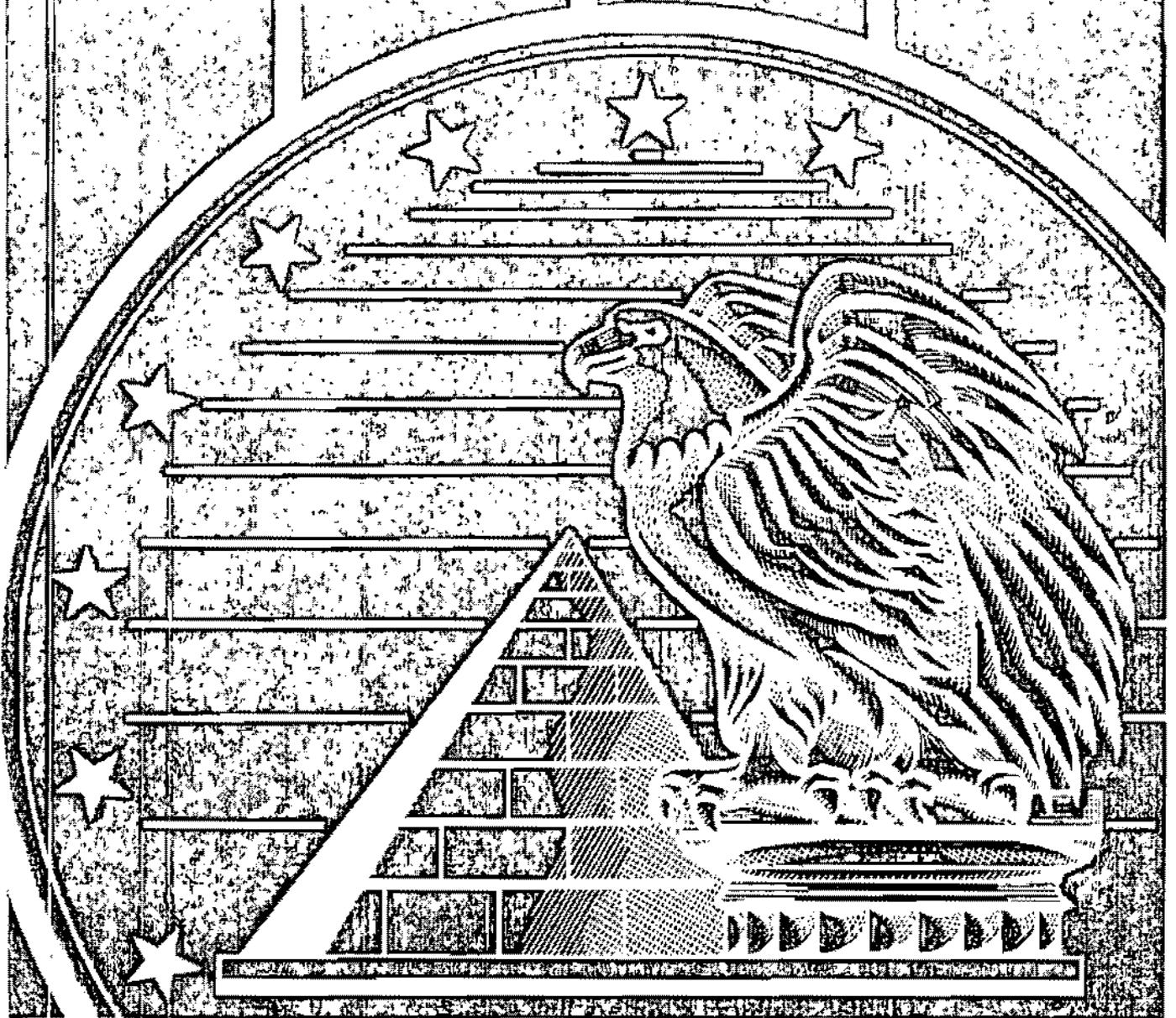


U.S. GENERAL SERVICES ADMINISTRATION

1995



ACCOUNTABILITY REPORT

---

## **Clinton Presidential Records Digital Records Marker**

---

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a publication.

