIO coordinates the alignment of the existing IT portfolio to the goals, objectives, and target vision of the broader federal government IT goals and strategies.

Strategic Alignment of Resources

Stewardship

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Provide a secure IT environment by maintaining 100% certification and accreditation of IT systems by FY 2010.	100%	\$ 778	100%	\$ 802	100%	\$ 820
TOTAL, STEWARDSHIP		\$ 778		\$ 802		\$ 820

Best Value

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Budget	
	Actual	Dollars	Target	Dollars	Target	Dollars
Align business and IT strategy.	4	\$ 4,515	4	\$ 5,339	4	\$ 5,339
Define and update solutions, architecture, and technical architecture standards by 2010 for each business line and staff service.	10	\$ 0	3	\$ 0	4	\$ 0
Ensure that key IT infrastructure services are available 98.27% of the time by FY 2010.	99.71%	\$ 7,523	98.27%	\$ 7,806	98.27%	\$ 8,189
TOTAL, BEST VALUE		\$ 12,038		\$ 13,145		\$ 13,528

Enterprise Infrastructure and Ops.....	\$ 129,511	\$ 153,609	\$ 155,401
Unallocated costs.....	\$ 0	\$ 585	\$ 530
Total, Chief Information Officer.....	\$ 142,327	\$ 168,141	\$ 170,279

Performance Goals, Measures and Targets

Long-term Outcome Goal: Ensure GSA's Information Technology (IT) investments increase Federal productivity, customer satisfaction, and legal compliance by ensuring that GSA's Enterprise Architecture (EA) maintains a Green score from OMB and that 100% of GSA business cases are rated highly by OMB by FY 2014.

FY 2010 Performance Goal: Provide a secure IT environment by maintaining 100% certification and accreditation of IT systems by FY 2010.

Performance Measure: Percentage of GSA IT systems with certification and accreditation completed.

Measure Description: Percent of GSA IT systems which have a current certification and accreditation.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A
2008	100%	100%
2009	100%	
2010	100%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

FY 2010 Performance Goal: Align business and IT strategy.

Performance Measure Maintain a Green score (4 or above) for Enterprise Architecture.

Measure Description: Demonstrate GSA's progress in the development (completion), use, and results against the OMB EA Assessment Framework (EAAF).

Year	Target	Actual
2005	N/A	N/A
2006	3	3.03
2007	3	3.70
2008	4	4
2009	4	
2010	4	
2011	4	
2012	4	
2013	4	
2014	4	

Long-term Outcome Goal: Agility

FY 2010 Performance Goal: Define and update solutions, architecture, and technical architecture standards by FY 2010 for each business line and staff service.

Performance Measure: Number of "bricks" added or updated.

Measure Description: The number of GSA Technical Standards added or updated during the current year.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	N/A	N/A
2008	2	10
2009	3	
2010	4	
2011	5	
2012	6	
2013	7	
2014	8	

Long-term Outcome Goal: Reliable and Secure Infrastructure - Provide GSA with a secure and dependable information technology infrastructure (i.e. service desk, on-site support, server management and network operations) scaled to effectively and efficiently support GSA's business needs, that has adopted 100% of relevant Information Technology Infrastructure Library (ITIL) processes and responds to 96% of IT Service Desk calls within 30 seconds by FY 2014.

FY 2010 Performance Goal: Ensure that key IT infrastructure services are available 98.27% of the time by FY 2010.

Performance Measure: Percentage of time the IT Network and key infrastructure servers are available (less scheduled down time).

Measure Description: Measures the availability of our IT infrastructure environment for key services such as LAN/WAN, remote access, e-mail, and blackberry. Achieving availability metrics results ensures GSA business is not interrupted.

Year	Target	Actual
2005	N/A	N/A
2006	N/A	N/A
2007	98.27%	99.77%
2008	98.27%	99.71%
2009	98.27%	
2010	98.27%	
2011	98.27%	
2012	98.27%	
2013	98.27%	
2014	98.27%	

U.S. General Services Administration

MANDATORY APPROPRIATIONS

Fiscal Year FY 2010 Budget Request

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Transportation Audit Contracts and Contract Administration

Program Description

This permanent, indefinite appropriation provides for the detection and recovery of overpayments to carriers for Government moves under rate and service agreements that are established by GSA or by other Federal agency traffic managers. Program expenses are financed from overcharges collected from carriers as a result of post-payment audits that compare the rates charged by the carriers to the rates agreed upon. Funds recovered in excess of expenses are returned to the U.S. Treasury.

In FY 2008, this program returned \$0.5 million to the U.S. Treasury, after covering operating expenses of \$11.3 million.

Authorizing Legislation

The Expenses of Transportation Audit Contracts and Contract Administration appropriation is permanently authorized by 31 U.S.C. § 3726(e).

“Sec. 3726. Payment for transportation

“(e) Expenses of transportation audit postpayment contracts and contract administration, and the expenses of all other transportation audit and audit-related functions conferred upon the Administrator of General Services, shall be financed from overpayments collected from carriers on transportation bills paid by the Government and other similar type refunds, not to exceed collections. Payment to any contractor for audit services shall not exceed 50 percent of the overpayment identified by contract audit.”

FY 2009 Operating Plan and FY 2010 Budget Estimate

The Transportation Audits program is managed by the Federal Acquisition Service (FAS) in the Travel, Motor Vehicles and Card Services (TMVCS) Portfolio. Transportation Audits identifies and recovers overcharges by transportation carriers and other debts relating to transportation bills paid by Federal agencies. Each year, GSA detects and recovers millions of dollars in overcharges.

The FY 2009 budget estimate includes a reduction of 21 FTE that are not encumbered and not funded. GSA will realign these FTE to other Federal Acquisition Service programs funded by the Acquisition Services Fund, where they are more urgently needed. The FY 2010 budget estimate provides an increase of **\$277 thousand** for the annualization of the Federal pay raise, with cost increases for inflation.

Transportation Audits will undertake the following initiatives in FY 2010:

- Increase the use of electronic audits to reduce cycle times for handling protests and claims. Upgrade system capabilities to monitor the handling of claims and expedite the resolution of outstanding claims.
- Contact small agencies and commissions to facilitate their use of either prepay industry partners or our Audit Division.
- Add additional contract audit firms to accelerate post payment audits and reduce backlogs.

Program Performance Information is reported in the Travel Motor Vehicle and Card Services section of the FY 2010 Program Performance Plan of the Federal Acquisition Service, located under the "Acquisition Services Fund" tab of this document.

Transportation Audit Contracts and Contract Administration

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	2008 Actual	2009 Current	2010 Budget
Balance, start of year.....	\$ 19,770	\$ 26,565	\$ 27,065
Receipts.....	\$ 16,000	\$ 12,000	\$ 12,000
Excess collections returned to Treasury.....	<u>-500</u>	<u>-500</u>	<u>-500</u>
Net Receipts.....	\$ 15,500	\$ 11,500	\$ 11,500
Appropriation to the expenditure fund.....	-\$ 11,500	-\$ 11,000	-\$ 11,277
Unobligated balance expired from expenditure fund...	\$ 2,795	\$ 0	\$ 0
Balance, end of year.....	\$ 26,565	\$ 27,065	\$ 27,288

Special Fund Expenditures:

	2008 Actual	2009 Current	2010 Budget
Unobligated balance, start of year.....	\$ 13,574	\$ 12,465	\$ 12,465
Recovery of prior-year obligations.....	\$ 1,523	\$ 0	\$ 0
Mandatory authority:			
Appropriation.....	\$ 11,500	\$ 11,000	\$ 11,277
Unobligated balance, expiring.....	-\$ 2,795	\$ 0	\$ 0
Unobligated balance, end of year.....	-\$ 12,465	-\$ 12,465	-\$ 12,465
Total obligations.....	\$ 11,337	\$ 11,000	\$ 11,277
<i>Net Outlays</i>	11,337	15,771	11,277

Obligations by Object Classification

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Budget
11.1 Full-time, permanent.....	\$ 2,554	\$ 4,231	\$ 4,363
11.5 Other personnel compensation.....	60	78	80
12.1 Civilian personnel benefits.....	438	815	840
21.0 Travel and transportation of persons.....	36	44	45
22.0 Transportation of things.....	1	1	1
23.1 Rental payments to GSA.....	268	274	281
23.3 Communications and utilities.....	1	2	2
Subtotal, Rent, communications & utilities..	\$ 269	\$ 276	\$ 283
24.0 Printing and reproduction.....	0	1	1
25.2 Other services.....	4,433	2,526	2,575
25.3 Goods & services from Gov't accounts.....	3,514	2,684	2,738
Subtotal, Contractual services.....	\$ 7,947	\$ 5,210	\$ 5,312
26.0 Supplies and materials.....	31	343	350
31.0 Equipment.....	1	1	1
99.0 Total obligations.....	\$ 11,337	\$ 11,000	\$ 11,277
Subtotal, PC&B.....	3,052	5,124	5,284
Subtotal, Non-labor.....	8,285	5,876	5,993
FTE	35.0	40.0	40.0

Acquisition Workforce Training Fund

Program Description

This permanent, indefinite appropriation provides a stable source of funds to train the Federal civilian acquisition workforce. Program expenses are financed from a credit of 5% of the fees collected from non-DoD activities by GSA and other civilian agencies that manage Government-wide Acquisition Contracts (GWACs), Multiple Award Schedules (MAS) contracts, and other multi-agency contracts. Fees collected are available for expenditure in the fiscal year collected and the two following fiscal years. The Fund is managed by the Federal Acquisition Institute at GSA, in consultation with the Office of Federal Procurement Policy, and supports the training of the acquisition workforce of all the civilian executive agencies.

Authorizing Legislation

The Acquisition Workforce Training Fund (AWTF) was originally authorized by the Services Acquisition Reform Act of 2003 (SARA), Title XIV of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136, November 24, 2003). The relevant provisions were codified as 41 U.S.C. § 433(h)(3).

Originally authorized for five years, the AWTF became permanently authorized when the “sunset provision” of the original Act (41 U.S.C. § 433(h)(3)(H)) was repealed, by Section 854 of Title VIII of the National Defense Authorization Act for Fiscal Year 2008 (Public Law 110-181, January 28, 2008).

FY 2009 Operating Plan and FY 2010 Budget Estimate

The Acquisition Workforce Training Fund (AWTF) is managed by the Federal Acquisition Institute (FAI), located within GSA's Office of the Chief Acquisition Officer. FAI provides vital training and career development resources to the entire Federal civilian acquisition workforce, to improve the collective competency of both current and future acquisition professionals. The AWTF is critical to ensuring that civilian agencies are able to train, develop, and retain the Federal acquisition workforce.

The Federal Acquisition Institute (FAI) works closely with the Chief Acquisition Officers' Council, the Defense Acquisition University, and OMB's Office of Federal Procurement Policy to identify the activities that will be funded from the AWTF. FAI develops and deploys training resources needed to enable Federal acquisition professionals to transition to a service-oriented and technology-driven Federal market.

The Federal Acquisition Institute will undertake the following initiatives in FY 2010:

- Assess acquisition workforce competencies and provide strategic human capital planning support for agencies;
- Improve workforce data management;
- Develop and implement succession management programs;
- Develop and deliver training and workforce support tools for the various segments of the acquisition workforce; and
- Manage development and implementation of acquisition certification programs.

Obligations by Object Classification

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Budget
25.1 Advisory and assistance services.....	\$ 7,085	\$ 5,927	\$ 6,000
25.3 Other services.....	6,583	5,847	4,537
99.0 Total obligations.....	\$ 13,668	\$ 11,774	\$ 10,537

U.S. General Services Administration
Mandatory Appropriations

Acquisition Workforce Training Fund

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	2008 Actual	2009 Current	2010 Budget
Balance, start of year.....	\$ 3,063	\$ 1,445	\$ 0
Receipts.....	\$ 7,909	\$ 9,814	\$ 10,010
Appropriation to the expenditure fund.....	-\$ 9,527	-\$ 11,259	-\$ 10,010
Balance, end of year.....	\$ 1,445	\$ 0	\$ 0

Special Fund Expenditures:

	2008 Actual	2009 Current	2010 Budget
Unobligated balance, start of year.....	\$ 13,005	\$ 8,785	\$ 8,375
Recovery of prior-year obligations.....	\$ 28	\$ 0	\$ 0
Mandatory authority:			
Appropriation.....	\$ 9,527	\$ 11,259	\$ 10,010
Unobligated balance, expiring.....	-\$ 106	\$ 0	\$ 0
Unobligated balance, end of year.....	-\$ 8,785	-\$ 8,375	-\$ 7,848
Total obligations.....	\$ 13,669	\$ 11,669	\$ 10,537
<i>Net Outlays</i>	<i>10,985</i>	<i>13,001</i>	<i>10,527</i>

Expenses, Disposal of Surplus Real and Related Personal Property

Program Description

This permanent, indefinite appropriation provides for the efficient disposal of real property assets that are underutilized or no longer meet the needs of landholding Federal agencies. Expenses incurred in the course of disposing of Federal surplus real and related personal property are financed through receipts from sales of surplus property. Auctioneers and broker familiar with local markets may be used to accelerate the disposal of surplus real property, through sale or outleasing of Government-owned space to private tenants.

