



Administrator
General Services Administration
Washington, DC 20405

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Attached, GSA's report on the accomplishments of the first four years and a preview of our goals for the next four.

Please note that the detailed specifics of the first four years are included in a a separate package.

Please let us know if you need further information.

Dave Barram



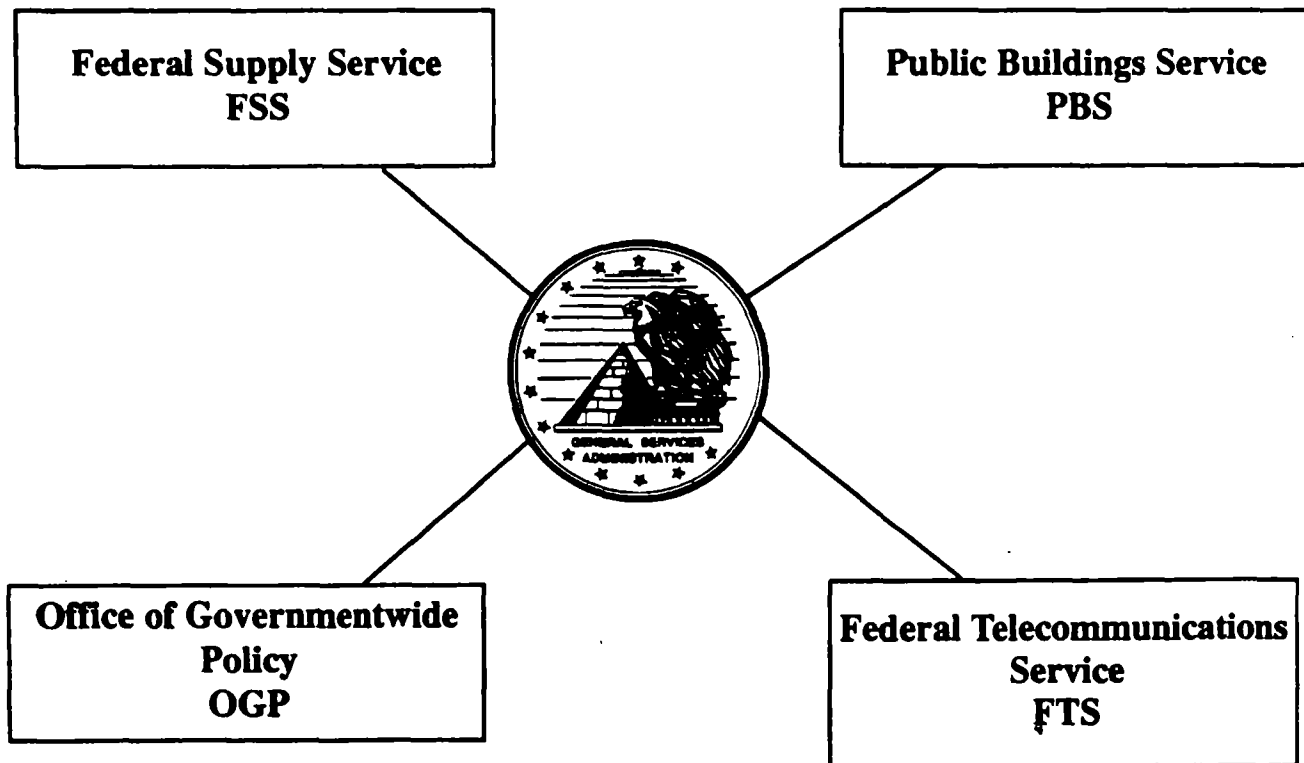


The General Services Administration

This is *not* your father's GSA

We are not your daughter's GSA yet, either.
But, we are getting closer to what we should be as
this decade comes to an end.

AS WE END 1996, WE LOOK LIKE THIS





First a little recent history . . .