---

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

---

1996  
ANNUAL  
REPORT



U.S. GENERAL  
SERVICES  
ADMINISTRATION

---

## **Clinton Presidential Records Digital Records Marker**

---

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

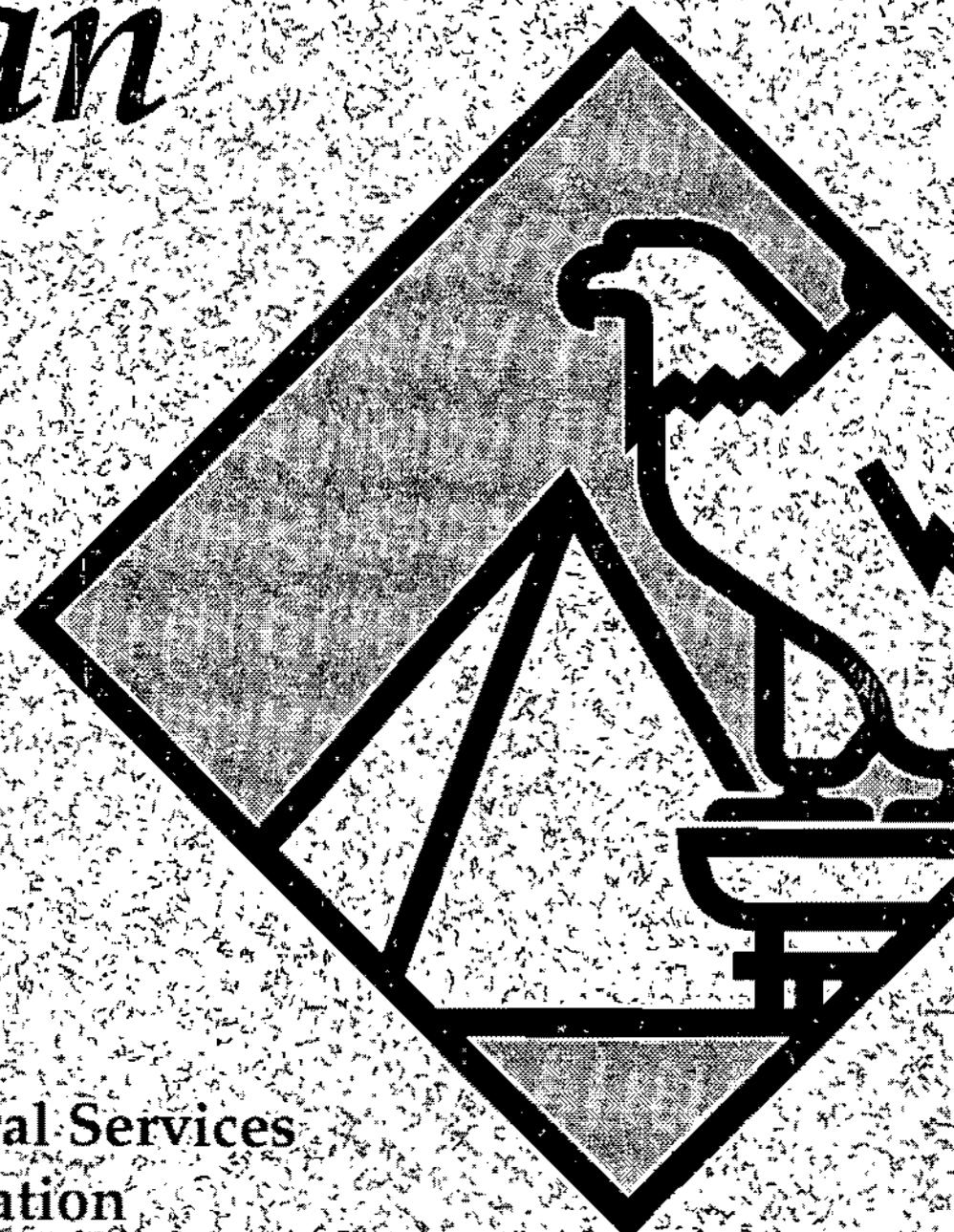
This marker identifies the place of a publication.

---

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

---

# *Strategic Plan*



**U.S. General Services  
Administration**

**February 1995**

# GSA Strategic Plan

## INTRODUCTION

This is the Strategic Plan of the General Services Administration (GSA). It articulates our Mission, Vision, and Values, and outlines the future direction of GSA as we increase our focus on policy and oversight.