Authorizing Legislation

The Expenses, Disposal of Surplus Real and Related Personal Property appropriation is permanently authorized by 40 U.S.C. § 572(a). The appropriation is authorized to pay expenses directly or to reimburse another account for expenses already paid; however, the total amount paid and reimbursed in a fiscal year may not exceed 12 percent of the proceeds of all disposals of real property.

The types of expenses that may be paid or reimbursed are limited to specific, enumerated expenditures:

- (i) Fees of appraisers, auctioneers, and realty brokers, in accordance with the scale customarily paid in similar commercial transactions;
- (ii) Costs of environmental and historic preservation services, highest and best use of property studies, utilization of property studies, deed compliance inspection, and the expenses incurred in a relocation; and
- (iii) Advertising and surveying.

In addition, any amounts that are excess to the needs of the fund must be transferred to the Land and Water Fund of the Department of the Interior.

Expenses, Disposal of Surplus Real and Related Personal Property

FY 2009 Operating Plan and FY 2010 Budget Estimate

The Expenses, Disposal account finances specific expenses directly related to the costs of the re-utilization or sale of surplus real property. Obligations reported here are based on properties planned for disposal in each year. Financing is provided through receipts from sales of surplus property and outleasing of government-owned space.

Program Performance Information is reported in the Real Property Disposal section of the FY 2010 Program Performance Plan of the Public Buildings Service, located under the “Federal Buildings Fund” tab of this document.

Obligations by Object Classification

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Budget
24.0 Printing and reproduction.....	\$ 3	\$ 75	\$ 125
25.1 Advisory and assistance services.....	4,303	10,314	10,430
25.2 Other services.....	52	100	150
25.7 Operation and maintenance of equipment.....	<u>262</u>	<u>325</u>	<u>375</u>
99.9 Total obligations.....	\$ 4,620	\$ 10,814	\$ 11,080

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	2008 Actual	2009 Current	2010 Budget
Balance, start of year.....	\$ 90,723	\$ 90,115	\$ 92,340
Receipts, real property disposal.....	\$ 3,774	\$ 12,000	\$ 12,000
Receipts, outleasing.....	0	3,000	3,000
Net receipts.....	\$ 3,774	\$ 15,000	\$ 15,000
Appropriation to the expenditure fund.....	-\$ 10,824	-\$ 10,814	-\$ 11,080
Transfer to Land and Water Fund, DOI.....	\$ 0	-\$ 1,961	-\$ 3,920
Unobligated balance cancelled from expenditure fund..	\$ 6,442	\$ 0	\$ 0
Balance, end of year.....	\$ 90,115	\$ 92,340	\$ 92,340

Special Fund Expenditures:

	2008 Actual	2009 Current	2010 Budget
Mandatory authority:			
Appropriation.....	\$ 10,824	\$ 10,814	\$ 11,080
Unobligated balance, expiring or withdrawn.....	-\$ 6,204	\$ 0	\$ 0
Total obligations.....	\$ 4,620	\$ 10,814	\$ 11,080
<i>Net Outlays</i>	2,821	14,837	12,058

Note: By statute, any receipts in excess of the long-term requirements of the Fund must be transferred out of the Fund and deposited into the Land and Water Conservation Fund of the Department of the Interior (DOI).

U.S. General Services Administration
Mandatory Appropriations

Expenses, Disposal of Surplus Real and Related Personal Property

Obligations by Program

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Budget
1. Utilization and Disposal - Real Property:			
a. Appraisers, auctioneers, brokers fees, surveying			
Appropriated.....	\$ 577	\$ 1,883	\$ 1,773
b. Advertising			
Appropriated.....	534	1,709	1,700
c. Environmental Services			
Appropriated.....	197	1,204	1,204
d. Historical Preservation Services			
Appropriated.....	45	1,228	1,213
e. Highest and best use of property studies, utilization of property studies, deed compliance inspections, Appropriated.....	1,061	1,400	1,500
f. Expenses incurred in a Relocation			
Appropriated.....	2,097	2,875	3,175
Subtotal, Utilization and Disposal of Real Property.....	\$ 4,511	\$ 10,299	\$ 10,565
2. Outleasing of Government-owned Space:			
a. Appraisers, auctioneers, brokers fees, surveying			
Appropriated.....	\$ 49	\$ 500	\$ 500
b. Advertising			
Appropriated.....	60	15	15
Subtotal, Outleasing.....	\$ 109	\$ 515	\$ 515
Total obligations.....	\$ 4,620	\$ 10,814	\$ 11,080

U.S. General Services Administration
AMERICAN RECOVERY AND REINVESTMENT ACT of 2009

Fiscal Year 2010 Budget Request

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The purpose of this section is to provide additional information to support the obligation and outlay estimates for American Recovery and Reinvestment Act of 2009 (“Recovery Act”, P.L. 111-5) appropriations that are reported in the Appendix to the FY 2010 President’s Budget. This section reports on the Recovery Act appropriations to the Federal Buildings Fund and for Energy-Efficient Federal Motor Vehicle Fleet Procurements. Funds transferred to the Government-wide Policy appropriation (for the Office of Federal High-Performance Green Buildings) and for the Office of Inspector General appropriation are reported in those sections.

GSA’s Recovery Act implementation plans are available at link: www.gsa.gov/recovery, under “GSA Plans and Reports.”

Weekly reports on status, progress, and planned actions are available on www.recovery.gov and also at www.gsa.gov/recovery, at link “GSA Weekly Financial and Activity Reports.”

Federal Buildings Fund – Recovery Act

Program Description

This appropriation provides \$5,550 million for real property activities of GSA’s Public Buildings Service. The Recovery Act provides \$750 million for the construction and renovation of Federal buildings and United States courthouses, \$300 million for the construction and renovation of land ports of entry; \$4,500 million for the conversion of existing GSA facilities to High-Performance Green Buildings, and \$4 million to be transferred to the Government-wide Policy appropriation, for the Office of Federal High-Performance Green Buildings.

Of the amounts available, \$108 million will be allotted for Rental of Space in situations where “swing space” is needed for agencies currently occupying buildings selected for renovation. In addition, \$127 million of the funding will be available to cover the administrative costs of completing projects (Building Operations), and \$3 million will be available for on-the-job pre-apprenticeship and apprenticeship training programs registered with the Department of Labor. Of the funds provided, \$5,000 million is available until September 30, 2010 and the remaining amounts are available until September 30, 2011.

The purpose of the Recovery Act funding provided to the Federal Buildings Fund is to invest in America’s federally owned building inventory in order to create jobs and transform Federal buildings into high-performance green buildings (including decreasing energy consumption in federal buildings) while improving the condition of valuable aging assets. GSA’s Public Buildings Service will carefully manage the execution of hundreds of infrastructure projects located in all 50 states, the District of Columbia, and two United States territories. Transparency and accountability will be paramount throughout the execution of the program.

The primary activities that will stem from the Recovery Act appropriation include new building construction, repair & alteration, and energy modernization. The scope of these projects will include new federal construction (including Land Ports of Entry), full and partial building modernizations, limited scope projects such as re-commissioning of existing systems, replacement of existing mechanical equipment with significantly more efficient systems, integrated photovoltaic roof membrane installations, and smaller building projects for energy conservation.

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Obligations by Program

(Dollars in Thousands)

	FY 2008 Actual		FY 2009 Estimate		FY 2010 Estimate		Increase/(Decrease) For FY 2010	
	FTE	obligations	FTE	obligations	FTE	obligations	FTE	obligations
	FTE and Obligations:							
1. Federal Buildings and Courthouses		\$0		\$174,087		\$559,616		\$385,529
2. Land Ports of Entry		0		96,295		203,705		\$107,410
3. High-Performance Green Buildings								
a) Full and Partial Scope		0		1,103,945		2,064,899		\$960,954
b) Limited Scope		0		419,177		387,700		(\$31,477)
c) Small Projects		0		107,593		193,983		\$86,390
4. Building Operations	0	0	20	41,910	20	85,090		\$43,180
5. Rental of Space		0		35,640		72,360		\$36,720
Total, FTE and Obligations	-	\$0	20	\$1,978,647	20	\$3,567,353	-	\$1,588,706
<i>Net Outlays:</i>		\$0		\$373,589		\$1,365,129		\$991,540

Obligations by Object Classification

(Dollars in Thousands)

		FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
	Personnel Compensation:			
11.1	Full-time permanent	0	2,581	2,619
11.5	Other personnel compensation	0	77	79
12.1	Civilian personnel benefits	0	671	681
21.0	Travel and transportation of persons	0	1,000	1,000
23.2	Rental payments to others	0	35,640	72,360
25.1	Advisory and assistance services	0	37,581	80,711
32.0	Land and structures	0	1,901,097	3,409,903
99.9	Total Obligations.....	0	1,978,647	3,567,353
	Subtotal, PC&B.....	0	3,329	3,379
	Subtotal, Non-Labor.....	0	1,975,318	3,563,974

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Expenditure Plan
(Dollars in Thousands)

Total Stimulus Funding	\$5,550,000
Federal Buildings and U.S. Courthouses	\$733,703
PR, San Juan FBI Field Office Consolidation	42,667
MS, Jackson U.S. Courthouse (escalation)	5,000
TX, Austin U.S. Courthouse	116,041
TX, El Paso U.S. Courthouse (escalation)	2,000
AR, Little Rock U.S. Courthouse (escalation)	6,950
MT, Billings U.S. Courthouse	79,989
CA, Bakersfield U.S. Courthouse	31,056
DC, Washington DHS Consolidation & Development of St. Elizabeths Campus	222,547
DC, Washington St. Elizabeths West Campus Infrastructure	223,453
DC, Washington St. Elizabeths West Campus Site Acquisition	4,000
Border Stations and Land Port of Entry	\$300,000
ME, Calais U.S. Land Port of Entry (escalation)	6,300
ME, Madawaska U.S. Land Port of Entry	750
VT, Van Buren U.S. Land Port of Entry	39,727
NM, Columbus U.S. Land Port of Entry	2,447
AZ, Nogales, Nogales West U.S. Land Port of Entry	199,480
CA, Otay Mesa U.S. Land Port of Entry	21,296
WA, Blaine Peace Arch U.S. Land Port of Entry (escalation)	30,000

High Performance Green Building Program (Total)

\$4,274,297

High Performance Green Building Full and Partial Building Modernization Projects

Full and partial building modernizations are similar in description to previous modernization projects, except that a rigorous re-design of existing projects will ensure that even though designs might have been completed several years ago, the requirements of both EISA 2007 and E.O. 13423 will both be achieved.

From a universe of over 200 projects that met the criteria of the American Recovery and Reinvestment Act, GSA selected the best projects based on two over-arching criteria: Ability of the project to put people back to work quickly, and transforming Federal buildings into high-performance green buildings. The complete list of selection criteria, in descending order of weight is:

- High-performance features concentrating on energy conservation and renewable energy generation.
- Speed of construction start (creating jobs), with an emphasis on those projects that could begin within 120 days.
- Execution Risk (ensuring that the projects will not fail due to unforeseen conditions)
- Facility Condition. The Facility Condition Index is a standard real estate industry index that reflects the cost of the repair and alteration backlog of a particular building relative to the building's replacement value.
- Improving Asset Utilization
- Return on Investment
- Avoiding Lease Costs
- Historic Significance

High Performance Green Bldg Modernizations - Full & Partial Building Modernizations	
	\$3,168,844
MA, Andover IRS Service Center	116,951
ME, Bangor Margaret Chase Smith U.S. Post Office Courthouse	52,820
NJ, Newark, Peter Rodino Federal Building	146,115
NY, Brooklyn Emanuel Celler U.S. Courthouse (escalation)	8,200
NY, New York 26 Federal Plaza (Plaza Repair)	16,246
NY, New York Thurgood Marshall U.S. Courthouse (escalation)	64,000
PR, San Juan Degatau & Courthouse	99,374
VA, Roanoke, Poff Federal Building	50,968
WV, Huntington Federal Building	16,752
AL, Birmingham Robert Vance Federal Building-Courthouse	42,501

