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# a new way

GENERAL  
SERVICES  
ADMINISTRATION  
ANNUAL  
REPORT  
1972

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MAR 5 1973



The Honorable President of the Senate  
The Honorable Speaker of the House  
of Representatives

Dear Sirs:

I am pleased to submit to the Congress of the United States The 1972 Annual Report of the General Services Administration.

In order to respond more effectively to the administrative needs of the other Federal agencies, GSA — as the business arm of the government — has found itself meeting an increasing number of challenges during the past year.

In accepting these challenges, the agency has begun to take on a new image as it finds new and better ways to fulfill its mission.

Ultimately, all the services of GSA reach out to help the citizens of this country. As a result, the agency has also found itself involved in the socio-economic responsibilities of the Nation, and has answered this need with programs of environmental significance, programs designed to assist minority groups, plans for energy conservation and actions for productivity improvements.

The 1972 Report details the progress GSA has made in meeting its goals and objectives, and illustrates the way its five Services and staff offices are working as a team to shape today into a better tomorrow.

Sincerely,

ARTHUR F. SAMPSON  
Acting Administrator



**Richard Nixon**  
*President of the United States of America*



**The Acting Administrator of General Services and his staff:**  
*(clockwise, beginning lower left corner)*

Edward E. Mitchell, *Director, Office of Civil Rights*  
 G. C. Gardner, Jr., *Assistant Administrator for Administration*  
 Mary T. Foster, *Special Assistant to the Administrator*  
 Donald P. Young, *Research Assistant to the Administrator*  
 Michael J. Timbers, *Deputy Assistant Administrator*  
 Arthur F. Sampson, *Acting Administrator*  
 Rod Kreger, *Deputy Administrator*  
 William E. Casselman II, *General Counsel*  
 Robert M. O'Mahoney, *Special Assistant to the Administrator*  
 Evelyn Eppley, *Chairman, Board of Contract Appeals*



# FOREWORD: A NEW WAY

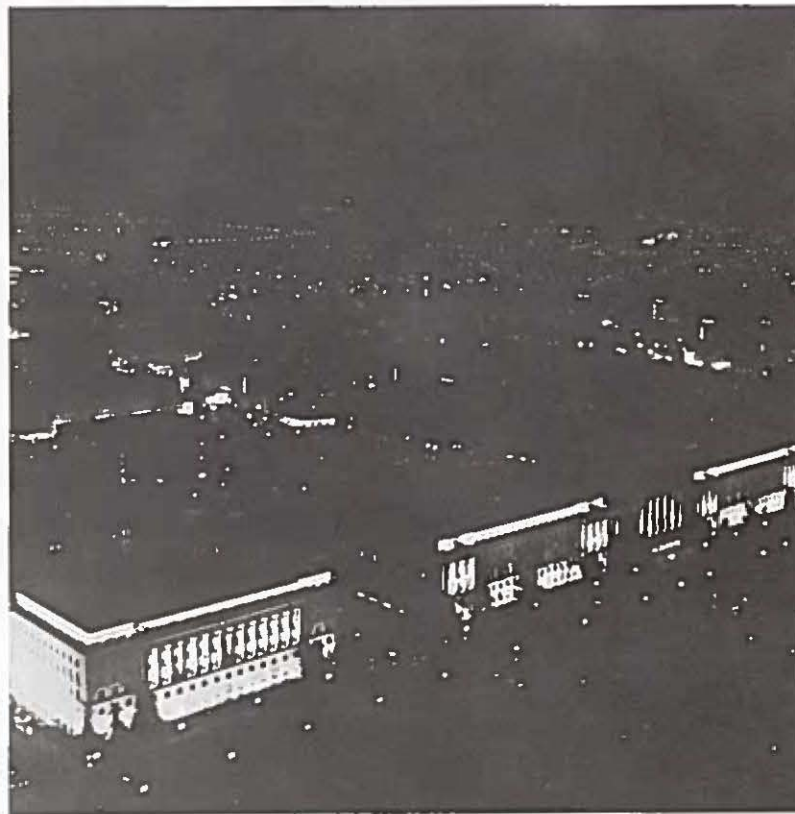


"GSA—A New Way." A catchy slogan—and the impetus to broaden the Federal Government's "business arm" into a dynamic and responsive bureaucracy characterized by an unswerving quest for excellence.

When President Nixon appointed Arthur F. Sampson as Acting Administrator of the General Services Administration on June 2, 1972, Mr. Sampson brought to the entire agency that quality of innovative leadership which had marked his tenure as Commissioner of GSA's Public Buildings and Federal Supply Services. Indeed, all five Services soon found themselves caught up in implementing A New Way.