In 1994, we initiated a more integrated planning process, the first result of which was this Strategic Plan. Two conferences were held that involved cross-sections of employees from across the country contributing their vision for the Agency. These conferences were planned in partnership with GSA's two major unions, the American Federation of Government Employees (AFGE) and the National Federation of Federal Employees (NFFE), and a working group representing the Services, Staff Offices and Regions. Conference results were shared with the GSA Leadership Council and formed a vital source of ideas in the drafting of this Plan. This type of participative and inclusionary process has become the preferred way of doing business at GSA and will continue as we face a time of transition.

During 1995, GSA has begun an intensive review of its business lines to determine the most cost-effective means of providing the goods and services for which GSA is currently responsible. As we undertake these analyses, and focus more strongly on policy and oversight, it is imperative that operations continue in an efficient and effective manner. GSA will maintain our

commitment to high quality performance and customer service as we examine the Agency's role.

Future changes in the Agency are likely to result in a smaller GSA. However, as the Federal workforce becomes more flexible, more responsive to customers, and service oriented, we will continue to ensure that they have the products, services, and space that they must have to do their jobs.

**Definitions:** The fundamental building blocks of any strategic plan are the **Mission, Vision and Values** of an enterprise. These terms have common sense meanings:

- ◆ **Mission:** Our central purpose, our reason for being, the work we do each day.
- ◆ **Vision:** Our shared picture of our future toward which we direct our efforts.
- ◆ **Values:** The deeply held beliefs that must drive our actions and behavior if we are to realize our Mission.

## MISSION

**TO IMPROVE THE  
EFFECTIVENESS OF THE  
FEDERAL GOVERNMENT BY  
ENSURING QUALITY  
WORK ENVIRONMENTS  
FOR ITS EMPLOYEES.**

GSA is playing a key role in creating, in the words of the National Performance Review, a Government that "works better and costs less." As we do so, we will test each individual piece of our activities by the standard we put in place last year: to be "better, cheaper, faster, easier and smarter" than anyone who competes with us in providing similar services. We will pursue optimal value for both the taxpayers and our customers.

As we define our strategies to accomplish this Mission in the final years of this century, it is clear that we will be doing so in a rapidly changing world. It is a world transforming itself into one which bears little resemblance to the world that existed when the GSA was first created nearly half a century ago. We know that the rate of change will continue to escalate in the world around us, in American society, in the Federal community, and within the businesses we pursue to achieve our Mission.

### *Our Changing World*

In the larger context--the world political and economic scene--we are experiencing the emergence of a truly global economy, driven by changing alliances among nations, falling trade barriers and great leaps in information technology. These present fundamental challenges to the United States economy--new partnerships, new business opportunities, new competition--all of which affect existing patterns and practices.

These changes are having an extraordinary impact on the expectations of American taxpayers. They are demanding more in the way of performance and quality from public servants, as well as changes in the size and capability of the Federal workforce,

comparable to those affecting the private sector.

At the same time, concern is growing for cleaner air, less traffic on the highways, less violence in the streets, reduced environmental pollution and improved quality of life. Accordingly, we are pursuing our Mission in ways that use less energy, generate less waste and provide more amenities.

The higher expectations of our citizens were manifested in the National Performance Review which is requiring intensive reassessment of all Federal operations. Many of its recommendations are changing the way that Federal agencies operate. GSA is playing a major role in this work.

### *A Changing Federal Work Environment*

The Federal workforce faces other challenges as it meets demands to become significantly smaller, more flexible, more responsive to customers and more service-oriented. The individuals who make up the workforce are also trying to address shifting priorities in their own lives, in their roles as single parents, caregivers for elderly relatives, or dual career family members, all of which place unparalleled demands on their time, energy and priorities.

As the agency responsible for the work environments in which more than half the Federal workforce operates every day, GSA is assessing the performance of its individual business lines and enhancing the structure of its policy and oversight responsibilities. This is particularly significant as we prepare for a future which will test and extend current thinking about the Federal workplace and GSA's role.

