

U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of-- Denise Turner Roth to be
Administrator, General Services Administration

I. Nomination Process and Conflicts of Interest

1. Why do you believe the President nominated you to serve as Administrator of the General Services Administration (GSA)?

I believe that the President nominated me to serve as the Administrator of the General Services Administration due to my nearly 20 years of public service working to further economic development and efficient administrative changes. In particular, I believe that my time serving as the Deputy Administrator under Administrator Tangherlini helping to execute the agency's reforms, and serving as the Acting Administrator since he left, made me a logical choice to be nominated to serve as Administrator.

2. Were any conditions, expressed or implied, attached to your nomination? If so, please explain.

Upon confirmation, I have agreed to resign from my position on the Board of Trustees at Bennett College.

3. If confirmed, are there any issues from which you may have to recuse or disqualify yourself because of a conflict of interest or the appearance of a conflict of interest? If so, please explain the procedures and/or criteria that you will use to carry out such a recusal or disqualification.

None.

4. What specific background and experience affirmatively qualify you to be Administrator of GSA?

During nearly 20 years of public service, I have furthered economic and administrative change in large, complex organizations and at multiple levels of government. I served multiple Members of Congress in various roles. I also have served in multiple positions in City government both here in the District of Columbia and Greensboro, North Carolina; most recently, I was the City Manager in Greensboro, NC, where we reorganized city departments and divisions to improve service delivery and promote efficiency. I have also served since March of last year as the Deputy Administrator and now Acting Administrator at GSA, where I have focused on improving performance throughout the agency and executing the agency's ongoing reform efforts.

5. Have you made any commitments with respect to the policies and principles you will attempt to implement as Administrator? If so, what are they, and to whom were the commitments made?

I have committed to myself and this Administration, and commit to this Committee and Congress, to hold to the highest standards of ethics and integrity, and to work diligently to fulfill GSA's important mission of delivering the best value in real estate, acquisition, and technology services to government and the American people.

II. Background of the Nominee

6. What experiences have you had in managing a large real estate portfolio or in managing large-scale acquisitions, or that are relevant to these two major functions of GSA?

As Deputy Administrator and Acting Administrator at GSA, I have been involved in the management and operations of the entire agency. In particular, as the Deputy Administrator, I managed GSA's operating divisions, and worked to reduce overhead and execute the recent reforms we have put in place. I also was responsible for executing the agency's long-term performance planning and annually assessing it. Through these efforts, we set metrics for each of GSA's major divisions, and in particular the goals on acquisition and real estate. This hands-on experience at GSA, both executing major changes within the organization and defining its long-term priorities, has prepared me well to take the helm of the agency and understand where the challenges and opportunities are throughout the organization.

I also was City Manager of Greensboro, NC, where I was responsible for more than 3,000 full-time employees and execution of a \$459 million budget. In that capacity, I managed the budget, capital construction, personnel, and acquisition activities of the City. Much of the work at the City was similar to the important activities of GSA, from engaging small businesses to prioritizing investment needs to delivering the best value with public dollars. Due to this role, I also have first-hand experience of going through the process of effectively executing a building or acquisition project and know where the pitfalls and challenges can be. As I prepared to leave, the City of Greensboro was beginning approximately \$100 million worth of construction projects. From this experience, I also learned the value of engaging appropriate stakeholders as projects move forward.

I also served as Vice President of the Greensboro Partnership. In that position, I brought both private and public parties to the table to drive investment for a project. This helped me understand the characteristics of a valuable project, the steps that the government in particular must take to pursue these types of investments, and the important work we can accomplish when all parties are at the table working together.

7. What experiences have you had either directly managing or overseeing a large number of employees?

As mentioned, I was the City Manager in Greensboro, NC, where I was responsible for more than 3,000 employees and a \$459 million budget.

I have also served at GSA both as Deputy Administrator and Acting Administrator. As the Deputy Administrator, I managed GSA's operating divisions, which were in the process of consolidating due to the agency's reform efforts. As Acting Administrator, I have maintained a focus on responsibly executing these reforms, while also managing the strategic planning, performance management, and budget development process for the organization.

8. What lessons have you learned as Acting Administrator at GSA?

I have learned the importance of recruiting and retaining talent; the need to communicate the vision and mission of the organization to employees across the agency, including all of GSA's regional offices; and the crucial, continued focus on performance management and accountability.

III. Role and Responsibilities of the Administrator

9. What do you view as the greatest challenges of the Administrator?

Some of the greatest challenges facing GSA's Administrator are maintaining a high level of performance across the organization; building a strong and compelling vision that the organization can rally behind; pushing the organization to do more in this moment to assist the federal government in saving money through the use of modern technology and proactive pursuits; and demonstrating and delivering value from GSA's programs.

10. What do you anticipate being the greatest challenges you would face as Administrator in comparison to Acting Administrator, and how would you seek to prepare for those challenges?

I view as the greatest challenge the relatively short amount of time remaining in the Administration to make a positive, long-lasting impact to the operations, transparency and efficiency of the organization. That is why it will be important to maintain a clear set of priorities, chief among these to continue to execute on the reforms we have put in place.

11. What is your view of the role of the GSA Office of the Inspector General?

I view the role of the GSA Office of the Inspector General as absolutely critical to the success of GSA's operations, and vital to rooting out fraud, waste, and abuse in the organization. The Inspector General performs a variety of roles for the organization, including doing preaward audits to ensure we get the best value out of our contracting. I view the Inspector General as a partner (along with Congress). I maintain an open line of communication with the Acting Inspector General and intend to do so with the new Inspector General if confirmed, and I want to stress my commitment to responding seriously and substantively to all issues raised by the Inspector General.

12. If confirmed, how do you plan to maintain a positive working relationship with the Acting Inspector General (or Inspector General when new leadership is confirmed)?

In my current capacity as Acting Administrator, I have maintained a positive working relationship with the Acting Inspector General by ensuring that we have monthly routine interactions where I can understand any ongoing concerns, provide updates on actions we have taken in response to recommendations, and hear about any new issues that need to be addressed. If confirmed as Administrator, I hope to maintain that relationship with the new Inspector General, upon her confirmation, in whatever manner she deems appropriate.

I also will continue to stress to employees in the organization that they should go to the Inspector General if they have any suspicion of fraud, waste, or abuse, and should respond in full and in a timely manner to any request for information that comes from their office.

13. Inspectors General from time to time make recommendations to the agency as a part of their report, audit, or investigation. If confirmed, do you commit to ensuring that all such recommendations are reviewed, responded to, if necessary, and, unless the agency justifies its disagreements with the recommendations, implemented to the fullest extent possible within a reasonable time period?