REINVENTING GSA: 1993-1996

- Downsizing
from 20,248 to 14,477 employees
- Becoming a revenue-based organization
*98.5% of \$13 billion budget is reimbursable
only \$155 million in appropriated funds
contracting out for over 89% of goods and services*

CHANGING THE WAY WE DO BUSINESS

- Opening GSA to private sector competition
*adopting a market orientation and a marketing theme: Can't Beat GSA
delegating leasing authority: Can't Beat GSA Leasing, October 1996
negotiating the best prices available—saving over \$2.5 billion in FY 1996*
- Eliminating excess regulation, paperwork, supervision through new laws
*JFMIP travel reform saves \$785 million a year, and eliminates 1930s-era
long-distance call certification
ITMRA creates CIOs, makes local telecommunications nonmandatory
Federal Acquisition Reform Act (FARA) streamlines procurement processes*
- Analyzing GSA's 16 business lines
*Federal Operations Review Model (FORM) analysis conducted 1994-95
benchmarked against the private sector, GSA is good to excellent*
- Innovating through 15 Reinvention Laboratories
*technical innovations —> GSA Advantage!™
new real estate practices —> Can't Beat GSA Leasing, GORE auctions
environmental efficiencies —> "smart" Federal Building in San Francisco
improved Federal procurement —> FAST program*

AMPLIFYING THE ADMINISTRATION'S MESSAGE

- Reinvigorating American cities: Executive Orders 12072 and 13006
*locating Federal agencies downtown
public-private partnerships: the Good Neighbor program, September 1996*
- Supporting public education
donating surplus computers to schools
- Providing family-friendly workplaces
*three new quality child care centers bring total to 105 Federally-managed
40 agencies participate in Telecommuting program*
- Supporting small and disadvantaged business
small, women-owned and minority-owned businesses get 47% of GSA contract obligations
- Protecting the environment
*recycling saves millions of dollars in landfill costs and recovered materials
GSA's recycled paper costs less than "virgin" paper
GSA named Energy Organization of the Year for conservation efforts*



Each part of GSA is ready for 1997

FEDERAL SUPPLY SERVICE (FSS)

Our second largest department helps get \$27 billion of supplies from commercial vendors to Federal agencies.

It focuses on providing its customers with a wide selection of goods and services, at low cost and with quick delivery — at best value, if you will.

FSS is, and behaves like, a provider of choice. FSS people know that they must be good to get business and stay in business.

FEDERAL TELECOMMUNICATIONS SERVICE (FTS)

Our smallest service is managing telecommunications — the most complicated activity in American commerce.

It is complicated for at least six reasons: (1) the new telecommunications bill forever changed the rules; (2) the Federal Government will be the largest customer of telecommunications; (3) State and local governments will almost certainly piggyback on the Federal contracts; (4) the private sector providers are in a major merger/alliance frenzy; (5) the underlying technology is changing about as fast as companies can create products (services); and (6) because all of our customers (Federal agencies) expect the lowest cost and most outstanding service.

And, one more reason. We want agencies to make their own choices. We all need to balance that freedom with the cost and service benefits we can leverage from the huge volume of the combined Federal demand.

PUBLIC BUILDINGS SERVICE (PBS)

Our largest service has awakened, as a sleeping giant, to drive itself toward a provider-of-choice world.

In 1996, our 700 leasing professionals and 1800 building alterations professionals experienced a conversion. They became providers of choice, good enough to win the business and confident enough to let their customers choose them. By doing that with the largest part of PBS, we have cast the die. There is no turning back. Very soon, the rest of PBS will have enthusiastically accepted the new style—we're good and we want you to choose us to do your real estate.

OFFICE OF GOVERNMENTWIDE POLICY (OGP)

And we are clear about the value of our Office of Governmentwide Policy.

As 1996 ends, we are getting our sea legs about how to connect agencies across the government in smart and productive ways in order to develop Governmentwide policies and bring exciting new ideas into being.



At GSA, we face the future—confident and ready

CHANGING GSA'S CULTURE TO WORK BETTER AND COST LESS

GSA is in the midst of a revolutionary change in our culture. We are moving from the old style of regulate/avoid mistakes/maintain control to a new style that thrills customers/takes risks/encourages individuals to make decisions.

We will complete the evolution of PBS to a full provider of choice. Our Office of Governmentwide Policy will become the catalyst for innovative and productivity-enhancing cross-Government programs in areas like smart cards, the expansion of electronic commerce and the move toward the paperless Government. FSS and FTS will continue to show how Government entities can "work better and cost less."

By the end of 1997, GSA will be working as one team dedicated to our customers and to leading the whole Federal Government.

PROVIDING THE WORK ENVIRONMENT OF THE FUTURE

Just as the railroads should have seen themselves in the transportation business rather than the railroad business, we need to see ourselves in the business of providing the most effective, innovative, and productive work environments for Federal employees.

We will make our customers' relationships with us easy and efficient, exciting and inviting. We will provide the best value our customers can get anywhere. And, we will show them the best way to vault into the kind of work environment they need to accomplish their unique missions while delivering on the Administration's promise to the taxpayers that Government will work better and cost less.