We believe that the concept of "workplace" must reach beyond the four walls of the traditional office in a Federal building or complex. It must, in fact, come to encompass wherever Federal employees work, whether that is in an office building, a warehouse, a border station, a telecommuting center, or an employee's home or car. It will also include the "virtual office" somewhere along the Information Highway, where transactions occur among systems, independent of geographic location.

Because it's difficult to capture the variety and diversity of these settings in the word "workplace," we are beginning now to think instead of the concept of "work environment." Environment can and does include not only physical facilities but all the tools workers need to do their jobs, from pencils and telephones, to furniture and laptop computers, to credit cards and airline tickets.

Many changes in workplace definition have already greatly affected GSA's efforts. For example, the drive to respond to the needs of workers for high quality child care has led to rapid expansion of Federal child care programs throughout the country, now numbering nearly 100, with an additional 30 percent increase forecast before the end of the century. These not only make the workplace more "family friendly" for employees but, more importantly, decrease absenteeism, increase productivity, and thereby reduce the cost of Federal operations.

GSA will have to conduct its businesses in a new and forceful way to support an increasing variety of work environments. These changes must drive a GSA that works together in a more cohesive way, so that our customer workforces can function more

productively and effectively. We welcome the direction and support of Congress in meeting these challenges.

We will also strengthen the performance of our policy and oversight responsibilities. A new, separate Office of Policy and Oversight, with expanded Governmentwide responsibilities, will be reflected in the FY 1996 Budget. This office is intended to increase agencies' accountability for results, encourage innovation and better Governmentwide planning, and assure responsible asset management. This office will not merely co-locate existing regulatory activities, but will pursue new initiatives to ensure quality work environments as we help to build a Government that "works better and costs less."

We believe that no organization, in the private or public sector, can bring to bear as much experience, knowledge and range of capability to ensure high performance Federal work environments as GSA. This imposes on us the responsibility to apply that expertise to achieve a more cost effective result. We accept this as the guiding principle of our work.

## VISION

We will help create a better Government through exercising influence, leverage and business leadership with other Federal agencies.

We will pursue optimal value for both the taxpayers and our customers through our enhanced policy and oversight roles. Our exercise of these responsibilities will be grounded in real world experience and mindful of the business needs of other Federal agencies.

We will meet and exceed the needs of our customers by being more competitive and providing better value. GSA products and services will provide exceptional value, quality, timeliness and convenience of easy accessibility.

We will include small, minority, and women-owned businesses as full participants within the Government's cadre of quality suppliers and vendors.

We will continue to make individual improvements in the way work is accomplished, thus bringing about real change.

We will actively seek ways to provide professional growth opportunities for our employees as GSA moves through the current change process.

## VALUES

**Service:** We welcome the challenges of competition and excellence in customer service.

**Personal Qualities:** We value teamwork, responsiveness, honesty, knowledge, courtesy, respect for others, consideration, dependability, and positive attitudes.

**Individual Resourcefulness:** We will provide an environment that supports our workforce in implementing ways to make Government work better and cost less.

**Diversity:** We see GSA's diverse workforce as one of our major strengths to be developed to its fullest potential.

**Partnering:** We will continue to strengthen partnerships between labor and management

and establish business alliances with our suppliers and customers.

**Results:** We will continue to move from a focus on process to that of achieving measurable results.

**Innovation:** We will foster innovative approaches to help our customers better serve the citizens.

## GSA'S BUSINESSES

Quality work environments require space, services, supplies, and systems that enhance workers' ability to serve the citizens of the United States. Our three major businesses:

- ◆ Real Property,
- ◆ Supplies and Services, and
- ◆ Information and Telecommunications Technology

support the Mission through Governmentwide policy and oversight functions and by providing quality products and services to our customers in a timely manner at a fair price.