Yes.

14. The Inspector General Act provides that Inspector General shall have access to "all records, reports, audits, reviews, documents, papers, recommendations or other material available to the applicable establishment which relates to programs and operations with respect to which that Inspector General has responsibilities under this Act." Do you believe there are any limitations on the documents the GSA Office of the Inspector General can access? Please explain.

I believe the Inspector General should have access to all the records, reports, audits, reviews, documents, papers, and recommendations needed to conduct their work under the Inspector General Act.

15. As the Administrator, what measures would you use to determine whether GSA is successful?

I believe that setting clear metrics to track the progress of the organization is critical to the organization's success. GSA's most important measures deal with my highest priority, which is to continue to execute our ongoing reforms. On that priority, I will continue to evaluate our progress on a continued frequent basis in reducing overhead and consolidating functions to improve oversight and accountability.

Beyond that, we are also tracking metrics on the value we deliver to partner federal agencies, particularly in savings, and I believe we must effectively hit those measures as well to be successful.

16. Under what circumstances do you believe direct communications regarding GSA matters between individual GSA employees (including whistleblowers) and Congressional offices is appropriate and desirable?

I am strongly supportive of whistleblowers communicating with whomever they believe appropriate, whether the Inspector General or Congress, to report any concerns they have.

I believe that direct communications between GSA and Congress is important to both Congress's ability to conduct appropriate oversight and GSA's ability to effectively execute on its mission.

a. Do you know of any impediments to such communications?

I have no personal knowledge of any such impediments.

b. Are there any steps that GSA has taken or that you believe GSA should take to enable such communications?

GSA will continue to stress to its employees that they are encouraged to report fraud, waste, and abuse to the Inspector General and Congress.

Should the Committee have any concerns or suggestions for improving communication, I would certainly welcome them.

IV. Policy Questions

Management

17. In your view, what are the critical challenges facing GSA?

The most critical challenge facing GSA is to successfully execute our ongoing organizational reforms focused on transparency in management, reporting structures and staff consolidation, while also utilizing our expertise to be more proactive government-wide in driving value in real estate, acquisition, and technology.

a. Of the critical challenges you noted above, what are the highest priority issues, and how would you address these issues as the Administrator?

My highest priority is to make sure our reform efforts are executed successfully. That means continuing to measure and track the organization's progress on a variety of measures, from divesting of non-core activities like the financial management line of business, to hitting our targets for reduced overhead, to successfully completing the consolidation of our CxO functions. If confirmed, my focus will be on these efforts.

Beyond that, I want to ensure that GSA is utilizing its expertise to proactively engage and encourage agencies to make money-saving decisions that provide better value. That could mean everything from a consolidation opportunity in a local community to a better acquisition vehicle for a significant investment from a partner agency. I will be working with the commissioners of GSA's major business lines to ensure that these organizations are focused on this engagement and establishing meaningful metrics to track our progress in helping agencies make better decisions.

18. What do you believe are the qualities of an effective manager?

I believe that an effective manager maintains high standards of integrity, ethics, and excellence; sets a clear vision for success and holds everyone (including themselves) accountable to success; and is able to motivate a team through an optimistic and positive approach.

a. How would you describe your management style?

My management style is to present a positive and compelling vision that gives a sense of mission and purpose as well as engaging the leadership team in defining success. Additionally, I establish clear metrics in support of that vision that keep the organization focused and that allow the management team to track where we are succeeding and where we need to improve.

b. What are the most important lessons you have learned about management in previous management positions you have held?

I have learned that positive, optimistic thinking is vital to leading an organization; that you should believe in the capabilities of your team and your organization; that you cannot succeed without the data needed to make the right decisions; that each member of the team understand their role and are held accountable for the role they play in the organization; and that it is important to identify the right people for the right roles.

c. What qualities do you look for in assembling a management team?

I look to surround myself with positive, forward-thinking problem solvers who see challenges as opportunities to better the organization and who stay focused on the mission and purpose of the organization.

d. What is your approach to delegating work and responsibilities to others?

I first look to establish the highest priorities of the organization. I focus my time and attention on those priorities. Then, I look to delegate the other critical activities of the organization to the leaders who report to me. For all of these priorities, I look to ensure that there are clear metrics, and data that can be transparently tracked, so that we can determine where we are making progress and where we are not and need to make adjustments.

19. In your opinion, what is the number one management challenge at GSA right now and how do you plan to address it?

The number one management challenge is to execute our reforms in a way that inculcates cultural change so that they will last beyond this Administration. Based on my experience, I believe this will happen by continuing to present a clear and compelling vision, ensuring the leadership is committed and engaged in the changes and closely monitoring the measures we have put in place to track our progress, including surveys of our employees.

20. If confirmed, how would you handle disciplinary issues?

a. How would you respond to underperforming individuals within your office and the agency at large?

It is essential that underperforming individuals are informed early in the process that they are not meeting performance expectations and directed on what they should do to correct that performance issue. If the individual does not improve performance, appropriate disciplinary action should be taken. Where employees still do not meet expectations in delivering value to the American people, I expect my managers to hold those employees accountable using all appropriate means. A successful disciplinary and performance program includes clear success

measures, assistance and guidance to achieving goals and regular review of employee performance.

b. Please explain your views on when it is appropriate to put an employee on paid administrative leave and for how long.

In my personal view, administrative leave should be used sparingly, and managers should look to resolve the disciplinary review quickly. It is a disadvantage for the organization to have individuals in an administrative leave status for extended periods of time. Extended administrative leave undermines the morale of the organization, is costly to the organization and keeps it from progressing forward.

It is important for managers to work closely with the General Counsel's office and Office of Human Resources Management to make sure they understand and are using the most appropriate option under the law to address employee issues.

21. The previous Administrator of GSA performed a review of performance awards at GSA that led to cutting the budget for Senior Executive Service bonuses.

a. Are you satisfied with current use of bonuses at GSA? Please explain.

Over the past few years, as part of a top-to-bottom review effort, GSA eliminated several major awards programs and limited the use of performance awards, in order to ensure that awards are only given for exceptional performance in support of the American people.

Overall, I am satisfied that these actions have helped to ensure that performance awards are far more limited and given to top performers in the organization.

b. What action, if any, do you plan to take to address the issue of bonuses at GSA?

I intend to focus on effective use of performance management across the organization. In short, that means an organization where employees understand what is expected of them, managers are both held accountable and hold employees accountable for that performance, and, most importantly, that the organization is focused on metrics that deliver results for the American people.