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High Performance Green Bldg Modernizations - Full & Partial Building Modernizations	
FL, Orlando, Young U.S. Courthouse	49,433
MS, Jackson McCoy Federal Building	86,831
IL, Chicago Federal Center	27,252
IL, Chicago Kluczynski Federal Building & U.S. Postal Service Loop Station	102,756
IL, Chicago State Street South - 10 West Jackson	25,526
IN, Indianapolis Minton-Capehart Federal Building	49,776
IN, Indianapolis, Birch Bayh U.S. Courthouse	74,730
IN, Indianapolis Major General Emmett J. Bean (Phase I - PV and Design)	36,650
MN, Fort Snelling Whipple Federal Building	115,130
OH, Cincinnati, John W. Peck Federal Building	54,042
OH, Cleveland, A. J. Celebrezze Federal Building	121,495
MI, Detroit McNamara Federal Building Complex	30,000
MO, Kansas City Richard Bolling Federal Building (Phase IV)	103,399
MO, St Louis Robert Young Federal Building	26,322
TX, San Antonio Hippolito Garcia U.S. Courthouse	61,331
TX, Houston, G.T Leland Federal Building	109,053
CO, Denver Byron Rogers Federal Building	167,552
CO, Denver Chavez Federal Building	22,187
CO, Denver Custom House Federal Building-Courthouse	16,560
CO, Lakewood Denver Federal Center Infrastructure	70,186
CA, San Francisco 50 United Nations Plaza	121,033
HI, Hilo Federal Building (escalation)	15,747
HI, Honolulu Prince Kuhio Kanaianaole Federal Building-Courthouse (Phase I)	121,000
OR, Portland Edith Green-Wyndell Wyatt Federal Building	133,098
WA, Seattle Federal Center South	64,320
WA, Seattle Jackson Federal Building	42,324
WA, Spokane Foley U.S. Courthouse	45,000
DC, Washington 1800 F Street Building (Phase I)	161,293
DC, Washington Department of Interior Building (Phase IV)	63,450
DC, Washington Herbert Hoover Building (Phase II and III)	225,638
DC, Washington Lafayette (Phase I)	128,827
DC, Washington Mary Switzer (Phase II)	68,241
DC, Washington Truman Building	14,735

High-Performance Green Building Limited Scope Projects

In all cases:

- Every building that we touch on the identified list will have advanced meters for both electricity and water, and steam if appropriate; and from the small projects line item, all other buildings for which advanced meters are appropriate will be accomplished.
- All seriously deteriorated roofs in the GSA inventory are replaced with the following:
 - Integrated photovoltaic roof membrane (if flat and in the appropriate geography)
 - Maximum reasonable insulation for the climatic zone (R-50 in most cold areas)
 - Green roofs, if integrated PV is not warranted
 - Cool roof membrane if neither PV integrated nor planted (green) roofs are warranted.

Selection criteria for limited scope projects:

- Selection preference based on energy performance (beginning with the worst performing buildings) and informed by existing physical condition surveys:
 1. First based on Energy Use Intensity: Btus/Gross Square Foot
 2. Refined based on input from regions on specific building conditions & operations
 3. Preference for projects in (descending order of energy conservation return or high-performance improvement:
 - Building tune-up/controls/re-commissioning [re-commissioning, controls improvements, minor systems repairs and equipment replacement and advanced metering]
 - Lighting [daylighting control (the lights dim or shut off when there is sufficient daylight) and occupancy sensors; control systems replacement and re-wiring]
 - HVAC retrofit/replacement
 4. EISA performance requirements fostered by allocations for:
 - Renewable energy generation by PV, wind
 - Water conservation projects

Standard cost estimating is used for all the projects. We expect project individual costs to adjust once building conditions are assessed and designs are adapted to the site.

High Performance Green Building Limited Scope (Including Energy Projects)	
	\$806,877
CT, Bridgeport Brien McMahon US Courthouse	211
CT, Hartford William R. Cotter Federal Building	2,000
CT, New Haven New Haven Courthouse	800
CT, New Haven Robert N Giaimo Federal Building	286
MA, Boston JFK Federal Building	35,000
MA, Boston Cpt JF Williams U.S. Coast Guard Building	1,244
MA, Boston J W McCormack Post Office Courthouse	1,500
MA, Boston O'Neil Federal Building	8,800
MA, Boston John J. Moakley Courthouse	4,148

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High Performance Green Building Limited Scope (Including Energy Projects)	
MA, Worcester Federal Bldg US Courthouse	686
MA, Waltham Fredrick C. Murphy Federal Building	390
MA, Boston Thomas P. O'Neill Jr. Federal Building	600
ME, Portland Edward T. Gignoux Courthouse	193
NH, Concord Warren B. Rudman US Courthouse	6,512
RI, Providence Federal Bldg US Courthouse	3,932
RI, Providence J O Pastore FB US Post Office	281
VT, Burlington Federal Bldg US Post Office Courthouse	297
NJ, Paterson Robert A. Roe Federal Building	390
NY, Brooklyn General Post Office	107,056
NY, Central Islip Alfonse D'Amato US Courthouse	2,120
NY, New York-Manhattan Federal Building--201 Varick St	9,827
NY, New York-Manhattan Alex Hamilton US Customs House	1,825
NY, Syracuse James M Hanley Federal Building	697
NY, Albany Leo W Obrien Federal Building	369
NY, Rochester Kenneth B Keating Federal Building	379
NY, New York-Queens Joseph P. Addabbo Federal Building	11,277
NY, New York-Manhattan Daniel P Moynihan U.S Courthouse	1,209
NY, White Plains White Plains U.S. Courthouse	2,836
NY, Holtsville IRS Service Center—Holtsville	5,889
NY, New York-Kings US Court House	4,090
PR, San Juan, San Juan Jose V. Toledo Federal Building & US Courthouse	168
VI, Charlotte Amalie Ron De Lugo Federal Building - St Thomas	1,690
DE, Wilmington J. Caleb Boggs Courthouse Federal Building	1,700
MD, Woodlawn, CMS HQ Complex	23,723
PA, Philadelphia US Customhouse	29,970
PA, Philadelphia Veterans Administration Center	7,124
PA, Philadelphia Byrne-Green Complex	16,274
VA, Richmond Robert Merhige Courthouse	3,500
WV, Charleston Robert C. Byrd FB & Courthouse	4,696
WV, Martinsburg 244 Needy Road	9,237
AL, Mobile John A Campbell Courthouse	2,598
AL, Montgomery Frank Johnson Courthouse Annex	11,328

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High Performance Green Building Limited Scope (Including Energy Projects)	
FL, Tampa Sam M. Gibbons US Courthouse (escalation)	18,935
FL, Miami Claude Pepper Federal Building	436
FL, Miami Brickell Plaza Bldg	282
FL, West Palm Beach Paul G Rogers Federal Building-Courthouse	1,147
FL, Miami David W. Dyer Federal Building & Courthouse	431
GA, Atlanta Richard B. Russell US Courthouse	2,779
GA, Chamblee IRS Annex	2,711
GA, Athens R.G. Stephens, Jr. Federal Building	205
GA, Atlanta Peachtree Summit Federal Building	279
GA, Savannah Tornochichi Federal Building-Courthouse	243
KY, Covington Covington US Courthouse	175
KY, Lexington PO-CT	149
KY, London London Courthouse	138
KY, Louisville Romano Mazzoli Federal Building	3,483
MS, Greenville Federal Building-Post Office-Courthouse	332
MS, Vicksburg Miss River Comm	131
NC, Asheville Veach-Baley Federal Complex	4,441
NC, Greensboro L.R.Preyer Federal Building-Post Office-Courthouse	190
NC, Greensboro Federal Building	142
NC, New Bern U.S. Post Office Courthouse	3,150
NC, Raleigh Terry Sanford Federal Building	4,000
SC, Charleston Hollings Judicial Center	240
SC, Columbia Matthew Perry US Courthouse	1,386
SC, Columbia Strom Thurmond Federal Building & Courthouse	1,833
SC, Greenville C.F.Haynsworth Federal Building Courthouse	114
SC, Spartanburg Donald Stuart Russell Federal Courthouse	217
TN, Memphis Clifford Davis-Odell Horton	3,234
IL, Carbondale Senator Paul Simon Federal Building	1,700
IL, Chicago 536 S. Clark Street Federal Building	3,855
IL, Chicago Customhouse	947
IL, Chicago Metcalfe Building	2,309
IL, Chicago Chicago Federal Center	556
IL, Springfield Findley Federal Building	209

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High Performance Green Building Limited Scope (Including Energy Projects)	
IL, Urbana US Courthouse	1,369
IN, Hammond US Courthouse	1,858
MI, Detroit Theodore Levin US Courthouse	1,158
MI, Lansing Charles Chamberlain	285
MI, Ann Arbor Federal Building	2,399
MI, Grand Rapids G R Ford Federal & Courthouse	420
MI, Detroit Rosa Parks Federal Building	411
MI, Sault Ste Marie US Border Station	710
MN, Minneapolis US Courthouse	2,977
OH, Dayton Federal Building & US Courthouse	4,456
OH, Cleveland Metzenbaum US Courthouse	368
OH, Columbus Kinneary US Courthouse	6,761
OH, Youngstown Thomas D Lambros Federal Office Building	1,182
OH, Cleveland Carl B Stokes U.S. Courthouse	1,160
OH, Youngstown Nathaniel R. Jones Federal Building	601
OH, Cincinnati Potter Stewart US Courthouse	813
WI, Milwaukee Fed Building & US Courthouse	1,564
WI, Madison US Courthouse	929
IA, Sioux City Federal Building & US Courthouse	2,740
IA, Davenport United States Courthouse	120
IA, Des Moines Neal Smith Federal Building	10,296
KS, Kansas City Robert J. Dole US Courthouse	4,662
KS, Wichita US Courthouse	5,149
MO, Kansas City 8930 Ward Parkway	1,050
MO, St Louis Thomas Eagleton U.S. Courthouse	4,417
MO, St Louis Goodfellow Federal Complex	10,000
MO, St Louis, Federal Center Building 104	6,444
NE, North Platte Federal Building	6,000
NE, Omaha Hruska Courthouse	3,530
NE, Omaha Edward Zorinsky Federal Building	1,100
NE, Lincoln Robert Denney FB&CT	2,935
AR, Little Rock Little Rock Old USPO/Courthouse	1,249
AR, Fayetteville JP Hammerschmidt Federal Building-Courthouse	414

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High Performance Green Building Limited Scope (Including Energy Projects)	
AR, Little Rock Little Rock Federal Building	2,400
LA, Houma Ellender Federal Building-Post Office	1,582
LA, New Orleans H Boggs Federal Building-Courthouse	4,621
LA, Shreveport Shreveport Courthouse	386
NM, Gallup Gallup Federal Building	579
NM, Las Cruces Runnels Federal Building	444
NM, Albuquerque Pete Domenici US Courthouse	522
NM, Santa Fe Montoya Federal Building	1,202
OK, Muskogee Muskogee Federal Building-Courthouse	208
OK, Oklahoma City Oklahoma City Federal Building	723
OK, Tulsa US Courthouse	3,000
TX, Austin IRS SW Service Center	6,200
TX, Austin Veterans Administration Auto Center	10,041
TX, Victoria ML King Jr Federal Building	1,846
TX, Corpus Christi Corpus Christi Courthouse	292
TX, Farmers Branch The Centre Phase 5	521
TX, Fort Worth Lanham Federal Building	4,996
TX, Galveston U.S. Post Office and Courthouse	8,337
TX, Houston B Casey Courthouse	808
TX, Houston Alliance Tower	1,512
TX, Houston Labbranch Federal Building	520
TX, Laredo Laredo Federal Building-Courthouse	992
TX, Midland G Mahon Post Office-Courthouse	172
TX, San Antonio Spears Judge Training Center	1,172
TX, Tyler Tyler Federal Building-Courthouse	163
CO, Denver Byron Rogers Courthouse	4,850
CO, Denver Byron White US Courthouse	965
CO, Fort Collins Federal Building-Post Office	566
CO, Boulder David Skaggs Research Center	5,024
CO, Lakewood DFC - Multiple Buildings	3,954
CO, Lakewood DFC PV	40,000
MT, Bozeman Federal Building-Post Office Bozeman	630
ND, Bismarck William L. Guy Federal Building-Post Office-Courthouse	237

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High Performance Green Building Limited Scope (Including Energy Projects)	
ND, Fargo Federal Building-Courthouse	689
ND, Fargo Federal Building-Post Office	3,778
SD, Rapid City Federal Building-Courthouse	656
SD, Pierre Federal Building - U.S. Courthouse	3,765
UT, Salt Lake City Wallace F Bennett Federal Building	574
UT, Ogden IRS Service Center	3,022
WY, Cheyenne Joseph C O'Mahoney Federal Center	1,343
CA, Los Angeles US Court House	4,445
CA, San Francisco Phillip Burton, Federal Building Courthouse	7,433
CA, San Diego Edward J. Schwartz Federal Office Building & Courthouse	5,424
CA, Oakland Ronald Dellums Federal Building	8,075
CA, Sacramento Robert T Matsui US Courthouse	5,706
CA, Fresno Fed Bldg & Courthouse	3,647
CA, Los Angeles Edward R Roybal Federal Building & Courthouse	8,500
CA, Los Angeles 300 North LA Federal Building	15,000
CA, Sacramento Sacramento Federal Building	2,219
CA, Menlo Park Menlo Park Science Center	6,889
CA, Pasadena Richard H Chambers US Courthouse	477
CA, Laguna Niguel Chet Holifield Federal Building	2,649
NV, Las Vegas Lloyd D. George Courthouse	3,198
AK, Anchorage Anchorage Federal Building	663
AK, Juneau Hurff Ackerman Saunders Federal Building	7,877
AK, Fairbanks Federal Building	301
AK, Anchorage Federal Bldg, US Courthouse	2,170
ID, Boise James A McClure Federal Building-Courthouse	2,618
OR, Baker David J. Wheeler Federal Building	967
OR, Portland BPA Building	6,585
WA, Seattle Fed Office Building	458
WA, Spokane Fed Bldg U S Post Office	1,192
WA, Richland Fed Bldg US Post Office & Courthouse	1,030
WA, Seattle U.S Courthouse	750
WA, Bothell FDA Bldg	700
WA, Auburn GSA Auburn Warehouse	1,137
DC, Washington Veterans Administration	1,499
DC, Washington Lyndon B. Johnson Federal Building	4,162