We will lead the evolution to a time when 30-60% of Federal employees' work time will be spent away from the office. The work space will change and the tools and technology used will change to make it work. GSA will be the guide.

We will base our culture and our business operations on five driving notions:

1. **Speed**
2. **Partnerships**
with agencies, vendors, courts, downtowns, historic centers
3. **Best value**
low product cost, prompt delivery, customized products
4. **Innovation**
prototype new environments at GSA, anticipate customers' needs, deliver tomorrow's requirements today
5. **Learning**
customers, suppliers, our own skills

Can't Beat GSA Results

GSA ACCOMPLISHMENTS: 1993-1996

The First Four Years in Review

GSA has effected a fundamental change in the way it does business, moving from a process-oriented shop to a market-driven agency. This dramatic shift in the way GSA does business is the result of the mandate from the Clinton administration to downsize and become a fully competitive, revenue-based organization. The agency has met both objectives.

Today's GSA employs the smallest workforce in the agency's history. Since 1993, GSA has streamlined its workforce through buyouts and attrition from 20,248 employees to an all-time low of 14,477 by January 3, 1997. This smaller staff is strongly focused on customer service, contracting with the private sector when necessary to accomplish its mission quickly, intelligently and within budget. The agency has been such a leader in cutting red tape and reducing operating costs that it has been called the "bellwether" agency for reinventing Government by the Washington Post.

At the same time, GSA has moved to a revenue-based organization. IN FY 1996, over 98% of GSA's \$13 billion budget came from reimbursable funding, with the Federal agencies that do business with GSA paying the agency directly for services delivered. The agency received only \$155 million in Congressionally appropriated funds.

Given the 98.5 to 1.5 split between customer-generated revenue and Congressional appropriations, it has become increasingly clear to GSA leadership that the agency must find ways to thrill its customers. Simply making them happy will no longer do.

Changing the Way We Do Business

Market-oriented practices were put in place with the opening of GSA to competition from the private sector. FSS began the trend in the late 1980s. PBS has continued by delegating its leasing authority to agencies, which may choose between GSA and commercial brokers for leasing services. The only significant GSA service that is still mandatory is FTS2000 long-distance telephone service. Despite limited competition, FTS2000 provides the most cost-effective long-distance service available, as reported to Congress by the General Accounting Office and FTS. FTS expects to provide non-mandatory local phone service in the near future.

In FY 1996, the agency developed a marketing theme -- *Can't Beat GSA Results*. Each of the services carries the banner for their individual programs, i.e., *Can't Beat GSA Leasing*, *Can't Beat GSA Space Alterations*, *Can't Beat GSA Advantage!*, and *Can't Beat GSA Customer Service*. The theme is at once an internal challenge for employees and an external promise of excellence for our customers.

Finally, one of the most innovative steps taken by GSA in FY 1996 was the separation of its Governmentwide policymaking functions from service delivery. The Office of Governmentwide Policy (OGP) brings together individuals from affected agencies to help write the Government policies their agencies must follow. With OGP's leadership, they look for cost-effective ways to deliver services, while reducing regulations and empowering employees.

OGP is also taking the lead in enhancing electronic commerce in the Federal Government, providing continuity and a focus of activity for Government card services, electronic benefits services, and technological developments related to electronic commerce.

GSA's Impact on Worklife and the Community

While GSA has changed its culture in the last four years to become increasingly flexible and customer-focused, it has not lost sight of its mission to provide the most effective, productive work environments for Federal employees and its responsibility to amplify the Clinton administration's policies. The following specific programs support both mission and policies:

Locating Federal Agencies Downtown. Supporting Executive Orders 12072 and 13006, GSA is actively promoting the revitalization of urban downtown areas by exercising its influence and authority to locate Federal agencies in Central Business Areas, particularly in historic buildings and districts. GSA has been creative in forging partnerships with City governments and other local interests, realizing early successes in cities like New Haven, CT, Detroit, MI, and Portland, OR.

GSA's Good Neighbor program supports public-private partnerships. Launched in September 1996, the Good Neighbor program, a new public-private partnership with urban downtown associations, allows GSA to pay for services provided, when asked by local organizations, and enhances the business community's efforts to maintain the vitality of America's cities. It is one of the agency's most successful initiatives and more than 20 cities have requested agreements to date.