If those fundamentals are in place, then GSA can be confident in its performance awards program.

c. What is your opinion of the current SES performance management system at GSA?

I believe that GSA has made strides in ensuring that performance awards are given for results delivered for the American people. We have also eliminated undue awards programs and become compliant with government-wide standards. However, we must continue to do more to

ensure that effective principles of performance management, particularly in holding employees accountable for delivering results, are adhered to across the organization.

22. How often do you believe GSA should review and update its fee schedules? What sources would you consult to inform your decision of which fees are appropriate to modify?

We must ensure that GSA sets fees only to recapture costs, as required in the law, and to make high-priority investments in support of federal agencies. In response to GAO and OIG audits, GSA has developed a set of criteria and methodology for performing in-depth reviews to develop cost and fee structures.

Additionally, my predecessor put in place new leadership at the Federal Acquisition Service (FAS) and asked them to assess the fee structure.

Based on that review, FAS has implemented a number of rate reductions to provide agencies with greater value and savings. For example, in FY 2014, the Fleet program reduced its base rate by 1 percent and issued a mid-year rebate to agencies totaling approximately \$12 million. In FY 2015, in response to low gas prices and high sales prices for used vehicles, the Fleet program reduced its base rate an additional 2 percent and issued a mid-year rebate to agencies totaling approximately \$128 million. The General Supplies and Services portfolio has transitioned business models to a lower-cost structure that has resulted in a reduction in rates. In FY2015, the Supply Chain Management program has reduced rates from approximately 30 percent to less than 20 percent and will achieve further reductions in FY 2016 to a stable 15 percent markup. In addition, in FY 2014, the Regional Telecom program reduced rates by 5 percent. With the transition to the new telecom contract, further reductions are anticipated as the transition is implemented.

However, I believe that GSA must continually assess its fee schedules, at least on an annual basis, to ensure we are only covering our costs and investments that support other agencies. We would welcome the views of Congress and this Committee as we do this.

23. What additional steps do you think could be taken to further incentivize cost savings behavior at every level in the agency, from senior executives to front-line employees?

I think there are additional opportunities for GSA to proactively leverage our position to drive even greater savings across government. While GSA has incorporated cost savings metrics into senior executive performance plans that cascade down to employees throughout the organization, I also want to ensure we build metrics on our organizational performance measures that assess the value we are providing to other agencies.

24. Do you believe that any further restrictions on conferences across the federal government are necessary? And are any limitations imposed after the conference scandal no longer warranted?

I believe that the federal government has made significant progress in reducing travel and conference spending. At GSA, I would keep the current structure in place which ensures senior level visibility and accountability into conference related travel, as well independent evaluation of that activity. It is important that we continue to see a direct link between conference travel and mission delivery; the current review processes helps to ensure that connection.

Real Property

25. Congress has encouraged the Federal Government to dispose of vacant and underutilized space as well as consolidate space.

a. What, if any, reforms would you suggest to reduce the federal government's real property footprint?

To reduce the federal government's real property footprint, I will focus on effective implementation of the many reforms currently underway.

First, I am committed to working closely with our partner agencies and the Office of Management and Budget (OMB) to implement the Administration's new National Strategy for Real Property and the associated Reduce the Footprint initiative. In the next couple of weeks, GSA and OMB will receive agencies' five-year efficiency plans and, after a thorough review, we will offer ideas for improvement. Reviewing these plans will bolster our efforts to identify new opportunities for consolidation and disposal, and I am committed to our goal of working more proactively with agencies to pursue projects that will more effectively achieve space reductions. Our current efforts in FY 2015 to identify disposal opportunities have resulted in three million square feet of space that can be eliminated from the federal footprint. The Reduce the Footprint Initiative should bolster this effort and I am committed to ensuring progress on this front.

Second, I will continue to aggressively pursue GSA's consolidation efforts to improve space utilization and decrease reliance on costly leases. In FY 2014, these efforts led to projects that will reduce the federal footprint by 507,000 square feet and save partner agencies \$17 million in annual rent costs. In this year's budget request, GSA more than doubled the investment requested for consolidation activities to achieve even greater savings and further reductions in our footprint.

Lastly, I will continue to pursue use of our flexible authorities so that we can reposition assets that are underutilized or that no longer effectively serve a federal need. These innovative approaches, including exchanging assets for construction services and other property, do not require upfront appropriations and can allow us to more quickly reposition an asset to provide better value to the taxpayer.

b. What is GSA doing to reduce its own footprint for its own needs as an agency?

GSA is looking at every tool available to optimize our inventory, reposition unneeded property, and reduce long-term real estate costs. Last year, GSA disposed of 12 of its own buildings, generating about \$1 million in proceeds and eliminating more than \$500,000 in annual operating and maintenance costs. We are also using innovative exchange authorities to dispose of underutilized and unneeded space, including the Cotton Annex in Washington, D.C. At our headquarters building, we have modernized the building to significantly improve its utilization, allowing us to consolidate out of leased space, saving \$24 million annually in lease payments. We will further improve our own utilization by consolidating our National Capital Regional office into our headquarters building.

I will continue to advance these efforts and make sure GSA is not holding onto any space that we do not need.

c. What, if any, reforms would you suggest to expedite the process for disposing of excess, underutilized, or surplus property?

We need to work with OMB and other partner agencies to drive more accurate and complete reporting from agencies so that we fully understand the federal government's real property inventory. Comprehensive, quality data will allow GSA to work with other landholding agencies to help improve decision-making and pursue cost-saving real estate investments.

Additionally, there are other reforms that could assist in disposing of excess, underutilized, or surplus property, such as:

1) Incentivizing disposal of properties. Federal entities such as the Coast Guard and the Forest Service which currently have the authority to retain proceeds have demonstrated much more progress with surplus property disposals relative to other agencies that cannot retain proceeds. Over the last five fiscal years, the Coast Guard accounted for 90 percent of the DHS properties disposed; and the Forest Services accounted for 94 percent of the properties which USDA disposed. Other entities within DHS and USDA do not have retention of proceeds and may lack the incentive to dispose of surplus property;

2) Streamlining some steps in the disposal process. For instance, GAO has recommended considering different ways to provide support to the homeless, rather than the mandatory screening currently required under law. This streamlining should be done in a thoughtful manner, so that non-monetary beneficial outcomes of federal property disposal could still be realized, and may require legislation; and

3) Addressing the upfront costs of property disposal. Often GSA hears from agencies that doing the necessary upfront work to get rid of unneeded property, whether relocating existing

employees or completing needed environmental clean-up, can slow the disposal of these assets, often due to a lack of funding to execute the upfront work.