These efforts would not be possible without the support of the GSA Staff Offices. These include the Offices of: *Management Services and Human Resources, Enterprise Development, Public Affairs, General Counsel, Acquisition Policy, Congressional and Intergovernmental Affairs, Inspector General, Board of Contract Appeals, Equal Employment Opportunity, and Chief Financial Officer.*

GSA has begun an intensive review of all its business lines in an effort to determine the most cost-effective means of providing the

goods and services for which GSA is currently responsible. Measurement of program outcomes is critically important to this effort. To this end, we are: benchmarking ourselves against the best in business; challenging each activity to determine how we add value for the taxpayer and our clients; and setting customer service standards and evaluating ourselves against them. As decisions are made, organizational realignments and shifts in emphasis will likely occur. These are the priorities of our major businesses for FY 1995:

## **Real Property**

**We will support the accomplishment of our customers' Missions by providing high-quality Real Property acquisition, construction, management and disposal services in a timely and cost-effective manner and by exercising strong policy and oversight.**

Our efforts to rethink our real property business began several years ago with emphasis on providing outstanding customer service, accomplishing greater fiscal and operational efficiencies, and achieving a leadership position in the real estate industry. Quality Management principles pointed to a future organization in which employees were empowered, processes were improved, and there was an atmosphere of teamwork.

In an effort to improve operations and, at the same time, embrace the President's guidance to restructure the workforce and improve customer service, we embarked on a dramatic reinvention effort which was implemented in January 1995. The Public Buildings Service and Federal Property Resources Service are now realigned around the following eight organizations:

## ***Governmentwide Real Property Policy***

Governmentwide Real Property Policy will have a stronger leadership role in formulating, disseminating, and applying real estate principles, guidelines, standards, policies, and asset management initiatives. The enterprise will also provide an information clearinghouse for agencies to share information relating to the availability and demand for space and real property assets and leverage opportunities.

## ***Portfolio Management***

Portfolio Management manages our owned and leased real property to optimize value through effective client agency mission support and sound financial management. Through community and individual project plans, it integrates client agency missions with Federal, social and economic programs to create cost effective real estate solutions. Often these will involve more efficient utilization of real property assets already owned by the Federal Government, thereby enhancing the value of the portfolio. The Portfolio Management enterprise will "hire" the other service enterprises to perform specific activities for individual properties or transactions.

## ***Commercial Broker***

Commercial Broker acquires real property through various means (e.g., leases, lease/purchases, lease construction, and building purchases). It has a critical role in the quality of workplace environments by providing integrated occupancy services to client agencies, as well as promoting the maximum utilization of the real estate we already own or control.

## *Fee Developer*

Fee Developer provides project management services to execute major and complex repairs and alterations, modernization of existing assets, new construction, and projects for lease/purchase. It also provides technical services and support for project development and other special support studies requiring architectural or design and construction expertise. These services include evaluating the physical condition of a building to determine necessary repairs, estimating the cost of building a new building, and overseeing the work of construction contractors.

## *Property Management*

Property Management manages and operates real property holdings after initial occupancy. This covers a broad range of functions including real property maintenance and operation, tenant services, repairs and alterations (except major modernization). These services are critically important to the customer. Such factors as the room temperature of an office or the availability of electric power can determine whether a work environment succeeds or fails.

## *Federal Protective Service*

The Federal Protective Service provides a wide variety of integrated law enforcement and security services for the protection of life and property. These services include incident response, security assessments, security systems and emergency communications management, and guard services.

## *Property Disposal*

Property Disposal supports the utilization and disposal needs of GSA's customer agencies. These services are tailored to the customer's needs.

## *Business Development*

Business Development performs market research and business forecasting for our Real Property activities. These activities include identification and analysis of emerging workplace trends and building amenities, and integration of customer needs into a comprehensive business strategy.

*Further details on our specific plans for the future will be available in the Real Property National Performance Plan.*

## **Supplies and Services**

**We will ensure that Federal employees are offered choice, quality, and responsive service as they acquire supplies and services.**

**We will continue to strengthen the exercise of our Governmentwide policy and oversight role to pursue value for the taxpayer.**

**We will provide leadership and service in responding to the Federal Government's vehicle fleet requirements.**

**We will offer the Federal traveler and user of transportation services choice, timeliness, and value.**

**We will ensure the effective reutilization and disposal of Federal personal property.**

Today, we offer our customers over \$10 billion in supplies and services. Through both direct provision of services and policies and guidelines, we see to it that the expenditure of tax dollars is sound and that assets are managed to provide and preserve value for our customers and the taxpayers.