Donating Surplus Computers to Schools. Under the Administration's *Computers-to-Schools* initiative, Executive Order 13999, GSA donates its surplus computer equipment to schools and educational systems in Empowerment Zones and Enterprise Communities. In FY 1996, GSA made donations to schools in Tacoma, Boston, Chicago, Philadelphia and the District of Columbia, and helped transfer excess equipment from other agencies to needy school systems across the country.

Providing 24-Hour On-Call Emergency Assistance. GSA often plays an important role when natural disasters or other emergencies call for a Federal presence. It provides supplies, equipment, space and contracting services for relief operations related to natural disasters or military actions around the world. In FY 1996, GSA

In September 1996, GSA's prices for recycled copier paper dropped to five cents a carton /less than "virgin" paper, reversing the price trend and providing added incentives to use recycled paper. Use of recycled paper will mean additional cost savings for Federal agencies, which spend \$63 million per year on copier paper through GSA. If all of it were made with recycled fibers, the five-cent-per-carton savings would total \$1.3 million.

Federal Building Security. In the wake of the bombing of the Alfred P. Murrah Federal Building in Oklahoma City on April 19, 1995, GSA conducted a nationwide security review that recommended the implementation of 8,334 new security measures in all Federal buildings. GSA is spending more than \$240 million on security measures such as closed circuit television, metal detectors and X-ray machines, and barriers to keep vehicles away from high-risk buildings. It is also hiring hundreds of new officers for the Federal Protective Service.

Child Care. GSA opened three child care centers in FY 1996, bringing the total to 105 quality child care centers in Federal office buildings. GSA-managed child care centers, which currently serve more than 6,500 children, are available to Federal employees and others in the community. Our goal is to have each center professionally accredited by the National Association for the Education of Young Children. In FY 1996, 54 of the 105 centers were accredited, with the remaining centers expected to gain accreditation within two years. This 51% accreditation rate far exceeds the national statistics that show fewer than 5% of all child care centers are accredited.

Telecommuting. GSA has established 15 telecommuting centers nationwide to make it easier for Federal employees to do their work despite weather, natural disasters or exceptionally long commutes. These centers are open seven days a week, 24 hours a day. In FY 1996, they were used by 40 Federal agencies. The seven pilot centers operating in Maryland and Virginia will grow to 18-20 in FY 1997, as the number of agencies participating in telecommuting grows to 48.

Employee Resource Center. The GSA Employee Resource Center provides training and outplacement support to Federal employees. Its resources are used by GSA employees and those of other Federal agencies. In the December 1995 issue of *Government Executive* magazine, the Center was recognized as a model resource center in an environment of Federal downsizing.

Consumer Information Center (CIC). Widely known for its Pueblo, CO, mailing address, the CIC distributed 7 million publications in FY 1996. The Center's free quarterly catalog lists 200 free or low-cost publications on health, food, money management, Federal benefits, housing, the environment, travel, cars, and education. The CIC also maintains an Internet site and electronic bulletin board containing not only the catalog, but also full texts of popular publications and other information of interest to consumers. Together, these electronic sites were accessed 2.4 million times during the year.

and development committees created a five year development plan that enumerates implementation procedures - a milestone. Our financial stability and growth are due, in part, to the formation of these committees and the high visibility HBP has garnered through public forums and platforms, media attention, corporate and foundation support, individual support and earned income. Our Third Annual 1996 "Making a Difference" Gala netted over \$50,000. Plans are well on the way for the fourth gala in May with Robert Pfotenhauer, Vice President and Executive Director, Kaiser Permanente and Bill Freeman, President of Bell Atlantic and James DeGraffenreidt, President and COO of Washington Gas as chair and co-chairs respectively.

OVERVIEW OF ORGANIZATIONAL STRUCTURE: HBP has a 17-member Board of Directors responsible for the management of all property, and business affairs of the organization. Executive Director, Dolores L. Farr handles day-to-day business affairs and the operation of the Project. HBP staff consists of an executive director, an assistant director, a licensed social worker, a registered nurse, a senior outreach service coordinator, a family preservation outreach service coordinator, one general outreach service coordinator; and three part-time staff including: an office manager/job readiness coordinator, maintenance, and an accountant on retainer.