26. GSA has broad responsibility for effectively managing federal real property. However, GAO has included federal real property management on its High Risk list each year since 2003. One area on which GAO has reported extensively is the GSA-maintained database of agencies' inventories of their real property, the Federal Real Property Profile (FRPP). According to GAO, inconsistent reporting by federal agencies raises questions about the FRPP's accuracy and reliability. What steps will you take to ensure that the FRPP is reporting accurate inventories of federal real property to assist in disposing of excess, underutilized, or surplus properties?

Complete and accurate data on what the government owns is critical to making better real estate decisions government-wide, and necessary for GSA to be successful as we work to more proactively assist agencies in making smarter asset management decisions.

I will work to improve the accuracy and reliability of the FRPP, including through clarifying data definitions and adding data elements to increase transparency; evolving the FRPP from a static database into a management tool that provides agencies with greater analytic capability to identify disposal and consolidation opportunities provides an incentive for them to improve data quality; requiring the certification of agency data submittals to the FRPP by agency Chief Financial Officers, elevating the importance of these data submittals; and improving the validation and audit process used by agencies prior to data submittal to the FRPP. I am also committed to continuing GSA's quarterly meetings with GAO, which are used to report on progress and to seek GAO's counsel for improved data quality and reporting.

27. As you know, the Administration recently announced the National Strategy for Real Property and the Reduce the Footprint policy. GSA plays a key role in implementing these policies through data management and analytics to identify real property efficiency opportunities and measure agency performance in reducing their footprint. What are some of the key challenges and opportunities for GSA as it works with OMB to implement the National Strategy and Reduce the Footprint? How do you plan to ensure that these initiatives will succeed?

The Administration's recent National Strategy for Real Property provides GSA with an opportunity to proactively engage with our partner agencies to identify opportunities for disposals, co-locations, and consolidations, and assist agencies in preparing their 5-year Real Property Efficiency Plans. Draft plans are due to OMB and GSA in July, and final plans are due in September. Having the opportunity to review the draft plans gives GSA, working cooperatively with OMB, the opportunity to identify a number of potential cost-saving opportunities for other landholding agencies. I am committed to the success of these initiatives and will make it a priority to ensure GSA and OMB leadership implementing these initiatives have defined strategies for oversight of implementation of the efficiency plans to make sure they are on track. I also welcome your oversight of these programs, and will work with you to make any improvements that will bolster the success of the National Strategy and Reduce the Footprint initiatives.

28. Short of legislative reforms to the congressional budget scoring process, what concrete steps will you take during your tenure to move away from leases to federally-owned properties where it makes sense?

I will continue to prioritize consolidating federal agencies from leased space into owned space. In FY 2014, by using the \$70 million in consolidation funds provided by Congress, we were able to reduce the federal footprint by 507,000 square feet and save partner agencies \$17 million in annual rent costs. This year, I will work to ensure that consolidation investments continues, and that we are ready to use whatever resources Congress appropriates in FY2016 to make additional progress on consolidation projects that will reduce our reliance on leased space.

In addition, I will work to ensure that GSA follows up with our partner agencies to ensure that the opportunities identified for co-location and consolidation are included in the agencies' Property Efficiency Plans, which are part of the new National Real Property Strategy.

Finally, I will work with Congress and other stakeholders to try to continue to advance important capital projects that will enable agencies to move out of expensive leased space and into federally owned space. One of the best examples of this type of project is the Department of Homeland Security (DHS) Consolidation at St. Elizabeths. Currently, DHS is spread out in more than 50 locations across the DC metropolitan area, mostly in leased space. Once complete, DHS will be able to consolidate out of these locations and onto the federally owned campus. Once complete, we will save taxpayers more than \$4 billion compared to the way that DHS is currently housed.

29. Do you think that the McKinney-Vento program can be improved both for federal agencies seeking to dispose of property and homeless assistance providers seeking to obtain access to excess federal property? Please explain.

It is my understanding that public benefit conveyances, including those under McKinney-Vento, are important to GSA. GAO, in looking at the relatively small percentage of properties that have been conveyed for homeless use, has recommended that Congress consider changes to this program that could perhaps streamline or improve the current process. I would welcome the opportunity to work with the Committee on this issue.

a. Overall, do you think that the McKinney-Vento program is an effective and efficient way for the government to assist the homeless?

Given that less than 1 percent of the properties reported to HUD as potentially available for homeless assistance were actually transferred for this purpose, it may be worth considering whether there is a more effective or targeted approach. I would welcome the opportunity to work with the Committee on this issue.

30. After a GAO report critical of extensive lease holdovers at properties leased by GSA, it appears that GSA has significantly reduced the number of lease holdovers. However, instead, GSA is simply entering into short term continuations of leases rather than renegotiate them or holdover. Do you think that this is a more cost-effective way to manage GSA's leases?

No. Reducing holdovers is an important goal, but short-term lease extensions are often another sign that we should have engaged in better and earlier planning prior to the expiration of a lease. Sometimes a short-term lease extension is a necessary precursor to a better long-term solution, like a consolidation into federally owned space. However, short-term extensions come with a cost premium, and we should seek competitive longer-term arrangements unless the extension is tied to a specific plan.

31. How will GSA evaluate whether the new FBI Headquarters will be of equal value to a square city block in downtown Washington, D.C. and the J. Edgar Hoover building that it is being exchanged for?

GSA and FBI have developed a procurement process that looks to maximize the value of the Hoover property. Typical of our projects, GSA relies on licensed, third-party and independent appraisals to help determine the value of properties for planning purposes.

St. Elizabeths Campus

32. In September of 2014, GAO made four recommendations to GSA and the Department of Homeland Security (DHS) concerning the St. Elizabeths consolidation project for DHS, including recommending that GSA and DHS work jointly to develop revised cost and schedule estimates for the remaining portions of the consolidation project that conform to GSA guidance for cost and schedule estimation. On June 24, 2015 the Committee favorably ordered reported S. 1638, the Department of Homeland Security Headquarters Consolidation Accountability Act of 2015. The bill would require DHS and GSA to provide Congress an update on the implementation of the Office of Management and Budget approved enhanced plan for the DHS headquarters consolidation project. Will you commit, if confirmed, to working collaboratively with DHS to provide the Committee the information that would be required under S. 1638, whether or not S. 1638 is enacted?

Yes, I welcome the opportunity to work collaboratively with DHS and the Committee to provide this information.