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High Performance Green Building Limited Scope (Including Energy Projects)	
DC, Washington Elijah Barrett Prettyman Courthouse	3,662
DC, Washington IRS Building	1,506
DC, Washington Ariel Rios Fed Building	1,337
DC, Washington GSA-Regional Office Building	592
DC, Washington Wilbur J Cohen Building	16,701
DC, Washington Winder Building	1,865
DC, Washington Theodore Roosevelt Building	23,551
DC, Washington Robert C. Weaver Building	3,663
DC, Washington Howard T. Markey National Courts	2,070
DC, Washington Tax Court	8,083
DC, Washington 601 - 4th St, Nw	2,150
DC, Washington US Secret Service Headquarters	1,601
DC, Washington EPA East and West and Connecting Wing	4,564
DC, Washington Reagan ITC and Garage	16,161
MD, Lanham New Carrollton Federal Building	1,647
VA, Alexandria Martin V.B. Bostetter Courthouse	1,699
VA, Reston Advanced Systems Center	690
VA, Franconia Franconia Warehouse	9,512
High Performance Green Building Small Projects	\$298,576
Rental of Space	\$108,000
Building Operations	\$127,000
Office of High Performing Green Buildings	\$4,000
Apprenticeship Program	\$3,000

Program Performance Information

Strategic Alignment of Resources

The following tables show the alignment of the performance goals and resources of the Public Buildings Service (PBS) to GSA's four Strategic Goals: Superior Workplaces, Stewardship, Best Value, and Innovation. PBS Recovery Act resources were provided from appropriations. PBS performance goals and targets are discussed in greater detail within each program's performance section, following the tables below.

Superior Workplaces

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Projected	
	Target	Dollars	Target	Dollars	Target	Dollars
New Construction projects on schedule 90% of the time by FY 2010.	N/A	\$ 0	89%	\$ 202,172	90%	\$ 545,891
TOTAL, SUPERIOR WORKPLACES		\$ 0		\$ 202,172		\$ 545,891

Best Value

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Projected	
	Target	Dollars	Target	Dollars	Target	Dollars
Maintain cleaning and maintenance costs in office and similarly serviced space within +/-5% of private sector benchmarks. [Asset Management]	N/A	\$ 0	+/-5%	\$ 2,498	+/-5%	\$ 7,506
TOTAL, BEST VALUE		\$ 0		\$ 2,498		\$ 7,506

Innovation

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Projected	
	Target	Dollars	Target	Dollars	Target	Dollars
Reduce energy consumption in GSA Federal buildings by 15% (as measured by Btu/GSF) over the FY 2003 baseline by FY 2010. [Asset Management]	N/A	\$ 0	-12%	\$ 1,300,932	-15%	\$ 2,033,366
TOTAL, INNOVATION		\$ 0		\$ 1,300,932		\$ 2,033,366

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Stewardship

(Dollars in thousands)

FY 2010 Performance Goal	FY 2008 Actual		FY 2009 Current		FY 2010 Projected	
	Target	Dollars	Target	Dollars	Target	Dollars
Average cycle time on new courthouse construction projects is 3,100 days or less by FY 2010.	N/A	\$ 0	≤ 3,100	\$ 54,099	≤ 3,100	\$ 173,906
By FY 2010, register 100% of the New Construction program for LEED in the same fiscal year design funding is authorized.	N/A	\$ 0	90%	\$ 17,038	100%	\$ 47,842
Increase to 78% the percentage of government-owned assets with a Return on Equity of at least 6% by FY 2010.	N/A	\$ 0	77.3%	\$ 26,898	78.0%	\$ 48,496
Increase the percentage of government-owned assets with a positive FFO to 86% by FY 2010.	N/A	\$ 0	86.0%	\$ 26,898	86.0%	\$ 48,496
Execute energy conservation goals while increasing GSA's Customer Satisfaction scores to 80% by FY 2010. [Asset Management]	N/A	\$ 0	80%	\$ 348,112	80%	\$ 661,850
TOTAL, STEWARDSHIP		\$ 0		\$ 473,045		\$ 980,590

Obligation Summary

(Dollars in thousands)

	FY 2008 Estimate	FY 2009 Current	FY 2010 Projected
New Construction			
Federal Executive and LPOE	\$0	\$213,191	\$579,476
Judiciary	0	57,191	183,845
Building Operations	0	2,927	4,318
Sub-Total, New Construction	\$0	\$273,309	\$767,639
Asset Management			
High Performance Green Buildings			
Small Projects	\$0	\$107,593	\$193,983
Full and Partial Modernization	0	1,103,945	2,064,899
Limited Scope Modernization	0	419,177	387,700
Rental of Space	0	35,640	72,360
Building Operations	0	38,983	80,772
Sub-Total, Asset Management	\$0	\$1,705,338	\$2,799,714
Total Obligations:	\$0	\$1,978,647	\$3,567,353

Performance Goals, Measures and Targets

New Construction Program

Long-term Outcome Goal NC-1: GSA will execute the New Construction program on the schedule committed to our customers 90% of the time by FY 2014.

FY 2010 Performance Goal: New construction projects on schedule 90% of the time by FY 2010.

Performance Measure: Construction projects on schedule.

Measure Description: Projects on schedule reports the percentage of New Construction projects completed on schedule, weighted by the value of work in place. This measure uses an earned value technique to assess construction project performance on all prospectus level projects. Delivering space when the customer needs it enables customers to carry out their mission; this measure helps to gauge GSA's success in meeting this outcome.

Year	Target	Actual
2009	89%	
2010	90%	
2011	90%	
2012	90%	
2013	90%	
2014	90%	

Long-term Outcome Goal NC-2: Reduce average cycle time on new courthouse construction projects to 2,800 days or less by FY 2019.

FY 2010 Performance Goal: Average cycle time on new courthouse construction projects is 3,100 days or less by FY 2010.

Performance Measure: Number of days to complete new courthouse construction projects.

Measure Description: Cycle time measures the average number of days from the date of design funding authorization / appropriation to substantial construction completion. Each year's target reports on prospectus-level courthouse construction projects planned for completion in the target year and the two preceding years. Reducing cycle time will result in greater efficiency in program execution, lower project costs, improved financial performance and reduced unobligated balances carried over from year to year.

Year	Target	Actual
2009	≤ 3,100 days	
2010	≤ 3,100 days	
2011	≤ 3,100 days	
2012	≤ 3,100 days	
2013	≤ 3,100 days	
2014	≤ 3,100 days	

Long-term Outcome Goal NC-3: Register 100% of the New Construction program for Leadership in Energy and Environmental Design (LEED) in the same fiscal year design funding is authorized and certify 75% of the New Construction program for LEED within 18 months of substantial construction completion.

FY 2010 Performance Goal: By FY 2010, register 100% of the New Construction program for LEED in the same year design funding is authorized.

Performance Measure: Percent of New Construction program that is registered for LEED.

Measure Description: LEED registration measures the level of sustainability achieved by the New Construction program. Requiring timely LEED registration ensures that sustainable design principles are incorporated from the very beginning in new projects, and increase the likelihood that the project will be successfully LEED certified on construction completion. The desired outcome is an optimal balance of cost, environmental, societal, and human benefits while meeting the needs of the client agency.

Year	Target	Actual
2009	90%	
2010	100%	
2011	100%	
2012	100%	
2013	100%	
2014	100%	

Asset Management Program

Long-term Outcome Goal AM-1: Achieve a viable, self-sustaining inventory with an average Return on Equity of at least 6% by FY 2012 for 78.9% of our government-owned assets.

FY 2010 Performance Goal: Increase to 78% the percentage of government-owned assets with a Return on Equity of at least 6% by FY 2010.

Performance Measure: Percentage of government-owned assets achieving an ROE of at least 6%.

Measure Description: Return on Equity (ROE) is the ratio of annual net operating income to the value of the asset, typically fair market value. Assets with an ROE of at least 6% fulfill the long-term needs of our customers by generating enough money to fund their own operations, repairs and capital needs. Maximizing the percentage of assets with ROE of at least 6% ensures GSA achieves its desired outcome of a viable, self-sustaining inventory of owned assets.

Year	Target	Actual
2009	77.3%	
2010	78.0%	
2011	78.6%	
2012	78.9%	
2013	78.9%	
2014	78.9%	

FY 2010 Performance Goal: Increase the percentage of government-owned assets with a positive FFO to 86% by FY 2010.

Performance Measure: Percent of government-owned assets achieving a positive FFO.

Measure Description: Owned Funds From Operations (FFO) is a measure of owned inventory revenue minus all expenses (excluding depreciation) associated with operating owned assets. Maintaining a high percentage of owned buildings with a positive FFO ensures that GSA realizes the desired outcome of a self-sustaining inventory of owned assets that will result in an improved quality of space for our customers and superior value for taxpayers.

Year	Target	Actual
2009	86.0%	
2010	86.0%	
2011	87.0%	
2012	87.0%	
2013	87.0%	
2014	87.0%	

Long-term Outcome Goal AM-2: By 2012, reduce energy consumption in GSA Federal buildings by 21% over the FY 2003 baseline while maintaining cleaning and maintenance cost within +/- 5% of the private sector and customer satisfaction levels at or above 80%.

FY 2010 Performance Goal: Execute energy conservation goals while increasing GSA's Customer Satisfaction scores to 80% by FY 2010.

Performance Measure: Customer satisfaction with government-owned space.

Measure Description: This measure calculates the percentage of survey respondents who rate their overall satisfaction level with PBS service delivery as a "4" or "5" on a five-point scale. GSA surveys the tenants in one-third of eligible buildings each year, on a rotating basis. This measure helps to determine how well GSA is achieving its desired outcome of meeting customer space requirements while providing best value for customer agencies and taxpayers.

Year	Target	Actual
2009	80%	
2010	80%	
2011	80%	
2012	80%	
2013	80%	
2014	80%	

FY 2010 Performance Goal: Maintain cleaning and maintenance costs in office and similarly serviced space within +/-5% of private sector benchmarks.

Performance Measure: Percent within the private sector benchmarks for cleaning and maintaining office and similarly serviced space.

Measure Description: This measure compares GSA cleaning and maintenance costs for owned buildings to industry benchmark rates in the same geographic area. GSA assets are matched to local, private sector data from the Building Owners and Managers Association (BOMA). Consistently paying cleaning and maintenance costs within an acceptable variance from benchmark rates demonstrates that GSA manages owned assets as efficiently as the private sector.

Year	Target	Actual
2009	+/- 5%	
2010	+/- 5%	
2011	+/- 5%	
2012	+/- 5%	
2013	+/- 5%	
2014	+/- 5%	

FY 2010 Performance Goal: Reduce energy consumption in GSA Federal buildings by 15% (as measured by Btu/GSF) over the FY 2003 baseline by FY 2010.

Performance Measure: Percent reduction in energy consumption from the FY 2003 baseline (as measured in Btu/GSF).

Measure Description: Building energy consumption is defined as the amount of energy used per square foot to operate a building and is measured in British Thermal Units per Gross Square Foot (Btu/GSF). This measure represents the percent energy reduction per square foot of space over the FY 2003 baseline. This measure tracks GSA's progress towards the desired outcome of reducing the energy footprint of the Federal government and satisfying the mandates of the Energy Policy Act of 2005 and Executive Order 13423, "Strengthening Federal Environmental, Energy, and Transportation Management". The 2005 baseline and target are measured against the 1985 baseline.

Year	Target	Actual
2009	-12%	
2010	-15%	
2011	-18%	
2012	-21%	
2013	-21%	
2014	-21%	

Energy Efficient Federal Motor Vehicle Fleet Procurement

Program Description

The appropriation provides GSA with \$300 million to acquire, allocate and deliver energy efficient federal motor vehicles for the Federal Government. The Energy-Efficient Federal Motor Vehicle Fleet Procurement Program will use the \$300 million appropriation to acquire motor vehicles with higher fuel economy, including hybrid vehicles; electric vehicles; and commercially available, plug-in hybrid vehicles.