What is A New Way? It is an orientation—an approach to doing business characterized by flexibility, responsiveness, economy in management, and creativity in problem-solving. It is a willingness to transcend traditional bureaucratic modes of operation, to set new goals and achieve them, to see the agency as a contributory element to both government and society. A New Way means achieving our goals so as to benefit all concerned—the Federal Government, State and local bodies, private enterprise, and the American taxpayer.

The programs described in this report reflect A New Way's ethic of excellence, as well as the personal concern, involvement, and dedication of GSA's employees. They are exciting evidence that A New Way of doing business has set a pattern for the future.





# SUM OF THE PARTS



The General Services Administration is a veritable strapping youth among the Cabinet giants, but it is an organization which incorporates the energy, flexibility, and optimism of youth.

In the two short decades since its creation, the responsibilities of the agency have expanded enormously—yet GSA has retained its responsive and cleanly functional organization in its new way of approaching traditional administration activities.

In the following pages can be seen the Services and coordinating offices performing the centuries-old chores of behind-the-scenes support for general government—yet bringing to their efforts a special dimension of vitality that characterizes A New Way.

## HISTORY THEN AND NOW

For nearly a quarter of a century, the General Services Administration has quietly gone about its business—fulfilling the administrative needs of the Federal Government.

The desks at which Federal employees sit, the pencils they use, the heat that keeps them warm in winter, and the air-conditioning that cools them in summer . . . the very space they occupy and, often, the building in which they are housed . . . all these things are supplied by GSA.

Engineers, carpenters, and painters . . . decorators, housekeepers and janitors . . . telephone installers, movers, drivers, guards and historians . . . artists, lawyers, business professionals . . . all these people are part of the GSA team serving Federal agencies.

But, until 1949, when GSA was established by the Federal Property and Administrative Services Act, confusion reigned, as each Federal agency tried to take care of its own needs.

At the time, no one knew whether it was feasible to combine all the Government's administrative services under one roof. The fledgling agency—comprised of the Public Buildings Service, the Federal Supply Service, and the National Archives—had to experiment.

Answers came with experience. Sound business management required not simply consolidation, but better organization and a professional approach.

By 1954 the Public Buildings Service was managing almost all Federal buildings and was charged with design and construction as well. The National Archives had developed a central storage service for inactive but vital records that had previously cluttered offices across the country. Federal Supply Service had drawn together the myriad functions of agencies that handled supply in the past. And Congress had amended the 1949 Act to establish a Transportation and Communications Service.

As the Federal Government's needs grew more complex, in 1966 the Property Management and Disposal Service was added to GSA's responsibilities to consolidate two growing functions—redistribution and disposal of Federal real and personal property, and management of the Nation's stockpile of strategic materials.

The increased use of computers by the Federal Government caused further change to the GSA structure this year. Recognizing the need for efficient management of these computer resources, the Automated Data and Telecommunication Services was established under the GSA umbrella. The new Service incorporated the communication responsibilities of the Transportation and Communications Service within its framework, and the transportation logistics support of TCS was transferred to the Federal Supply Service.

Creation of ADTS signals the beginning of A New Way for GSA—not merely the broadening of its responsibilities, but response to these duties with professional, modern business management, contributing quality service to both Government and society.



## FIVE SERVICES

The key elements of the General Services Administration are its five services—the Public Buildings Service, the Property Manage-

ment and Disposal Service, the Federal Supply Service, the National Archives and Records Service, and the Automated Data and Telecommunications Service.

Each of these five Services has separate and well-defined responsibilities, but the very nature of these services is changing and expanding to accommodate new administrative responsibilities and priorities.

While Washington, D.C., is the hub of GSA's activities, the agency maintains 10 regional offices across the country—each directed by a regional administrator who can respond effectively to local needs. Most of these offices also include regional commissioners of each of the five Services, for broader communication nationwide.

### Public Buildings Service

The Public Buildings Service, with its 25,000 employees, is the largest and most complex service of GSA: it is both visible and invisible, substance and service, old and new, beautiful and ugly.





Its responsibilities are straightforward, yet openended—PBS designs, builds or leases, operates, protects, and maintains most of the Federal buildings in the Nation.

PBS has been around in one form or another ever since 1790, when Congress authorized the President to appoint three commissioners to provide suitable buildings for governmental offices.

When PBS was officially created in 1950, it took on operating responsibility for 116 million square feet of space—today that figure consists of 220 million square feet in more than 10,000 federally owned and leased buildings, as well as 1,500 construction projects currently underway and contracts awarded during 1972 for more than \$842 million worth of new buildings.