Strategic Sourcing, Contracting, and Acquisition

33. GAO has identified increased use of strategic sourcing as a means of saving tens of billions of dollars in federal procurement spending. Yet, use of strategic sourcing remains low in many agencies. What, if any, reforms would you suggest to increase the use of strategic sourcing? What do you believe GSA could be doing better to create new opportunities for strategic sourcing in the federal government?

GSA strongly believes in the value of strategic sourcing. With strategically sourced solutions like the third generation of Office Supplies contracts (OS3), we will be able to save the government \$90 million on the acquisition of common items like pens, paper, and printing items, while getting greater information on the spending of agencies that allow us to further drive down prices.

In partnership with OMB, we are moving forward with the next evolution of that effort through Category Management. It is a proven approach used extensively by other public and private entities, and will enable the federal government to buy smarter and more like a single enterprise. Under Category Management, the federal government will look at broader strategies to identify core categories of spend, and develop specialized levels of expertise, share best practices, provide streamlined solutions, and manage supply and demand for each of the categories. The objective is to increase efficiency and effectiveness while reducing costs and redundancies.

In December 2014, the Office of Federal Procurement Policy, with the help of GSA, divided the federal marketplace into ten government-wide categories of commonly purchased items as part of a larger move towards Category Management. The ten categories represent \$270 billion, or two-thirds, of the total federal government spend on common goods and services. These ten categories are as follows: (1) Information Technology, (2) Professional Services, (3) Security and Protection, (4) Facilities and Construction, (5) Industrial Products and Services, (6) Office Management, (7) Transportation and Logistics Services, (8) Travel and Lodging, (9) Human Capital, and (10) Medical.

A key preliminary step in Category Management is to understand the spending in each category. An accurate spend analysis will help us to understand current performance and opportunities, market trends, and will allow us to identify opportunities for strategic sourcing. Category Management initiatives may not always result in a new acquisition; instead, value may be achieved through better demand management practices, reductions in duplicative or suboptimal acquisition vehicles, or improved supplier performance. Strategic sourcing will continue to be one effective strategy that a Category Manager may implement to drive down total costs and improve overall performance for that category.

Through implementation of Category Management, GSA and OMB will be able to identify the best opportunities for new strategically sourced acquisition vehicles that can drive the best value for the federal government.

34. GSA has taken steps to improve transparency, minimize price volatility, and reduce duplicative contracts in Federal procurement through the use of Category Management, which is a strategy for dividing the federal marketplace into categories of commonly purchased items and developing a government-wide approach for each. Under this initiative, GSA is also developing a Common Acquisition Platform which will provide contracting officers with comprehensive information on contract vehicles, market trends, and transactional data. If confirmed, what steps will you take to ensure these initiatives proceed in a way that minimizes administrative cost increases for vendors?

The goal of Category Management is, in part, to provide greater visibility and transparency on federal spending patterns and contract vehicles available to the federal government. Through this increased transparency, agencies will be encouraged to use best-in-class acquisition solutions that provide more value to the government while also saving the time and expense of creating a duplicative contract vehicle for those same services.

However, these efforts can also benefit vendors. By having a window into agency spending patterns, vendors may be able to anticipate federal needs moving forward in a way that can inform their business decisions and allow the government to quickly and cost-effectively meet its needs.

GSA is keenly aware that we must maintain a balance between gathering the information that the federal government needs to continue to make better and more cost-effective purchasing decisions, and not unduly or hastily imposing new reporting requirements on vendors. For instance, GSA has proposed a new rule to collect transactional data on procurements across our government-wide acquisition vehicles. Understanding better what the government buys and the different prices that the government pays for similar products and services is vital to get the best value and reduce price variation (which can be as much as 300 percent). To balance this new reporting requirement, GSA is proposing to concurrently eliminate a burdensome reporting requirement that industry has indicated is challenging to implement.

While we understand this may not be viewed as a perfect solution by all stakeholders, it is a signal that GSA will look to find the right balance as we continue to move forward. We look forward to working further with Congress to ensure the government continues to buy smarter and more cost-effectively in a way that does not unduly burden vendors.

35. What steps do you think could be taken to strengthen the use of competition under interagency contracts awarded by GSA?

GSA must take additional steps to deliver better acquisition vehicles, demonstrate the value of our acquisition vehicles, and help agencies understand how to best utilize our acquisition vehicles.

Improving the competition between schedule vendors is an excellent way to quickly and efficiently get a good price and value for an agency. GSA provides training to agencies on the

best ways to obtain competitive quotes from Schedule vendors and other GSA contract holders. GSA manages the Federal Procurement Data System which provides the definitive reports used by government to measure competition levels across the federal government. The GSA Senior Procurement Executive is working on data visualizations to make the FPDS data more actionable by GSA offices and, eventually, for other agencies.

GSA also does procurement work for other agencies, and has extensive internal controls to ensure proper competition takes place as part of these interagency acquisition events. We also will continue to work with the Chief Acquisition Officer Council, the Federal Acquisition Institute and on an agency-by-agency basis to improve understanding about how to get the best value from GSA Schedules.

Through these and other efforts, I hope we can encourage agencies to make use of GSA's acquisition vehicles in the most effective way possible.

36. How can GSA avoid duplicative contracts for the same or similar services?

GSA and OMB are focused on avoiding duplicative contract vehicles, and utilizing the best acquisition vehicles possible for agency needs. This began with efforts to procure common goods and services using strategic sourcing. Since 2010 and with the support of the Strategic Sourcing Leadership Council, agencies have reduced contract duplication by up to 40 percent in some areas, and have saved more than \$417 million when government-wide strategic sourcing has been utilized.

Building on the success of strategic sourcing, GSA worked with OMB in the establishment of the Common Acquisition Platform, and the standing up of hallways under the Category Management program to gather information on acquisition vehicles for major categories of government spending. To become even more efficient, the federal government needs to shift the purchasing model from managing purchases and price individually across thousands of procurement units to managing entire categories of common spend and total cost through category management. This will help identify duplicative and unnecessary contract vehicles that can be eliminated. An example of this is GSA's effort to take advantage of shifting industry trends to consolidate over 80 GSA regional and national telecommunications contracts serving all federal agencies to the new Enterprise Infrastructure Solutions contract, resulting in dramatic reductions in contract duplication in the telecommunications subcategory alone.

37. What should be required of senior management in charge of awarding contracts used by other federal agencies to demonstrate that GSA is negotiating the best pricing possible?

The actions that we are taking to transform our Schedules program, previously outlined, are intended to provide as much transparency as possible on pricing so that agencies can feel confident that the Schedules not only simplify the contracting process, but also provide the best value possible.