Obligations by Program Activity

(Dollars in Thousands)

Special Fund Receipts:

	2008 Actual	2009 Current	2010 Budget
Unobligated balance, start of year.....	\$ 0	\$ 0	\$ 0
Direct Program Activity - Appropriation	\$ 0	\$ 300,000	\$ 0
Total New Obligations	\$ 0	\$ 300,000	\$ 0
Unobligated balance, end of year.....	\$ 0	\$ 0	\$ 0

Obligation by Object Classification

(Dollars in Thousands)

	2008 Actual	2009 Current	2010 Budget
25.3 Goods & services from Gov't accounts.....	0	300,000	0
Subtotal, Contractual services.....	\$ 0	\$ 300,000	\$ 0
99.0 Total obligations.....	\$ 0	\$ 300,000	\$ 0
Subtotal, PC&B.....	0	0	0
Subtotal, Non-labor.....	0	300,000	0

Program Performance Information

Quantifiable Outcome	Quantifiable Output	Frequency of Tracking	Methodology	Transparency
Every new vehicle is more fuel efficient than replaced vehicle	Report of vehicle replacement including fuel economy	Monthly	Compare combined average fuel efficiency for new vehicle with combined average fuel economy of the replaced vehicle	Report on Recovery.gov and www.gsa.gov/recovery
Increase fuel efficiency by 10 percent for total procurement	Current percent increase in fuel efficiency	Monthly	Compare combined average fuel efficiency for new vehicle with combined average fuel economy of the replaced vehicle	Report on Recovery.gov and www.gsa.gov/recovery

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Administrative Provisions [delete] <u>insert</u>	Explanation
<p>Sec. 510. Funds available to the General Services Administration shall be available for the hire of passenger motor vehicles.</p>	<p>GSA requests that this provision be retained.</p>
<p>Sec. 511. Funds in the Federal Buildings Fund made available for fiscal year [2009] <u>2010</u> for Federal Buildings Fund activities may be transferred between such activities only to the extent necessary to meet program requirements: <i>Provided</i>, That <u>notice of</u> any proposed transfers shall be [approved] <u>submitted</u> in advance [by] <u>to</u> the Committees on Appropriations.</p>	<p>The first requested change would update GSA reprogramming authority for the fiscal year of the request. GSA also requests authority to make necessary reprogrammings, subject to the <i>notification of</i> the Committees on Appropriations rather than seeking their advance approval. This change would allow GSA to adjust for changes in requirements in a more timely and responsive manner.</p>
<p>Sec. 512. Except as otherwise provided in this title, [funds made available by this Act shall be used to transmit a fiscal year 2010] <u>it is the sense of Congress that projects to be included in the 2011</u> request for United States Courthouse construction [only if the request] <i>will</i>: (1) [meets] <i>meet</i> the design guide standards for construction as established and approved by the General Services Administration, the Judicial Conference of the United States, and the Office of Management and Budget; (2) [reflects] <i>reflect</i> the priorities of the Judicial Conference of the United States as set out in its approved 5-year construction plan; and (3) [includes] <i>include</i> a standardized courtroom utilization study of each facility to be constructed, replaced, or expanded.</p>	<p>GSA requests that this provision be retained, with an amendment.</p>

U.S. General Services Administration
Administrative Provisions

Administrative Provisions [delete] <u>insert</u>	Explanation
<p>Sec. 513. None of the funds provided in this Act may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided through the Federal Buildings Fund, to any agency that does not pay the rate per square foot assessment for space and services as determined by the General Services Administration in [compliance with] <i>consideration of</i> the Public Buildings Amendments Act of 1972 (Public Law 92–313).</p>	<p>GSA requests that this provision be retained, with an amendment.</p>
<p>Sec. 514. From funds made available under the heading “Federal Buildings Fund, Limitations on Availability of Revenue,” claims against the Government of less than \$250,000 arising from direct construction projects and acquisition of buildings may be liquidated from savings effected in other construction projects with prior notification to the Committees on Appropriations.</p>	<p>GSA requests that this provision be retained.</p>

Administrative Provisions [delete] <u>insert</u>	Explanation
<p>[Sec. 515. In any case in which the Committee on Transportation and Infrastructure of the House of Representatives and the Committee on Environment and Public Works of the Senate adopt a resolution granting lease authority pursuant to a prospectus transmitted to Congress by the Administrator of General Services under section 3307 of title 40, United States Code, the Administrator shall ensure that the delineated area of procurement is identical to the delineated area included in the prospectus for all lease agreements, except that, if the Administrator determines that the delineated area of the procurement should not be identical to the delineated area included in the prospectus, the Administrator shall provide an explanatory statement to each of such committees and the House and Senate Committees on Appropriations prior to exercising any lease authority provided in the resolution.]</p>	<p>GSA requests that this provision be removed.</p>
<p>[Sec. 516. Subsections (a) and (b)(1) of section 323 of Title 40, United States Code, are amended by striking "Consumer Information Center" and inserting "Federal Citizen Services"; subsection (a) is further amended by striking "consumer".]</p>	<p>This provision, which was enacted Public Law 111-8, permanently amends the United States Code and is no longer required.</p>

U.S. General Services Administration
Administrative Provisions

Administrative Provisions [delete] <u>insert</u>	Explanation
SEC. [517] <u>515</u> . In furtherance of the emergency management policy set forth in the Robert T. Stafford Disaster Relief and Emergency Assistance Act, the Administrator of the General Services Administration may provide for the use of the Federal supply schedules of the General Services Administration by relief and disaster assistance organizations as described in section 309 of that Act. Purchases under this authority shall be limited to use in preparation for, response to, and recovery from hazards as defined in section 602 of that Act.	GSA requests that this provision be retained.
[SEC. 518, beginning "Working Capital Fund", on page 141 of the Act and continuing through page 142.]	This provision, which was enacted Public Law 111-8, permanently amends the United States Code and is no longer required.

Administrative Provisions [delete] insert	Explanation
<p><u>SEC. 516. Section 6834(a)(3) of Title 42, United States Code, is amended in subparagraph (D)(i)(II) by: (a) deleting in the first sentence "an agency subject to this paragraph" and inserting in lieu thereof "any agency, other than the General Services Administration, subject to this paragraph"; and (b) deleting the final sentence of subparagraph (D)(i)(II), and inserting in lieu thereof: "The Administrator of General Services may issue waivers with respect to its inventory, pursuant to criteria the Administrator establishes.".</u></p>	<p>Subsection 433(a) of the Energy Independence and Security Act of FY 2007 ("EISA 2007", P.L. 110-140, December 19, 2007) amended 42 U.S.C. 6834(a)(3) to establish targets for reducing energy consumption in new Federal buildings and Federal buildings undergoing major renovations. Subparagraph 6834(a)(3)(D)(i)(II) establishes the right of an Agency, under certain circumstances, to petition to the Secretary of Energy for a waiver of these standards on a building-by-building basis. This subparagraph ends with the statement, "This subclause shall not apply to the General Services Administration."</p> <p>GSA interprets this provision as completely prohibiting GSA from obtaining a waiver from the standards established by section 433(a) of EISA 2007. The legislative history of this provision suggests that the sentence in question was not intended to preclude GSA from obtaining a waiver for GSA-owned buildings, but actually to confer on the Administrator of General Services the authority to grant a waiver for GSA-owned buildings without petitioning to the Secretary of Energy.</p> <p>GSA strongly supports the objectives of EISA 2007. GSA has already delivered significant reductions in energy consumption in GSA Federal buildings, and has demonstrated a commitment to continuing to reduce the energy consumption of the GSA inventory of Federal buildings. However, the EISA 2007 requirements that increase energy consumption reduction goals from 55% less consumption of fossil fuel energy in</p>

U.S. General Services Administration
Administrative Provisions

Administrative Provisions [delete] <u>insert</u>	Explanation
	<p>FY 2010 to 100% less (i.e., zero) by 2030 are extremely aggressive, and some GSA buildings may not be able to meet this standard. In some cases, an individual building may not be able to meet the standard due to the mission of the occupying Agency (e.g., Land Ports of Entry, which have very high energy requirements) or other complicating factors. In addition, as the Federal motor vehicle fleet transitions to an increased reliance on hybrid-electric and fully electric vehicles, GSA anticipates that re-charging these vehicles will lead to increased energy consumption in Federal facilities.</p> <p>GSA requests the statutory authority for the Administrator of General Services to issue waivers to the EISA 2007 energy consumption reduction standards for specific GSA buildings where the application of those standards would be technically impracticable in the light of the functional needs of the building. As building technology develops, GSA may not require this exception authority but, with technology known today, there will be instances where exceptions will be required.</p>

U.S. General Services Administration

E-GOVERNMENT BENEFITS

Fiscal Year 2010 Budget Request

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This section reports on the benefits realized and expected from Electronic Government (E-Gov) initiatives funded by GSA, either as the managing agency or through contributions to other agencies. This section is intended to comply with the reporting requirements established in section 737 of Public Law 110-161, the FY 2008 Consolidated Appropriations Act.

E-Gov initiatives are designed to make the Federal Government more citizen-centric and results-oriented. E-Gov initiatives benefit multiple Federal agencies and are supported by the knowledge, experience and financial contributions of all benefiting agencies. The contributions of a particular Federal agency are typically characterized as “Managing Partner” or “Participating Partner”. Only one agency is selected to be the Managing Partner of an E-Gov initiative, and all other agencies involved in the initiative are considered Participating Partners. The Managing Partner coordinates a mutually agreed upon funding model and project plan with agency partners, then informs the Office of Management and Budget (OMB) of the budgetary requirements and agency milestones required to implement the plan.

Funding for each E-Gov initiative is reported as either *agency contributions* or *agency service fees*. Agency contributions (including in-kind contributions) are the total value of cash and in-kind contributions provided. The value of in-kind contributions (including staff time, commodities, and equipment) are determined by the contributing agency. Service fees represent fees collected based on actual usage.

GSA as Managing Partner

GSA is a **Managing Partner** for seven E-Gov initiatives: (1) E-Authentication, (2) E-Gov Travel System (eTS), (3) E-Federal Asset Sales (eFAS), (4) Integrated Acquisition Environment (IAE), (5) USA Services, (6) Information Technology Infrastructure Initiative Line of Business (ITILoB), and (7) Financial Management Line of Business (FMLoB).

E-Gov initiatives provide the following benefits to Federal agencies, including GSA:

- Enhanced productivity as a result of improved information technology infrastructure, shared services, and automated processes;
- Improved productivity of Federal employees, leading to improved mission delivery by Federal agencies and higher performance levels for services provided by the Federal government;
- Cost savings from: (1) reducing the number of providers of duplicative or compatible administrative services across Federal agencies; and (2) aggregating purchases to leverage the buying power of the Federal government and obtain the lowest prices from industry; and
- Improved coordination and effectiveness government-wide as a result of enterprise-level standards for technology, common processes, and citizen-facing services.

Summary of Contributions, GSA as Managing Partner
(Dollars in Thousands)

FY 2008 ACTUAL							
Source of Funding (Dollars in Thousands)	E-Authentication	E-Travel	Federal Asset Sales (eFAS)	Integrated Acquisition Environment	USA Services	IT Infrastructure Initiative LoB	Financial Management LoB
Working Capital Fund	\$ 198			\$ 1,991		\$ 20	\$ 44
Government-wide Policy				1,558			
Federal Citizen Services					7,025		
Acquisition Services Fund (ASF-ITF)		8,066	1,000			4,000	
Federal Buildings Fund (FBF)			668				
TOTAL GSA Funding Requirements	\$ 198	\$ 8,066	\$ 1,668	\$ 3,549	\$ 7,025	\$ 4,020	\$ 44
TOTAL GSA AS MANAGING PARTNER:							\$ 24,570

FY 2009 CURRENT							
Source of Funding (Dollars in Thousands)	E-Authentication	E-Travel	eFederal Asset Sales (eFAS)	Integrated Acquisition Environment	USA Services	IT Infrastructure Initiative LoB	Financial Management LoB
Working Capital Fund	\$ 3,334			\$ 1,736			\$ 44
Government-wide Policy	700			1,292			
Federal Citizen Services					9,495		
Acquisition Services Fund (ASF-ITF)		4,750	828			4,000	
Federal Buildings Fund (FBF)			552				
TOTAL GSA Funding Requirements	\$ 4,034	\$ 4,750	\$ 1,380	\$ 3,028	\$ 9,495	\$ 4,000	\$ 44
TOTAL GSA AS MANAGING PARTNER:							\$ 26,731

FY 2010 REQUEST							
Source of Funding (Dollars in Thousands)	E-Authentication	E-Travel	eFederal Asset Sales (eFAS)	Integrated Acquisition Environment	USA Services	IT Infrastructure Initiative LoB	Financial Management LoB
Working Capital Fund				\$ 1,736		\$ 40	\$ 44
Government-wide Policy	700			1,292			
Federal Citizen Services					8,463		
General Activities (E-Gov Fund)						30,000	
Acquisition Services Fund (ASF-ITF)		3,057	540			4,000	
Federal Buildings Fund (FBF)			360				
TOTAL GSA Funding Requirements	\$ 700	\$ 3,057	\$ 900	\$ 3,028	\$ 8,463	\$ 34,040	\$ 44
TOTAL GSA AS MANAGING PARTNER:							\$ 50,232

NOTES: 1. Contributions from the GSA Working Capital Fund represent GSA fee-for-service payments to program management offices in the other GSA funds noted.