**We are more committed than ever to freeing Federal workers and the work environment from forms, processes, or red tape. Our objectives are to:**

### ***Make Things Work Better***

Process redesign and reengineering will be supported by our use of emerging technologies. We will put tools in the hands of our customers and simplify methods for their getting what they need. Barriers to quality, choice and productivity will be removed.

### ***Invest Wisely***

We seek means of reducing rates of expenditure and increasing return on investments, while enhancing customer satisfaction. For example, we aggressively look for opportunities to reduce investment in inventory, and use commercial systems and "just-in-time" delivery techniques.

### ***Exercise our Leverage in the Marketplace***

We are identifying opportunities to introduce products and services which enhance our customers' work environment--something that makes their jobs easier or more efficient. We will help improve environmental quality through acquisition of alternative fuel and recycled products, and offering stimulus to small businesses and socio-economically challenged enterprises.

### ***Anticipate and Adapt to Change--in Partnership***

We engage our work force, our customers and our vendors in discussions to identify means by which their work processes can be improved. When we move out of areas where a more cost effective approach is available, we will work with our customers, providing policy or guidance as appropriate.

*Further details on our specific plans for the future will be available in the Federal Supply Service Performance Plan.*

### **Information and Telecommunications Technology**

**Through leveraging our policy and oversight responsibilities, we will achieve procurement improvements in the Federal Government, especially innovative methods to acquire technology.**

**We will become more competitive by creating options for our customers by fostering maximum competition and innovation.**

**We will explore and support current and emerging technologies by helping the Federal Government take advantage of new technologies to enhance communications and enable Electronic Commerce.**

**We will provide quality telecommunications services at a competitive price that represents the best value for the Federal Government and the public.**

Information has become a critical national asset shared by Federal, State, and local governments; industry; and, most of all, our citizens. We are responsible for nearly \$25 billion of expenditures a year in computers and local telecommunications through either direct provision or leveraged through our policy and support activities. Our long distance telecommunications network carries approximately \$575 million annually of voice and information traffic. Leveraging the management of these resources makes GSA both an advocate of new technology, as well as the Federal Government's business manager for information and telecommunications resources. We are committed to maximizing the investment outcome for every tax dollar spent on information and telecommunications infrastructure in the Federal Government.

We will continue to enhance our policy and oversight role through greater use of performance measurement, accountability, and cooperative efforts with other oversight authorities and agencies. We are leveraging our responsibilities with all sectors to achieve procurement improvement in the Federal Government, and to find innovative methods of acquiring technology. As a leader in Governmentwide technology initiatives, we encourage the implementation of best practices for measuring and managing information technology.

**Our objectives include:**

### ***Enhance Information Technology Policy and Leadership***

We are building partnerships with our customers, industry and Congress.

We seek to establish best practices and performance standards Governmentwide.

We are conducting pilots and building prototypes to determine successful models of integrated information technology solutions.

### ***Improve Information Technology Acquisition***

Under the single purchaser concept, we are using our leverage to gain a stronger bargaining position with vendors.

We are working to make Electronic Commerce a reality for Governmentwide purchases of information technology.

### ***Provide Cost-Effective and Technologically-Advanced Telecommunications Services***

We aim to provide excellent local telecommunications services throughout the Federal community.

For FTS2000, Price Redetermination and Service Reallocation ensures competition between the two FTS2000 suppliers and with the commercial marketplace. GSA has negotiated price caps which guarantee that prices will continue to track the market and remain below the best comparable commercial rates.

*Further details on our specific plans for the future will be available in the Information Technology Service Performance Plan and the FTS2000 Performance Plan.*

## **CONCLUSION**

This time of transition challenges us, as never before, to ensure quality work environments for the Federal Government. As the review which is currently underway proceeds, our strategies will be adjusted, as appropriate, to fit new circumstances. Although becoming more cost effective will change GSA, we must remain committed to our goals. Ultimately, we will best serve the taxpayers by remaining faithful to our Values and continuing to work to realize our Vision, as we fulfill our Mission.