38. Do you believe reforms need to be made to the GSA Schedule process? Please explain any such reforms.

Yes, I believe we must do more to reform and improve the GSA Schedule program and ensure that it is delivering value to other federal agencies. Currently, GSA is moving forward with a transformation of our Multiple Awards Schedule (MAS) program.

MAS Transformation is about strengthening the program by focusing on competitive pricing, data transparency, faster processes through effective automation, stakeholder collaboration, and piloting innovative change to foster continuous improvement. The goal is to ensure that the MAS Program continues to be government and industry's contract vehicle of choice for best-value federal purchasing.

For instance, we are looking to provide government buyers with more competitive prices by reducing price variability across MAS contracts. We are doing this by looking at the current prices of identical products offered by suppliers through the MAS program to identify outlier pricing, and then working with MAS contractors to reduce the range of prices offered to government buyers.

By working with contractors to bring all offered prices into a reasonable range, GSA and its industry partners will ensure that MAS continues to be a competitive and widely used program for faster, easier, less-costly purchases and the vehicle of choice for both industry and government.

As we take these actions, in conjunction with other MAS Transformation activities such as proposed Transaction rule changes, and the proposed elimination of the Price Reduction Clause, I suspect we can enhance the MAS value proposition for federal customers and industry partners well into the future.

39. What steps will you pledge to take to better identify and curb corruption and manipulation in contracts?

I will take all steps necessary to curb corruption and manipulation in contracts. This starts with ensuring that the organization understands that we hold ourselves to the highest standards of ethical conduct, and that anyone in the organization that suspects fraud, waste, or abuse should immediately bring it to the attention of management, the Inspector General, or Congress.

Where abuses are found, we should take all appropriate disciplinary steps so that everyone in the organization understands that there are consequences to unacceptable conduct.

40. In 2008, GSA launched an initiative called the System for Award Management/Integrated Acquisition Environment (SAM/IAE) to integrate the multiple electronic systems used for awarding and administering federal financial assistance (i.e., grants and loans) and contracts. The effort soon experienced major performance shortcomings, cost overruns and schedule delays. GSA has since restructured the program.

a. Are you satisfied with the revised plan for SAM/IAE?

I believe that SAM/IAE is on a much better track now than it was in the past. In November 2012, management of the control and operations of IAE including SAM was moved to FAS and the Chief Information Office (CIO). The move created a program office with a team of subject matter experts in business operations, acquisition and federal award policy, as well as stakeholder engagement. GSA's CIO provides a dedicated team on cloud architecture and agile development, allowing the program to develop in a much better fashion than it had before.

We have engaged the federal acquisition community and reached out to our industry partners to solicit input on how SAM/IAE can be improved. As of June 2015, there are more than 500,000 active registrations in SAM and the average cycle time for a new registration is under three days. Help desk calls are down, response times are benchmarked, and customer satisfaction is up. GSA is undertaking the improvements to the IAE using agile development techniques, and doing so with unparalleled engagement and input from multiple stakeholders.

I believe the program is on much more sustainable footing. However, given the complexity of IAE and the attempt to integrate a number of systems across the federal government, many managed by other federal agencies, it is important that we continue to iterate in a smart and flexible manner. In addition, we will continue to provide regular progress updates to GSA's committees of jurisdiction, including this committee, on the changes to both the SAM/IEA acquisition model as well as the planned technical developments.

b. What will you do to ensure its successful implementation?

We have made sure to continuously evaluate the program to ensure that the ongoing implementation of the vision for a consolidation of the eGov systems move forward in a transparent, secure, user-friendly, and fiscally responsible manner. We have also made sure to coordinate with appropriate stakeholders in the implementation of our planning, so that we have continued support in the direction of IAE/SAM.

We will continue to evaluate the program, and also continue to listen to stakeholder feedback so that we can adjust the path forward in a smart, agile manner that meets the test of the latest thinking on the delivery of IT systems. If this Committee ever has any concerns, know that we welcome them and will seek to address them and make any adjustments that are needed so that the program moves forward successfully.

41. The AbilityOne program provides important employment opportunities for people who are blind or severely disabled through federal procurements of goods and services from non-profits employing these individuals. The Committee has received numerous complaints about instances of non-compliance by GSA (and its authorized vendors) with requirements of the program. If confirmed, what action will you take to address this non-compliance? Also, what steps would you take to make sure that GSA's procurement initiatives, such as strategic sourcing, are compatible with AbilityOne?

I appreciate the benefits that the AbilityOne program provides to persons with disabilities and to the U.S. economy, and I am committed to ensuring that GSA maintains compliance with the requirements of AbilityOne.

GSA has proactively worked to bar our contractors from selling non-compliant products on their contracts. To ensure compliance, we conduct periodic reviews and investigate claims of non-compliance. When we discover non-compliant items on a contract, we issue a contract modification to remove it. Over the past two years, GSA has removed more than 70,000 items from the Schedules, and we must continue to be vigilant in this effort.

The use of smart, strategically sourced vehicles must also be compliant with AbilityOne requirements. The third generation of strategically sourced Office Supplies (OS3) maintains the same requirements as our other contract vehicles.

Finally, I want to ensure that we are also listening to the feedback from the AbilityOne Commission, on which GSA sits. Where there are concerns, we will do our best to address them so that compliance can be maintained government-wide.

42. Under the Office of Management and Budget's shared services initiative, GSA provides services to the federal government. What steps will you take to ensure that these shared services are cost-effective?

I strongly support increased use of shared services across the federal government, and it is critical that these shared services provide the best value possible. I believe that, to provide the most cost-effective shared services, GSA must focus on those activities that are part of our core mission.

To that end, and as part of GSA's ongoing reform efforts, GSA has sought to divest itself of shared services it has historically provided where we believe other agencies can provide those services at better value. Earlier this year, GSA divested itself of its Financial Management Line of Business. We are assessing other non-core shared services of which we may want to divest.

We do this so that GSA can focus on those services where we can provide the absolute best value, and I believe that is in real estate, acquisition, and information technology. In each of these areas, I want GSA to move further in providing shared service solutions for the federal government.

Information Technology

43. GSA is in the process of developing a new suite of contracts referred to as Network Services 2020 (NS2020), which will replace the existing Networkx contracts, through which federal agencies purchase telecommunications services. GSA awarded the Networkx contracts in 2007, and the transition to the new contracts by federal agencies took three years longer than planned. GSA has already announced an extension of the Networkx contracts, out of recognition that NS2020 will not be in place by the time the Networkx contracts were originally set to expire in 2017. If confirmed, what steps will you take to minimize further schedule slippages so that agencies can transition to NS2020 as soon as possible?