PURPOSE OF GRANT --- NEEDS/PROBLEMS: The District of Columbia has been crowned "*America's Infant Mortality Capital*" and until very recently that meant that babies were dying, here in the District, in greater volume and at a faster rate, before reaching their first birthday, than anywhere else in this nation, exceeding that of some Third World countries. Detroit, Michigan now has that dubious distinction. Nevertheless, chronicle after chronicle, year in and year out, documents the dreadfully high rate of infant mortality that the District has consistently maintained over the past few decades. In a Briefing Paper on the 1995 Infant Mortality Rates for the District of Columbia prepared by The State Center of Health Statistics, Commission of Public Health,

D.C. Department of Human Services, December 31, 1996 the infant mortality rate in Ward 5 was 29.3 deaths per 1,000 live births, *the* highest in the District. In that same study the infant mortality rate in Ward 6 was 14.5/1,000 live births. The national average is 8.5/1,000 live births. For the District the infant mortality rate is 16.1/1,000 live births. Low birthweight (under 5.5 pounds) and lack of prenatal care are considered major influences upon infant mortality.

Pregnant women living in Ward 5 are among the most at-risk for poor pregnancy outcome and the least likely to obtain adequate prenatal care without some intervention.

In 1995, there were 1,286 live births in Ward 5 and 1,184 live births in Ward 6. The mandate is clear: THE NEED IS URGENT TO INCREASE OUR OUTREACH CAPACITY. Clients do not come to us just because they have a need and we provide the service. Despite some of our best efforts there are some eligible participants in close proximity who do not even know that the program exists. Others because of lack of transportation, with toddlers in tow, cannot easily access the program. Some are oblivious to the dangers of insufficient prenatal care.

Compounding the every day problems of living in Wards 5 and 6 is the proliferation of drugs. Health officials attribute high infant mortality to drug abuse and the lack of prenatal care. **TARGET POPULATION:** The vast majority of our clients are single, African-American, high-risk, low income women within the age range of 12-41 (average age, 23.3 years). They are pregnant or postpartum residents of Wards 5 and 6, or pregnant or postpartum homeless. Many of these women are substance abusers living in DC public and assisted housing where illicit drug activity is pervasive. Too often, they are partnered in dysfunctional relationships with men, who may also be involved in drugs. Some are motivated, resourceful, good mothers who need the opportunity to better their situation, that HBP can afford them. One in five households lives in poverty. While 56 (33.9%) of the mothers enrolled in 1996 have a high school diploma or its

equivalent, 82 (50%) are without a diploma; 27 (16.4%) have college and/or graduate degrees.

An overwhelming number 135 (81.8%) are unemployed. Prior to entering HBP, 21.8% received no prenatal care. In 1996, 72.7% of HBP clients had had at least one prior pregnancy.

There is more and more evidence of mental illness and emotional disturbance, often associated with homelessness. A significant number of our participants have children in foster care or in care with relatives outside of their own home.

BENEFITS: (1) Assistance in attaining access to and retention of quality prenatal care, (2) Free pregnancy testing, (3) One-to-one counseling, planning, monitoring, mentoring and assistance for stress reduction, especially for substance abusers, (4) Education on fetal development, labor, delivery, prevention of pre-term labor, breast-feeding, nutrition, parenting, and HIV/STD prevention education, (5) Referrals and information regarding dental care, (6) Group discussions on parenting skills, child development, immunizations, child safety, child stimulation, verbal and non-verbal communication, (7) Counseling for parents to enroll and participate in regular pediatric care for their babies, (8) Early and periodic developmental screening and follow-up, (9) A drop-in center where participants can visit with other expectant parents, enjoy a nutritious meal/snack, wash and dry their clothes and participate in group activities, (10) A supervised playroom and a rest area, (11) Free transportation to medical and social services, (12) Job readiness training, (13) A male mentoring/support group, (14) Emergency food and clothing, (15) Condom distribution.

PROJECT GOALS AND OBJECTIVES: Healthy Babies Project is committed to improving the health of mothers and infants in our target areas, with the ultimate goal of lowering the infant mortality and morbidity rates in D.C. These are ongoing objectives.

The Project's standing goal is to increase enrollment. In 1997 the goal is to enroll 200 pregnant women as we continue to work with the 160-180 families already engaged in the

program through the infants's first year of life.

Other goals include (a) fostering and sustaining the growth of collaborative efforts between HBP, community residents, other service agencies and organizations; (b) providing transitional housing for families in crisis; (c) enhancing participation in the FATHERS Group; (d) preparing participants for welfare reform; (e) addressing mental illness among clientele.