**GSA'S MISSION:  
TO IMPROVE THE  
EFFECTIVENESS OF THE  
FEDERAL GOVERNMENT BY  
ENSURING QUALITY  
WORK ENVIRONMENTS  
FOR ITS EMPLOYEES.**

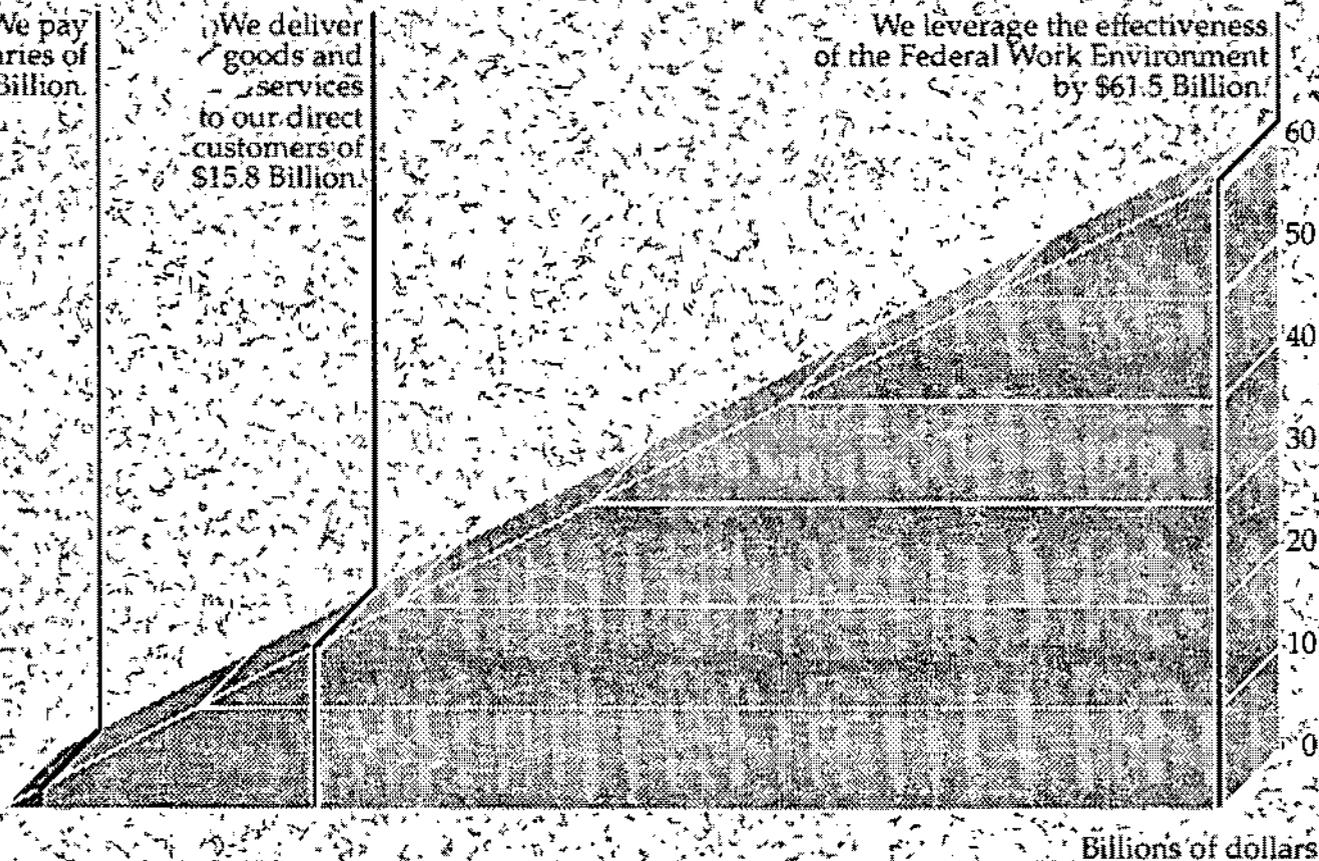
# GENERAL SERVICES ADMINISTRATION'S FINANCIAL RESPONSIBILITY

GSA is not only an organization that spends large sums, but also one which *influences* much more.

We pay salaries of \$1 Billion.

We deliver goods and services to our direct customers of \$15.8 Billion.

We leverage the effectiveness of the Federal Work Environment by \$61.5 Billion.



This responsibility presents a major opportunity for us to leverage our efforts to the benefit of all of our stakeholders: our customers, the Congress, and the American taxpayer.