2. Further information on initiatives for which GSA is a managing partner can be found at the following website which will contain updated Exhibit 300's (Capital Asset Plans and Business Case Summaries): <http://www.gsa.gov/exhibit300>

E-Authentication

The E-Authentication solution provides a standardized means for citizens, businesses, and other governments to securely identify themselves when accessing U.S. Federal government online applications. It also allows agencies to accept trusted credentials (e.g., Public Key Infrastructure (PKI) certificates; user IDs/passwords) issued by other agencies and commercial organizations. E-Authentication helps Federal agencies mitigate the security and privacy risks associated with electronic government, and to control the costs of authenticating large numbers of users.

The U.S. E-Authentication Identity Federation was built and successfully launched in October 2005. The Federation counts as members all Government agency application owners and identity credential service providers (CSPs) that have adopted E-Authentication's set of agreements, standards and technologies, making identity portable across domains.

Key benefits include:

- Increased security and risk mitigation;
- Savings in time and money since agencies are not required to build their own identity authentication systems;
- A secure, convenient, standardized, easy-to-use approach to authentication and improved access to government services (e.g., single sign-on);
- Assured privacy protection; and
- Enhanced end-user experience.

Summary of Spending, E-Authentication

(Costs in Thousands)

	PY-1 and Earlier	PY 2008	CY 2009	BY 2010	Total
Planning					
Budgetary Resources	28,441	0	0	0	28,441
Outlays	7,670	0	0	0	7,670
Acquisition					
Budgetary Resources	222	100	0	0	322
Outlays	497	100	0	0	597
Operations & Maintenance					
Budgetary Resources	45,936	6,848	3,776	700	57,260
Outlays	45,406	10,634	0	0	56,040
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	3,019	1,018	434	0	4,471
Outlays	3,019	1,018	434	0	4,471
TOTAL					
Budgetary Resources	\$77,618	\$7,966	\$4,210	\$700	\$90,494
<i>Outlays</i>	<i>56,592</i>	<i>11,752</i>	<i>434</i>	<i>0</i>	<i>68,778</i>

Summary of All Agency Contributions, E-Authentication
(Costs in Thousands)

Partner Agency Name	PY08	PY08 Fee-for-Service	CY09	CY09 Fee-for-Service	BY10	BY10 Fee-for-Service
Agriculture, Department of	0	630	0	0	0	0
Commerce, Department of	0	224	0	0	0	0
Defense, Department of	0	30	0	0	0	0
Education, Department of	0	247	0	14,900	0	0
Energy, Department of	0	219	0	7,450	0	0
Environmental Protection Agency	0	104	0	7,450	0	0
General Services Administration	0	133	0	3,500	0	0
Health and Human Services, Department of	0	1,042	0	82,900	0	0
Homeland Security, Department of	0	291	0	0	0	0
Housing and Urban Development, Department of	0	376	0	0	0	0
Interior, Department of	0	133	0	0	0	0
International Assistance Programs	0	40	0	0	0	0
Justice, Department of	0	221	0	0	0	0
Labor, Department of	0	182	0	28,600	0	0
National Aeronautics and Space Administration	0	61	0	7,450	0	0
National Science Foundation	0	97	0	0	0	0
Nuclear Regulatory Commission	0	40	0	0	0	0
Office of Management and Budget	0	55	0	0	0	0
Office of Personnel Management	0	127	0	7,000	0	0
Small Business Administration	0	219	0	0	0	0
Social Security Administration	0	95	0	0	0	0
State, Department of	0	61	0	0	0	0
Transportation, Department of	0	1,452	0	7,450	0	0
Treasury, Department of	0	392	0	0	0	0
Veterans Affairs, Department of	0	70	0	9,950	0	0
TOTAL	0	6,541	0	176,650	0	0

Total cost from inception through FY 2008: \$85,584 thousand

E-Government Travel (ETS)

The E-Gov Travel System (ETS) standardizes, automates, and consolidates the Federal government's travel process in a Web-centric service, covering all steps of a travel transaction, from authorization and reservations to travel claims and voucher reconciliation. It eliminates the paper process still in place in many agencies, while leveraging administrative, financial and information technology best practices.

Key benefits include:

- Increased cost savings associated with overall reduction in Travel Management Center (TMC) transaction service fees;
- Advantageous strategic source pricing through cross-government purchasing agreements;
- Improved business process functionality as a result of streamlined travel policies and processes;
- Enhanced security and privacy controls for the protection of government and personal data; and
- Superior agency oversight and audit capabilities for Chief Financial Officers and executives, providing travel cost data and ability to analyze the execution of travel dollars by agency, program or geographic region.

ETS is a fully integrated, end-to-end travel solution. Program cost avoidance is realized by a reduction in the time spent by the traveler and manager in planning, arranging, authorizing, and approving travel, as well as a reduction in effort associated with post-travel reimbursement processing. Travelers also benefit from ETS' increased efficiency in the end-to-end electronic solution as their reimbursements are expedited.

Additional initiative savings are realized from the elimination of costly paper-based systems, the decommissioning of legacy travel systems and the reduction of agency overhead by consolidating the total number of travel contracts across the government. Prior to ETS, the estimated overall government-wide on-line adoption rate for travel reservations was below 5%. By FY 2009, all executive branch civilian agencies will be migrating to, or will be fully deployed on E-Gov Travel with an on-line travel reservation rate target of 65%. FY 2010 will see the fully deployed agencies using ETS to more effectively manage travel.

Summary of Spending, E-Government Travel
(Costs in Thousands)

	PY-1 and Earlier	PY 2008	CY 2009	BY 2010	Total
Planning					
Budgetary Resources	39,377	0	0	0	39,377
Outlays	39,377	0	0	0	39,377
Acquisition					
Budgetary Resources	0	0	0	0	0
Outlays	0	0	0	0	0
Operations & Maintenance					
Budgetary Resources	0	10,565	9,806	9,381	29,752
Outlays	0	10,565	9,806	9,381	29,752
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	3,266	725	319	329	4,639
Outlays	3,266	725	319	329	4,639
TOTAL					
Budgetary Resources	\$42,643	\$11,290	\$10,125	\$9,710	\$73,768
<i>Outlays</i>	<i>42,643</i>	<i>11,290</i>	<i>10,125</i>	<i>9,710</i>	<i>73,768</i>

NOTE: GSA collects agency contributions to finance the costs of the ETS initiative program management office. These costs include continued development of the E-Gov Travel System and agency migration support, which provides comprehensive advisory and consulting services to assist customer agencies with change management, technical functionality, security, and training as they migrate to the E-Gov Travel Service (ETS). Program costs not covered by agency contributions have been or will be absorbed within GSA's Acquisition Service Fund (ASF).

None of the costs reported on the following table of agency contributions – including GSA costs reported there – are included on the table above.

Summary of All Agency Contributions, E-Government Travel
(Costs in Thousands)

Partner Agency Name	PY08	PY08 Fee-for-Service	CY09	CY09 Fee-for-Service	BY10	BY10 Fee-for-Service
Agriculture, Department of	670	1,206	0	3,746	0	3,706
Commerce, Department of	389	230	34	1,595	0	1,487
Education, Department of	0	360	0	337	0	337
Energy, Department of	0	941	0	1,167	0	1,254
Environmental Protection Agency	0	585	0	1,067	0	1,067
General Services Administration	50	855	0	683	0	683
Health and Human Services, Department of	0	2,816	96	2,505	0	3,496
Homeland Security, Department of	0	39	567	2,360	0	8,920
Housing and Urban Development, Department of	0	478	0	416	0	416
Interior, Department of	1,193	10	2,327	5,148	0	5,502
International Assistance Programs	0	81	1,050	70	0	70
Justice, Department of	2,549	1,318	1,816	3,460	0	7,474
Labor, Department of	0	1,117	0	1,197	0	1,197
National Aeronautics and Space Administration	567	50	126	1,635	0	1,693
National Science Foundation	0	66	0	52	0	52
National Archives and Records Administration	0	164	0	148	0	139
Nuclear Regulatory Commission	0	249	0	272	0	330
Office of Personnel Management	0	349	0	315	0	315
Small Business Administration	0	20	0	93	0	93
Social Security Administration	750	0	750	842	0	1,316
State, Department of	400	135	48	1,054	0	1,587
Transportation, Department of	0	3,080	0	3,074	0	3,202
Treasury, Department of	62	2,038	0	4,707	0	4,707
Veterans Affairs, Department of	239	1,343	0	1,294		1,294
TOTAL	6,869	17,530	6,814	37,237	0	50,337

Total cost from inception through 2008: \$53,993 thousand

NOTE: This table reports total cost to partner agencies, including internal costs for implementation and operation of ETS, and will not match the Summary of Spending table on the preceding page. The PY07, CY08, and BY09 partner contributions report in-kind contributions that each agency, including GSA, is investing internally for implementation and integration of ETS. Likewise, the Fee-For-Service columns include the amount that each agency, including GSA, is projected to pay directly to their ETS vendor for travel services. None of these funds go directly to GSA.

Federal Asset Sales (eFAS)

Federal Asset Sales (eFAS) is an E-Government initiative designed to improve and optimize the way the Federal government disposes its assets. The initiative consolidates multiple Sales Centers for both real and personal property under a single portal to make it easier for citizens to search and buy assets. As of July 2008, seven agencies have been selected to become Sales Centers for personal property: GSA, the Department of Agriculture, the Department of Justice (U.S. Marshals Service), the Department of Treasury, the Department of Interior (National Business Center, Aviation Management Directorate), the Department of Treasury (Internal Revenue Service), and the Department of Defense. These Sales Centers will serve as sales outlets that other Federal agencies will be required to use to dispose of excess personal property. The eFAS portal is located on the web at www.govsales.gov and links all participating Sales Centers to a central website.

Key benefits include:

- Providing Federal agencies with a standardized mechanism to sell government-owned property. Additionally, it will enable agencies and bureaus with limited funds and resources to reach a broader customer base and obtain greater exposure of their assets. Automating the disposal process will reduce cycle time, saving storage and transportation expenses.
- Providing citizens with a single, user-friendly portal to search Federal assets. GovSales.gov reduces the number of websites and mouse “clicks” previously required to search assets for sale by the Federal community, making it easier to find assets and increase assets that are sold by the Federal government.
- Providing multiple easy-to-use citizen access points to save the public time. The time citizens used to spend searching for the correct agency or finding information can be dedicated to activities of greater value to the citizen.

By the end of FY 2007, all 26 scorecard agencies had adopted the use of a selected sales center and migrated to selling their property through GovSales.gov, thereby reducing costs associated with asset sales across the government.

Program goals for FY 2008 are: (1) Bring other Federal sales solutions under the eFAS umbrella; (2) Migrate other Agencies beyond the 26 scorecard Agencies to a selected Sales Center; and (3) Complete the development of a strategic and tactical plan for the initiative.

Summary of Spending, Federal Asset Sales
(Costs in Thousands)

	PY-1 and Earlier	PY 2008	CY 2009	BY 2010	Total
Planning					
Budgetary Resources	43,998	0	0	0	43,998
Outlays	43,998	0	0	0	43,998
Acquisition					
Budgetary Resources	1,797	0	0	0	1,797
Outlays	1,797	0	0	0	1,797
Operations & Maintenance					
Budgetary Resources	12,693	36,007	36,082	35,878	120,660
Outlays	12,693	36,007	36,082	35,878	120,660
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	12,874	12,915	13,171	13,275	52,235
Outlays	12,874	12,915	13,171	13,275	52,235
TOTAL					
Budgetary Resources	\$71,362	\$48,922	\$49,253	\$49,153	\$218,690
<i>Outlays</i>	<i>71,362</i>	<i>48,922</i>	<i>49,253</i>	<i>49,153</i>	<i>218,690</i>

Summary of All Agency Contributions, Federal Asset Sales
(Costs in Thousands)

Partner Agency Name	PY08	PY08 Fee-for-Service	CY09	CY09 Fee-for-Service	BY10	BY10 Fee-for-Service
General Services Administration	1,668	0	1,380	0	900	0
TOTAL	1,668	0	1,380	0	900	0

Total cost from inception through FY 2008: \$120,284 thousand

NOTE: The Summary of Spending table includes the cost of all Sales Centers. The Summary of Contributions table reports contributions for government-wide program management.

Integrated Acquisition Environment (IAE)

The Integrated Acquisition Environment (IAE) was selected as a Presidential e-Government initiative in November, 2001 to improve government performance and management. It was created as a government-wide shared service to coordinate among Agencies in order to eliminate duplication of effort, stove-piped information systems, lack of data/messaging standards, lack of scale, and insufficient investment leverage.

IAE's mission is to provide acquisition services to support the acquisition lifecycle in a unified manner. To balance needs and funding and to stage and manage acquisition/development, adoption and services aggregation, IAE is being developed in phases.