PLANS TO ACCOMPLISH GOALS AND OBJECTIVES: (1) Intensify identification of pregnant women at-risk in first trimester, particularly substance abusers (*See Appendix A for Case Finding Strategies*), (2) Promote first trimester enrollment into prenatal care, (3) Promote substance abuse recovery and HIV/STD prevention education (*See Pg. 3 for Statistics*), (4) Reduce low birth weight through education, advocacy and social service support, (5) Monitor enrollment in regular pediatric care and encourage immunization compliance, (6) Collaborate with other agencies and organizations to build upon and expand existing services, (7) Increase outreach to fathers, (8) Enhance teenage pregnancy prevention program, (9) Increase job readiness training and GED referral, (10) Contract a psychiatric consultant, (11) Enhance volunteer resources, (12) Diversify and increase revenue sources, (13) Increase outreach capacity through networking and community involvement, (14) Strengthen Board and increase involvement in and further understanding of the program, (15) Foster organizational strengthening and capacity building.

OTHER PARTICIPATING ORGANIZATIONS/THEIR ROLES: (1) Support Center of Washington--Board Builders Program, (2) Housing and Urban Development/DC Habitat for Humanity--potential transitional housing site for families in crisis, (3) DC Habitat for Humanity -- first time home ownership, (4) Kiwanis Club of Shepherd Park--Young Children: Priority One, (5) Kiwanis Club of Shepherd Park--FATHERS Group, (6) Maternal Center Association --Birthing Center, (7) LaShawn Receiver--Healthy Families/Thriving Communities Mid-Northeast

Collaborative to strengthen families and prevent child abuse and neglect, (8) 15th Street Clinic and Addiction Prevention Recovery Administration (APRA)--HIV/STD education and prevention, (9) Area middle and high schools--teenage pregnancy prevention, (10) Israel and Purity Baptist Churches--immunization, (11) HBP Parent Advisory Board, (12) House of Ruth--client referrals, (13) Kaiser Permanente--teen client referrals, (14) Suited for Change--clothing for job seeking mothers, (15) Jobs for Homeless People, Inc.--employment training, job development and job placement services, (16) Business and religious communities--financial support, in-kind support and technical assistance, (17) Community residents--promote services, (18) Health fairs, i.e. *For Your Health and Fitness Expo*, *Channel 4*, and drug awareness conferences, (19) Goodwill--clothing vouchers, (20) Salvation Army--furniture, toys, clothes.

KEY STAFF: Resumes, Job Descriptions/Volunteers — *See Attachment*

LONG TERM STRATEGIES FOR FUNDING: *See Attachments: Finances*

EVALUATION: We have found that when participants are involved in policy, program planning and evaluation, our efforts can be grounded in the reality of our participants' lives and the lives of the children HBP is committed to serve. Evaluation is based on analysis of the data collected on the participants and their infants throughout their enrollment in the program. The outreach component of HBP tracks and evaluates the number of women contacted, enrolled, referred for services and those maintained in the program. The impact of the medical and non-medical interventions on pregnancy outcome is evaluated by tracking birth weight, gestational age, and infant survival, incidence of HIV/STD cases, comparing that data with data city-wide. Data on risk factors, demographic characteristics, overall compliance, enrollment in entitlements, the achievement of life skills milestones and the day-to-day successes of our participants are utilized in long range program planning and in determining HBP's measurable impact in the community.

APPENDIX

A. CASE FINDING STRATEGIES: 1). Door-to-door residential canvassing, 2). Canvassing local businesses, social service agencies and schools to discuss our program, posting flyers and distributing brochures, 3). Free pregnancy testing, 4). Collaborating with public and private agencies to improve services and obtain referrals, 5). Promoting media coverage, 6) Client referral

B. OTHER COLLABORATIVE RELATIONSHIPS: Local/Civic Groups: National Council of Negro Women, Washington Hebrew Congregation, Kiwanis Club of Shepherd Park, Church Association for Community Service, Alpha Phi Alpha and Lambda Chi Alpha Fraternities.

Community Service Organizations: Planned Parenthood, DC Commission of Public Health, Office of Dental Health, 0-5 Tracking, Emergency Food Assistance Program, Charitable Food Program, Capital Area Community Food Banks, Cooperative Extension Services, Addiction Prevention Recovery Administration (APRA), DC Early Intervention Program for Infants and Toddlers with Developmental Delays, Weed and Seed, Christ Child Society, University Legal Services, National Society of Fund Raising Executives, Combined Federal Campaign, D.C. Habitat for Humanity, Greater D.C. Cares, Orphan Foundation, Support Center of Washington.

Businesses/Corporations: CITIBANK, FSB, International Business Machines (IBM), Kaiser Permanente, WAMU-FM Radio, WRC-TV Chancel Volunteer Program, International Brotherhood of Electrical Workers and Washington Gas.