I know that there were major challenges in the last transition of Networkx. It is critical that GSA and partner federal agencies respond to the recommendations of stakeholders in the process, particularly the auditing done by the Government Accountability Office (GAO), to ensure that we take the appropriate steps for the next transition.

GAO released a report in January 2014, entitled "GSA Needs to Share and Prioritize Lessons Learned to Avoid Future Transition Delays" making several recommendations. In coordination with OMB, GSA also conducted an extensive lessons learned on the entire Networkx contract and program. In response to the recommendations coming out of these reviews, GSA has taken a number of steps, including:

- Establishing a Transition Team within GSA and assigning resources to the agencies who will transition to EIS or other GSA solutions;
- Developed and delivered a Transition Planning Template to the agencies;
- Visiting with senior agency IT and acquisition officials to discuss immediate next steps for preparation;
- Asking agency leadership to identify a transition point of contact/team;
- Asking agencies to deliver completed transition plans to GSA prior to award of EIS in fall 2016;
- Using transition reserve funding to provide agencies with resources to plan for transition including validating inventory, developing the agency's plan for transition and developing requirements; and
- Working with the agencies to validate and maintain a central repository of inventory.

We will continue to be mindful of potential challenges moving forward, and we welcome the continued input and oversight of the Committee in preparing for NS2020.

44. GSA plays an important role in both overseeing (as a member of the Data Center Consolidation Task Force) and assisting agencies with their efforts under the Federal Data Center Consolidation Initiative (FDCCI). If confirmed, what steps will you take to ensure GSA not only meets its own data center consolidation targets and tracks related cost-savings, but assists other agencies in doing the same?

Since the FDCCI was announced in 2010, the GSA has worked with OMB and the Chief Information Officers Council (CIO Council) to assist in the implementation of the FDCCI. While much progress has been made government-wide in consolidating and optimizing data centers under the FDCCI, more can be done. In fact, Congress, through Section 834 of the *Carl Levin and Howard P. "Buck" McKeon National Defense Authorization Act for Fiscal Year 2015*, codified the FDCCI and provided some necessary tools, including a three-year deadline, for agencies to meet data center consolidation targets.

In 2013, 2014, and the first three quarters of 2015, GSA focused on closing its smaller field office locations, as well as the migration of one of its core data centers to a federally shared facility owned by NASA. This effort has resulted in the closure of 81 GSA data centers, as well as an estimated costs savings and avoidance of more than \$16 million in FY 2013 and FY 2014. For FY 2015, we have reported an additional \$7.1 million in costs savings and avoidance and now have started to focus on regional office locations. Over the next two years, we plan to migrate all services from these regional offices to the core data centers; thus decommissioning all 11 of our regional office data centers. GSA has led the way for other agencies by optimizing its own data center inventory -- meeting and exceeding OMB's FDCCI goals of a 40 percent data center closure rate by the end of FY15.

For the past several months during my time as Acting Administrator, we have worked closely with OMB, the CIO Council, and agency partners across government to develop agency consolidation targets, performance metrics, and multi-year strategies that can assist agencies in fulfilling the requirements of the new FDCCI. GSA will leverage subject matter expertise to act as a trusted, neutral partner to agencies looking to optimize their data center inventories. If confirmed, I would plan to continue to prioritize these efforts, and ensure that GSA is proactively assisting agencies in developing and delivering on these consolidation plans.

45. If confirmed, what steps will you take to identify and manage troubled IT investments at GSA?

GSA has taken important steps to identify and manage troubled IT investments across the organization. First, and even prior to the passage of the Federal Information Technology Acquisition Reform Act, GSA consolidated information technology functions across the organization into one Office of the Chief Information Officer responsible for its execution. This has allowed us to gain greater visibility into IT investments across the organization and ensure there is one accountable official helping to decide which investments are worthwhile and which investments need to be redirected or cut.

To evaluate these investments, GSA fully utilizes the IT Dashboard, where the CIO evaluates on a monthly basis the progress and the risks of GSA's major investments. At-risk investments are identified and scored against a number of criteria, including whether they are meeting established performance measure goals or demonstrating strong investment management practices.

IT investments that score a level warranting additional scrutiny are classified as high-risk, moderate-risk, or special interest based on these criteria. The results of these reviews drive decisions to conduct in-progress reviews or project health checks. This process has helped GSA to ensure the organization properly coordinates to make decisions about new and existing investments, effectively manage the IT portfolio, and evaluate investment performance and applicability on a regular basis. Through this process, we have identified several "moderate risk" systems and made course corrections on these proposed investments.

We have also established clear guidance that investments should be delivered in an agile manner, consistent with the best practices of the private sector. This means delivery schedules of weeks, not months or years, allowing GSA to evaluate investments more consistently and change direction before a significant amount of time, and money, has been spent.

Workforce Issues

46. There have been numerous documented instances of misuse of GSA SmartPay charge cards by federal employees. If confirmed, what steps will you take to address this misuse?

The GSA SmartPay program was established to streamline government purchasing and save money. Through the use of purchase cards, since the inception of the program in 1998, the federal government has received \$2.9 billion in refunds that can be reinvested in mission delivery.

GSA provides federal agencies with tools to audit the use of purchase cards and to help eliminate fraud and abuse. We provide card account management tools that allow agencies to identify "split purchases" (attempts to circumvent spending limits by acquiring an item costing greater than \$3,000 by breaking it into multiple purchases under that limit), declined authorizations, lost or stolen cards, and also unusual spending that may require additional review and action.

Additionally, GSA requires the contracts under the SmartPay program to offer data mining systems that allow agencies to set parameters for expenses and identify transactions that fall outside of those rules.

GSA also provides annual training to agencies on the management of their purchase card program and ways to use the available tools to identify and investigate questionable spending so that it can be eliminated.

One important initiative that I strongly believe we should continue to push forward is benchmarking agencies' use of purchase cards. This benchmarking effort will establish government-wide metrics on purchase card use, to include: (1) use of a data mining tool; (2) merchant spend concentration; (3) number of transaction disputes; and (4) number of confirmed violations by an agency's Inspector General. These metrics and benchmarks should allow us to see areas which agencies are doing well, which agencies need to improve, and where our greatest areas of focus should be.

47. Protecting whistleblower confidentiality is of the utmost importance to this Committee as whistleblowers provide an invaluable service to rooting out waste, fraud, and abuse within the Federal Government.

a. As Acting Administrator at GSA, how have you addressed whistleblower complaints? What steps did you take to ensure those individuals did not face retaliation and that their claims were thoroughly investigated?