In the initial phase, IAE created a federal acquisition framework and built a foundation of essential core high need/high-value shared services that filled acknowledged gaps in existing electronic acquisition capability. To establish a federal service, IAE (1) developed standard vocabulary and acquisition transactions, (2) put policy in place to underpin government-wide adoption of integrated acquisition services, and (3) instituted a governance structure, outreach and essential business processes. Utilizing that federal framework, the IAE (1) adapted existing systems providing core functions for government-wide use (e.g. Central Contractor Registration (CCR), Federal Business Opportunities (FBO)), (2) significantly upgraded existing essential capability (e.g. Federal Procurement Data System (FPDS)), and (3) stood up services that provided immediate efficiencies (e.g. On-line Representations and Certifications (ORCA), Wage Determinations On-Line (WDOL)).

As a result of the initial efforts, IAE fully supports the E-Government Act of 2002. IAE simplifies, unifies and streamlines the complex federal acquisition process for government buyers as well as for vendors and sellers, thus providing greater efficiency, effectiveness and transparency in procuring goods and services in the Federal government. This is done through the essential core of shared services that support and align with each step of the acquisition life cycle; Market Research, Ordering (via Purchase Order or Card), Solicitation, Evaluation, Award, and Contract Administration. Providing these services has freed up agencies to focus on Agency-specific needs while leveraging these government-wide shared services.

IAE has and continues to optimize resources used to deliver current services. In the next phase, IAE will deliver service centric, open architecture, aggregation of applications to provide more full-service and integrated capability for both the acquisition community and vendors.

Summary of Spending, Integrated Acquisition Environment
(Costs in Thousands)

	PY-1 and Earlier	PY 2008	CY 2009	BY 2010	Total
Planning					
Budgetary Resources	5,087	6,035	8,547	6,018	25,687
Outlays	25,924	6,616	10,564	6,340	49,444
Acquisition					
Budgetary Resources	1,622	0	0	0	1,622
Outlays	10,832	0	0	0	10,832
Operations & Maintenance					
Budgetary Resources	226,324	35,619	32,366	44,727	339,036
Outlays	96,524	39,049	40,005	49,804	225,382
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	10,734	5,219	6,115	5,916	27,984
Outlays	10,734	5,219	6,115	5,916	27,984
TOTAL					
Budgetary Resources	\$243,767	\$46,873	\$47,028	\$56,661	\$394,329
<i>Outlays</i>	<i>144,014</i>	<i>50,884</i>	<i>56,684</i>	<i>62,060</i>	<i>313,642</i>

Summary of All Agency Contributions, Integrated Acquisition Environment
(Costs in Thousands)

Partner Agency Name	PY08	PY08 Fee-for-Service	CY09	CY09 Fee-for-Service	BY10	BY10 Fee-for-Service
Agriculture, Department of	1,183	0	1,286	404	985	417
Commerce, Department of	391	0	190	204	4	200
Defense, Department of	25,050	0	5,090	20,705	5,527	20,863
Education, Department of	250	0	186	68	458	67
Energy, Department of	2,494	0	190	2,119	5	2,112
Environmental Protection Agency	218	0	90	151	17	124
General Services Administration	3,549	0	1,292	1,736	1,292	1,736
Health and Human Services, Department of	1,701	0	328	1,830	4,314	1,979
Homeland Security, Department of	1,923	0	190	2,271	3,259	1,680
Housing and Urban Development, Department of	339	0	286	52	672	39
Interior, Department of	670	0	190	445	10	372
International Assistance Programs	274	0	190	79	0	76
Justice, Department of	523	0	90	366	24	904
Labor, Department of	255	0	90	169	75	179
National Aeronautics and Space Administration	1,356	0	90	1,274	2	1,205
National Archives and Records Administration	13	0	13	0	0	0
National Science Foundation	103	0	90	19	11	17
Nuclear Regulatory Commission	5	0	0	6	0	8
Office of Personnel Management	12	0	0	18	0	31
Small Business Administration	3,328	0	2,813	4	707	4
Social Security Administration	57	0	13	40	3,977	37
State, Department of	600	0	22	516	0	801
Transportation, Department of	428	0	286	150	390	272
Treasury, Department of	469	0	113	368	0	388
Veterans Affairs, Department of	1,683	0	122	1,500	249	1,674
TOTAL	46,874	0	13,250	34,494	21,978	35,185

Total cost from inception through FY 2008: \$290,640 thousand

USA Services

USA Services leverages a range of tools – the Internet, e-mail, telephone and print publications, to make government more transparent, citizen-centric, and accessible to citizens. USA Services mission is to provide access points for citizens, businesses, other governments, and the media to easily obtain government information and services via the Web, e-mail, print, and over the telephone. USA Services also plays a leadership role and facilitates ongoing improvements in the methods used across government to communicate with citizens.

Direct services to citizens include:

- A family of websites – USA.gov the official portal to the Federal Government, GobiernoUSA.gov, pueblo.gsa.gov, kids.gov, consumeraction.gov, consumidor.gov, mymoney.gov, usaservices.gov and webcontent.gov
- National Contact Center, 1 (800) FED INFO
- Pueblo, Colorado publication distribution center
- E-mail and Web 2.0 technologies such as web chat and govgab.gov blog

Government-wide leadership programs include:

- Providing agencies with fast, efficient, and economical contract vehicles for multi-channel contact center services (FirstContact and USA Contact) ;
- Continuing to conduct citizen research and focus groups to determine changes or new trends in expectations and preferred methods of communication with government;
- Managing online resource centers (www.USAServices.gov and www.webcontent.gov) which serve as a central locations for all available information, best practices, tools, and other resources for creating, improving and measuring government citizen services activities;
- Providing communities of interest, training, and knowledge sharing for government employees that promote improvements in citizen services through activities like: Web Manager University, Government Contact Center Council, Web Managers Advisory Council, and the Intergovernmental Solutions office E-Government collaboration and communication efforts with state, local and international governments.

Key benefits include:

- Provide direct services to citizens through easily accessible channels that deliver accurate, consistent, and timely government information such as USA Contact, Tier 1, Misdirects, and Frequently Asked Question (FAQ) on USA.gov and 1-800 FED-INFO. Collectively these programs saved the Federal Government over \$75 million from 2005 -2007.
- Handle over 210.8 million projected citizen touchpoints (inquiries) in FY 2008 while at the same time reducing cost per touchpoint.
- Provide a critical web skills training through Web Manager University to over 7,000 web managers and specialist to-date.

- Provide assistance and software tools to Federal agencies for estimating and analyzing the costs of creating and operating effective, efficient citizen contact centers and related citizen service activities (see <http://www.usaservices.gov/calculator.htm>).

USA Services has been a valuable resource to Federal agencies in times of crisis or unexpected events. This year USA Services helped answer ten of thousands of inquiries for the State Department regarding the issuance of passports and provided valuable information to thousands of veterans after a data breach. Most recently USAS assisted Veterans Affairs with the contact of over 650,000 veterans who served in Iraq and Afghanistan regarding veteran's benefit programs.

Summary of Spending, USA Services

(Costs in Thousands)

	PY-1 and Earlier	PY 2008	CY 2009	BY 2010	Total
Planning					
Budgetary Resources	0	0	0	0	0
Outlays	0	0	0	0	0
Acquisition					
Budgetary Resources	0	0	0	0	0
Outlays	0	0	0	0	0
Operations & Maintenance					
Budgetary Resources	33,758	8,206	8,798	6,904	57,666
Outlays	33,758	8,206	8,798	6,904	57,666
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	4,867	1,920	2,017	2,064	10,868
Outlays	4,867	1,920	2,017	2,064	10,868
TOTAL					
Budgetary Resources	\$38,625	\$10,126	\$10,815	\$8,968	\$68,534
<i>Outlays</i>	<i>38,625</i>	<i>10,126</i>	<i>10,815</i>	<i>8,968</i>	<i>68,534</i>

Summary of All Agency Contributions, USA Services

(Costs in Thousands)

Partner Agency Name	PY08	PY08 Fee-for-Service	CY09	CY09 Fee-for-Service	BY10	BY10 Fee-for-Service
General Services Administration	7,025	0	9,495	0	8,463	0
Health and Human Services, Department of		2,775	0	925	0	0
Interior, Department of	0	110	0	110	0	130
Labor, Department of	0	45	0	33	0	38
Small Business Administration	0	25	0	5	0	6
State, Department of	0	322	0	247	0	331
TOTAL	7,025	3,277	9,495	1,320	8,463	505

Total cost from inception through FY 2008: \$48,751 thousand

IT Infrastructure Line of Business (ITI LoB)

The IT Infrastructure Line of Business (ITI LoB) was established to pursue a common approach and reusable components to improve service levels and cost efficiency in commodity IT Infrastructure across government. The ITI LoB uses industry performance and cost efficiency benchmarks and best practices to improve efficiency and effectiveness of government-wide acquisition and management of end user support, mainframes and servers, and telecommunications equipment and services.

The ITI LoB has refined the opportunities for IT infrastructure consolidation and optimization, and developed government-wide common solutions. The two major objectives of the LoB have been to 1) increase cost efficiency for commodity IT infrastructure and 2) improve IT infrastructure service levels. To advance these objectives, the LoB seeks to define specific common performance measures for service levels and costs, identify best practices, and develop guidance for transition plans within and across Federal agencies. Consolidation and optimization of IT infrastructure represent significant opportunities to realize future cost savings by taking a more coordinated approach to spending on IT infrastructure.

Building on its original objectives, the ITI LoB is being refocused to include major new initiatives in cloud-computing, investments in collaborative technology and electronic meeting capabilities through the “work-at-a-distance” initiative, and other initiatives advancing open Government and using technology to enable greater participation in Government by citizens, such as Data.Gov. All initiatives will be funded through the E-Government fund, directed by the Federal CIO (OMB’s E-Government Administrator) and overseen in coordination with the Federal CIO Council, and supported by the GSA ITI program office.

As plans for cloud-computing pilots and other initiatives are developed and implemented, this program is expected to lead to greater efficiency in infrastructure investments, labor savings, greater efficiency and buying power through aggregated services and hardware purchases, reduced travel, energy consumption, and adverse environmental impacts (through the use of electronic meeting capabilities), and major advances in the Administration’s goals to create an open Government, and encourage broad involvement and participation in Government decisions, through the use of information technology.

U.S. General Services Administration
E-Government Benefits

Summary of Spending, ITILoB
(Cost in Thousands)

	PY-1 and Earlier	PY 2008	CY 2009	BY 2010	Total
Planning					
Budgetary Resources	0	0	0	0	0
Outlays	0	0	0	0	0
Acquisition					
Budgetary Resources	0	0	0	0	0
Outlays	0	0	0	0	0
Operations & Maintenance					
Budgetary Resources	1,980	5,257	3,256	37,153	47,646
Outlays	1,500	3,535	0	0	5,035
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	0	723	744	767	2,234
Outlays	0	723	744	767	2,234
TOTAL					
Budgetary Resources	\$1,980	\$5,980	\$4,000	\$37,920	\$49,880
<i>Outlays</i>	<i>1,500</i>	<i>4,258</i>	<i>744</i>	<i>767</i>	<i>7,269</i>

Summary of All Agency Contributions, ITILoB
(Costs in Thousands)

Partner Agency Name	PY08	PY08 Fee-for-Service	CY09	CY09 Fee-for-Service	BY10	BY10 Fee-for-Service
Agriculture, Department of	160	0	0	0	320	0
Commerce, Department of	20	0	0	0	40	0
Defense, Department of	480	0	0	0	960	0
Education, Department of	20	0	0	0	40	0
Energy, Department of	160	0	0	0	320	0
Environmental Protection Agency	20	0	0	0	40	0
General Services Administration	4,020	0	4,000	0	4,000	0
Health and Human Services, Department of	80	0	0	0	160	0
Homeland Security, Department of	160	0	0	0	320	0
Housing and Urban Development, Department of	20	0	0	0	40	0
Interior, Department of	80	0	0	0	160	0
International Assistance Programs	20	0	0	0	0	0
Justice, Department of	160	0	0	0	320	0
Labor, Department of	20	0	0	0	40	0
National Aeronautics and Space Administration	80	0	0	0	160	0
National Science Foundation	20	0	0	0	40	0
Office of Personnel Management	20	0	0	0	40	0
Small Business Administration	20	0	0	0	40	0
Social Security Administration	80	0	0	0	160	0
State, Department of	80	0	0	0	160	0
Transportation, Department of	20	0	0	0	40	0
Treasury, Department of	160	0	0	0	320	0
Veterans Affairs, Department of	80	0	0	0	160	0
Electronic Government Fund 1/	0	0	0	0	30,040	0
TOTAL	5,980	0	4,000	0	37,920	0

Total cost from inception through FY 2008: \$7,960 thousand

1/ The BY10 planned amount assumes full funding of the FY 2010 budget request for the Electronic Government Fund.

Financial Management Line of Business (FM LoB)

The Financial Management Line of Business (FM LoB) improves the cost, quality, and performance of financial management systems by leveraging shared services solutions and implementing other Government-wide reforms that foster efficiencies in Federal financial operations. The FM LoB builds on the premise that all agencies will use common systems and standard financial business processes—enabling more efficient and effective Federal financial operations. An emphasis is being placed on greater standardization, transparency and business process improvements as opposed to pure technology improvements.

Current policy requires all Federal agencies to conduct a competition (competed between Federal and Commercial Shared Services Providers (SSPs)) when their systems reach the end of their lifecycle.

Key benefits include:

- Improved financial reporting and accountability from standardized, government-wide financial codes and categorizations of financial transactions; reduced process and data variability that will achieve cost savings, cost avoidance and improved timeliness through standardized business processes; and improved, consistent and reliable financial data that can be shared across agency business systems.
- Increased efficiency of financial transactions through reengineered and stream-lined business processes.
- Leveraging IT and financial processing expertise to provide services to multiple agencies, boards, and commissions
- Increased economies of scale associated with Federal financial system operations and enhancing leverage with financial management software vendors
- Mitigation of risks associated with financial system implementation by providing a uniform starting point for configuration.

U.S. General Services Administration
E-Government Benefits

Summary of Spending, FMLoB
(Costs in Thousands)

	PY-1 and Earlier	PY 2008	CY 2009	BY 2010	Total
Planning					
Budgetary Resources	42,854	3,250	7,300	1,300	54,704
Outlays	0	0	0	0	0
Acquisition					
Budgetary Resources	27,545	15,540	34,388	47,844	125,317
Outlays	0	0	0	0	0
Operations & Maintenance					
Budgetary Resources	250,401	65,533	64,920	67,856	448,710
Outlays	0	0	0	0	0
Government FTE Costs (includes planning, acquisition, and operations & maintenance costs)					
Budgetary Resources	85,854	29,721	38,593	42,392	196,560
Outlays	0	0	0	0	0
TOTAL					
Budgetary Resources	\$406,654	\$114,044	\$145,201	\$159,392	\$825,291
<i>Outlays</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

Summary of All Agency Contributions, FMLoB
(Costs in Thousands)

Partner Agency Name	PY08	PY08 Fee-for-Service	CY09	CY09 Fee-for-Service	BY10	BY10 Fee-for-Service
Agriculture, Department of	75	0	75	0	75	0
Commerce, Department of	143	0	44	0	44	0
Defense, Department of	143	0	143	0	143	0
Education, Department of	143	0	143	0	143	0
Energy, Department of	75	0	75	0	75	0
Environmental Protection Agency	44	0	44	0	44	0
General Services Administration	44	0	44	0	44	0
Health and Human Services, Department of	143	0	143	0	143	0
Homeland Security, Department of	143	0	143	0	143	0
Housing and Urban Development, Department of	143	0	143	0	143	0
Interior, Department of	75	0	75	0	75	0
International Assistance Programs	44	0	44	0	44	0
Justice, Department of	75	0	75	0	75	0
Labor, Department of	75	0	75	0	75	0
National Aeronautics and Space Administration	75	0	75	0	75	0
National Science Foundation	44	0	44	0	44	0
Nuclear Regulatory Commission	0	0	0	0	0	0
Office of Personnel Management	44	0	44	0	44	0
Small Business Administration	44	0	44	0	44	0
Social Security Administration	44	0	44	0	44	0
State, Department of	75	0	75	0	75	0
Transportation, Department of	143	0	143	0	143	0
Treasury, Department of	75	0	75	0	75	0
Veterans Affairs, Department of	143	0	143	0	143	0
TOTAL	2,052	0	1,953	0	1,953	0

Total cost from inception through FY 2008: \$520,698 thousand

GSA as Participating Partner

GSA is a **Participating Partner** in eight E-Gov initiatives: (1) E-Rulemaking; (2) E-Training; (3) Recruitment One-Stop; (4) Human Resources Management Line of Business (HR LoB); (5) Business Gateway Initiative; (6) Electronic Human Resources Interface; (7) Geospatial Line of Business; and (8) Budget Formulation and Execution Line of Business (BFE LoB). Additional information on the funding of these initiatives is provided on page EB-24.

Summary of Contributions, GSA as Participating Partner
(Dollars in Thousands)

FY 2008 ACTUAL								
Source of Funding (Dollars in Thousands)	E-Rulemaking	E-Training	Recruitment One-Stop	Human Resources Management	Business Gateway	Electronic Human Resources Interface	Geospatial LoB	Budget Formulation & Execution
Working Capital Fund	\$ 241	\$ 410	\$ 75	\$ 65	\$ -	\$ 1,738		\$ 85
Operating Expenses								
Federal Buildings Fund (FBF)							36	
TOTAL GSA Funding	\$ 241	\$ 410	\$ 75	\$ 65	\$ -	\$ 1,738	\$ 36	\$ 85
TOTAL GSA AS PARTICIPATING PARTNER:								\$ 2,650

FY 2009 CURRENT								
Source of Funding (Dollars in Thousands)	E-Rulemaking	E-Training	Recruitment One-Stop	Human Resources Management	Business Gateway	Electronic Human Resources Interface	Geospatial LoB	Budget Formulation & Execution
Working Capital Fund	\$ 122	\$ 410	\$ 78	\$ 65	\$ -	\$ 134		\$ 95
Operating Expenses								
Federal Buildings Fund (FBF)							35	
TOTAL GSA Funding	\$ 122	\$ 410	\$ 78	\$ 65	\$ -	\$ 134	\$ 35	\$ 95
TOTAL GSA AS PARTICIPATING PARTNER:								\$ 939

FY 2010 REQUEST								
Source of Funding (Dollars in Thousands)	E-Rulemaking	E-Training	Recruitment One-Stop	Human Resources Management	Business Gateway	Electronic Human Resources Interface	Geospatial LoB	Budget Formulation & Execution
Working Capital Fund	\$ 59	\$ 410	\$ 81	\$ 65	\$ 174	\$ 317		\$ 105
Operating Expenses								
Federal Buildings Fund (FBF)							35	
TOTAL GSA Funding	\$ 59	\$ 410	\$ 81	\$ 65	\$ 174	\$ 317	\$ 35	\$ 105
TOTAL GSA AS PARTICIPATING PARTNER:								\$ 1,246

E-Rulemaking

E-Rulemaking promotes collaborative efforts among Government agencies for the purpose of providing the public a common, automated repository of Federal government policy and regulatory-related documentation at the *Regulations.gov* website. Dockets or rule-related materials are consolidated and centrally managed in a web-based environment, providing the public with one location for accessing public documents, and the opportunity to comment on these documents. Under the authority of Section 206 of the E-Government Act of 2002, this electronic docket management system is a key component of the Act's implementation plan.

GSA benefits from its participation in this effort by way of cost savings and reduction of duplicative efforts. Partner agencies are no longer operating individual online storage, retrieval, and public comment repositories; systems are now centralized. Increasing maintenance procedures will enhance operations in the near future by providing even more sophisticated and user-friendly tools for public use (e.g., search functionality and batch data retrieval).

E-Training

GSA has fully implemented On-Line University (OLU) as its e-training provider. OLU supports the development of GSA's workforce and enhances GSA's ability to attract, retain, and motivate its employees. Through OLU, employees have easy access to a robust, user friendly desktop learning medium that helps continuously educate and prepare them for current and future work. Over 1,200 courses covering a wide array of topics are available to employees through OLU.

Recruitment One-Stop

GSA uses the Office of Personnel Management's USAJobs portal as the public link to advertise vacancies at GSA. Use of this portal has simplified the process of locating and applying for Federal jobs. USAJobs delivers many benefits to potential job seekers including: improved job searching, clean, concise, understandable and appealing job announcements; a "create once" basic job resume that can be used to apply to multiple vacancies; a resume mining feature that allows fast, cost efficient candidate sourcing for Federal managers and human resources specialists; and on-line real-time application status tracking. In addition, GSA's portal to the OPM site GSAJobs provides human resource professionals with the ability to quickly rate and rank jobs, and supports GSA's ability to meet the OPM time-to-fill vacancies performance measure of 45 days.

Human Resources Management Line of Business (HR LoB)

The Human Resources Management Line of Business (HR LoB) initiative supports agencies achieving economies of scale through a shared service provider concept. Through the use of a private shared service provider, GSA will realize the benefits of "best-in-class" HR solutions for itself and its customers. Use of a shared service provider enables GSA to offer these services without the cost of developing and maintaining its own HR systems. In addition, use of a shared service provider affords employees and customers the opportunity to receive state-of-the-art, timely HR services from GSA. As the schedule provider and broker for HR LoB services, GSA is helping to shape a government-wide solution as well as benefit from best practices and lessons learned as developed by the government-wide task force.

Business Gateway Initiative

By creating a single portal for business information, such as regulatory compliance information, Business Gateway directly benefits GSA's "customers" (e.g., office supply companies, government contractors, etc.), all of whom are subject to complex regulatory requirements across multiple agencies.

GSA's constituents could potentially receive significant benefits from Business Gateway including time and cost savings, assistance in compliance with Small Business Paperwork Reduction Act (SBPRA), and reduction in burden hours. Through increased outreach, more constituents will be able to realize these benefits.

GSA will receive:

- **Contact center savings:** Savings are expected by the reduction of misdirected calls handled by GSA due to the use of Business.gov and Forms.gov
- **Maintenance savings:** Business.gov's search technology will provide GSA with valuable user statistics and feedback, enabling it to simplify content management on its business compliance site
- **Increased forms management:** By making 133 forms (to date) available on Forms.gov, GSA saves agency time in forms management, and is expected to produce significant savings in paper and postage
- **Increased exposure:** Business.gov now houses 650 compliance GSA links (to date) providing cross-agency effectiveness to American businesses
- **Reduced burden on field offices:** By directing compliance-related inquiries to Business.gov, agencies with field offices will save training and staff-time dollars

Furthermore, GSA has been a key partner to Business Gateway by assisting in the management of Forms.gov and the Forms Catalog. Business Gateway's online forms are instrumental in reducing burden and helping businesses find and submit forms. The Forms Catalog also helps GSA coordinate and manage government forms internally across the government. The Forms Catalog currently receives 47,250 unique visitors per month, contains information on 6,092 unique forms, and engages 54 agencies to actively populate the Forms Catalog.

Electronic Human Resources Interface

GSA submits the required Electronic Human Resources Interface (EHRI) data (HR, payroll and training data elements) to the Office of Personnel Management on a biweekly basis. These submissions allow OPM to have the basic HR data available on all Federal employees. The EHRI initiative also includes digitizing all employee Official Personnel Files (eOPF) and implementing their electronic access. GSA plans to implement this phase of EHRI, referred to as eOPF in FY 2008, which will give each employee access to his personnel folder online; will give HR Specialists and managers access to the needed HR data on employees to perform their functions more efficiently; and will eliminate the need for GSA to house the paper personnel files. The eOPF initiative is a critical component of the Office of Personnel Management's Retirement System Modernization initiative designed to equip employees with the information they need to more effectively plan their retirement.

Geospatial Line of Business (G LoB)

GSA is one of the agencies partnering with the Geospatial Line of Business (G LoB) to support the coordinated approach to producing, maintaining, and using geospatial data within the Federal government. This approach will allow GSA to review and potentially leverage existing geospatial data created by the Managing Partner Agency (U.S. Department of the Interior) and LoB partner agencies, rather than initiating potentially redundant and costly business-driven geospatial analysis within the agency. GSA has actively participated in geospatial data collection efforts and agency response coordination as well as provided feedback on strategy and approach to establish a baseline for benchmarking and measuring geospatial costs and anticipated efficiencies.

GSA's participation and collaboration with the Geospatial LoB closely supports the agency's mission of helping "federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services, and management policies." GSA fully supports the efforts of the G LoB and promotes a common solutions approach to Geospatial activities which is likely to facilitate additional benefits in the coming years as the LoB further establishes itself within the Federal community.

Budget Formulation and Execution Line of Business (BFE LoB)

The focus of the Budget Formulation and Execution Line of Business (BFE LoB) is to build a "budget of the future" by promoting information sharing across government agency budget offices and building a "community of practice." With this collaboration, the budget community can start to identify best practices for all aspects of budget formulation and execution. The BFE LoB strives to find solutions that link budget formulation, execution, planning, performance, and financial information. Areas of particular interest include technology, budget performance integration, data collection and tracking, financial management integration, and human capital.

Initiative goals include:

- Improving the efficiency and effectiveness of agency & central processes for formulating and executing the Federal Budget
- Improving the integration and standardized exchange of budget formulation, execution, planning, performance measurement, and financial management information and activities across government
- Improving capabilities for analyzing budget, execution, planning, performance, and financial information in support of decision making
- Enhancing capabilities for aligning programs and their outputs and outcomes with budget levels and actual costs to institutionalize budget and performance integration
- Enhancing the effectiveness of the Federal budgeting workforce