I strongly agree that protecting whistleblowers, including their confidentiality, is critical to rooting out waste, fraud, and abuse within the federal government. I encourage all GSA employees to bring forward their concerns to their management, the Office of Inspector General, and the Office of Special Counsel, as appropriate.

For all employees at GSA, I will work to ensure they understand that whistleblowers are to be encouraged and protected. In fact, it was a GSA whistleblower reporting her concerns that led to the reforms we currently have underway.

If confronted with an allegation, I would coordinate with the appropriate divisions in GSA, from our Office of Human Resources Management to our Office of General Counsel to, most importantly, our Inspector General.

If an allegation of retaliation was substantiated, I would work to ensure that all appropriate disciplinary steps are taken so that the organization understands there are consequences to such actions.

b. How do you plan to work with the GSA OIG and other components to implement policy within the agency to encourage employees to bring constructive suggestions forward without the fear of reprisal?

I believe it is important to continue to stress both through communications and through actions that reporting fraud, waste, and abuse is a core responsibility of every employee and will be encouraged. I will continue to stress to my senior management team and throughout the organization that they should encourage the reporting of fraud, waste, and abuse to management or the Inspector General. We strive to make sure that everyone understands their responsibilities to report these issues, and also that they understand the resources that are available to them. We do this through mandatory annual trainings, as well as transparent and

broad postings both online and in our buildings of the appropriate areas to direct concerns and complaints.

I also have worked directly with the Acting Inspector General to ensure we have routine engagement on any issues of concern, and hope to continue that direct engagement with GSA's new Inspector General, when confirmed. I would welcome any suggestions for improvement from the IG's office or Congress, and absolutely commit to making any changes necessary so that everyone throughout GSA understands their responsibilities.

c. Do you commit without reservation to work to ensure that any whistleblower within GSA does not face retaliation?

Yes.

d. Do you commit without reservation to take all appropriate action if notified about potential whistleblower retaliation?

Yes.

Improper Payments

48. The GSA Office of Inspector General (OIG) found that during FY 2014, GSA did not comply with the Improper Payments Elimination and Recovery Act (IPERA). Primarily, GSA failed to meet its improper payment reduction targets for Purchase Cards and Buildings Operations-Utilities program areas and reported inaccurate financial information in its FY 2014 Agency Financial Report. The GSA OIG concluded that "without improved procedural documentation, training, and oversight, GSA is at risk for continued inaccurate financial reporting." Eliminating improper payments is one of this Committee's priority goals. As Administrator, what actions will you take to ensure compliance with IPERA?

I am committed to strengthening oversight of improper payments at GSA. One of the most critical ways GSA can accomplish that is to fully implement the Inspector General's recommendations for how to improve these efforts.

First, GSA must ensure that annual reporting for the Agency Financial Report is complete, timely, and accurate. We will provide compliance training and raise the level of supervisory review within the organization to confirm the accuracy and completeness of the submitted information.

Second, as we continue our reform and consolidation efforts, we will make submission and review of claims across the organization consistent regardless of geographic location, one of the challenges the Inspector General identified.

Third, GSA will strengthen internal controls to maintain proper support of purchase card payments.

Finally, GSA will submit a corrective action plan to Congress on the steps we will take to become compliant with IPERA.

Eliminating improper payments is a critical component of executing on GSA's reforms and maintaining a high standard of operational excellence.

Presidential Transitions

49. GSA plays an important role in providing support to major Presidential candidates and to the President-elect for preparing for potential transitions and, after Election Day, executing the actual transition. In what ways do you think that GSA, in working with the White House and other agencies, could improve this support?

GSA is proud to be able to assist in the orderly transfer of executive power from one administration to the next.

The first and most important priority for GSA is to meet our statutory responsibility to provide facilities and services to major Presidential candidates and to the President-elect in a timely and cost-effective manner. To do that, GSA must begin our planning efforts as early as possible. Already, for the 2016 election, GSA has identified the locations and the resources needed to support both the major party candidates and the President-elect. Although I believe the organization should continue to improve on these efforts in the future, this is earlier than previous cycles.

Additionally, for this election cycle, GSA will be utilizing our own headquarters at 1800 F Street NW to support the President-elect. This will not only make the 2016 transition cost-effective, but we believe that 1800 F can be reused for future presidential transitions, simplifying planning and significantly reducing the cost of future transitions.

GSA also often plays a role in coordinating the planning activities of federal departments and agencies as they prepare for future administrations. To ensure the transition is as successful as possible, we believe these efforts should continue to get underway earlier.

I know that the Committee has also introduced legislation with many forward-looking ideas to improve the transition process, and I would welcome the opportunity to work with you on these efforts.

VI. Assistance

50. Are these answers your own? Have you consulted with GSA or any other interested parties? If so, please indicate which entities.

These answers are my own. I have personally consulted with knowledgeable officials at GSA for technical support in preparing my answers.

Chairman Ron Johnson

**Supplemental Pre-hearing Questionnaire For the Nomination of---
Denise Turner Roth to be Administrator, General Services Administration**

1. Do you agree without reservation to comply with any request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed?

If confirmed, I agree to cooperate to the full extent of my ability and power with Congress as it performs its oversight functions.

2. Do you agree without reservation to make any subordinate official or employee available to appear and testify before, or provide information to, any duly constituted committee of Congress if you are confirmed?

If confirmed, I agree to cooperate to the full extent of my ability and power with Congress as it performs its oversight functions.

3. Do you agree without reservation to comply fully, completely, and promptly to any request for documents, communications, or any other agency material or information from any duly constituted committee of the Congress if you are confirmed?

If confirmed, I agree to cooperate to the full extent of my ability and power with Congress as it performs its oversight functions.

Ranking Member Tom Carper

**Supplemental Pre-hearing Questionnaire For the Nomination of---
Denise Turner Roth to be Administrator, General Services Administration**

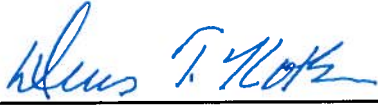
1. Do you agree without reservation to respond to any reasonable request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed?

If confirmed, I agree to cooperate to the full extent of my ability and power with Congress as it performs its oversight functions.

2. Do you agree without reservation to reply to any reasonable request for information from any duly constituted committee of the Congress if you are confirmed?

If confirmed, I agree to cooperate to the full extent of my ability and power with Congress as it performs its oversight functions.

I, Denise T. Roth, hereby state that I have read the foregoing Pre-Hearing Questionnaire and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.



(Signature)

This 1st day of July, 2015