Yet PBS is not just concrete and steel. It has a warm concern for human priorities as well: the designing of buildings that are easily used by the handicapped and the blind, that are safe against fire or natural disaster, that are aesthetically enhancing to the community, that are internally landscaped to provide a productive work atmosphere, and that are externally located near economic housing and good transportation.

In short, PBS is the dynamic proof that governmental and human priorities can both be fulfilled, to the benefit of all the people!

### **Property Management And Disposal Service**

A business-like conglomerate that packs a multibillion dollar punch is at the same time one of the smallest services of the General Services Administration—the Property Management and Disposal Service.

Included in PMDS' overall mission is the management of \$5 to \$7 billion in Federal real and personal property annually, the management of more than \$6 billion in strategic critical stockpile materials to help meet possible future emergency needs, and the disposition of special sales-disposal projects, such as handling the public sale of 2.9 million Carson City silver dollars valued at several millions.

In carrying out its mission, PMDS serves the public three ways: first, it reduces the cost of running the Government by generating





cash revenues and effecting savings in better use of Government assets. In fiscal year 1972 alone, the service added \$172 million in cash to the Treasury, while contracting \$158 million in future receipts—all from the sale of surplus real and personal property and stockpile items. In fact, PMDS, together with the Internal Revenue Service, is one of the moneymaking Government organizations, and does it much less painfully.

Also in fiscal year 1972, PMDS reduced the Government's cost of buying new real and personal property by \$1.7 billion. This included operating Project Home Run, which has returned more than \$60 million in war surplus property from Vietnam and Southeast Asia for further use by Federal agencies, schools, and hospitals.

The second way PMDS serves the public is helping maintain the Nation's military preparedness by managing the  $\pm$  \$6 billion in strategic stockpile materials, stored at 130 depots throughout the United States. These depots hold the materials Congress and the Office of Emergency Preparedness feel will be necessary to sustain a three-year national emergency. And, as stockpile requirements change, the sale of surplus material produces cash receipts for the Treasury.

Third, and equally important, PMDS helps to improve a citizen's quality of life. It develops parks in President Nixon's legacy of parks programs; donates real property for new schools, hospitals, and wildlife preserves; donates personal property such as desks for schools and food to feed the elderly; and recycles such items as waste paper. In addition, it responds to natural disaster needs. After tropical storm Agnes, PMDS depots shipped hundreds of thousands of blankets to keep victims warm, and many large pumps with piping to clear flooded areas and prevent further flooding.

Like David and Goliath, PMDS is small, but it does a big job for America!

## Federal Supply Service

The largest, thriftiest, and most demanding customer in the world is the Federal Supply Service of the General Services Administration.



*Acting PBS Commissioner Larry F. Roush (right) consults with Deputy General Counsel Herman W. Barth concerning rules for public buildings.*

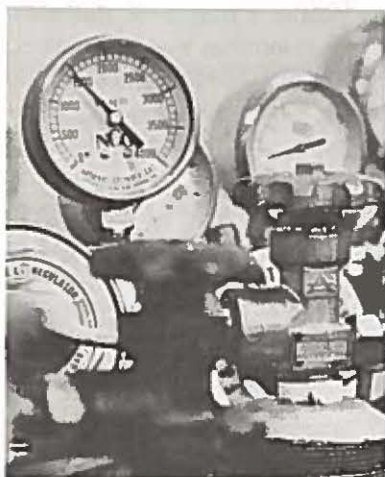
At the same time, FSS ranks as the most efficient and professional business manager.

FSS provides Federal activities throughout the world with more than \$2 billion worth of goods and services each year, in its role as a merchant. In the process, it develops products standards and specifications in response to customer needs, monitors quality control, distributes more than 4 million items purchased through a supply network of 23 depots and 60 self-service stores, manages an inventory of almost \$200 million, negotiates transportation and utility rates that benefit the American consumer as well as the Federal Government, and operates and maintains a nationwide fleet of more than 60,000 vehicles.

In its role as a business manager, the Service regulates governmentwide supply, procurement, and transportation practices and assists agencies in attaining efficient supply and transportation operations through management surveys and consultations.

As in any modern business, a measure of FSS' success is its quality of service. That's why in 1972, its key theme has been A New Way. Last year, this theme was translated into responsiveness and action.





For instance, FSS provided aid to flood victims in South Dakota, New York, and Pennsylvania, with needed emergency supplies and support services. It put priority on buying products manufactured with recycled products, assisting minorities entering the marketplace under the President's 8(a) program, and helping protect small businesses' position through procurement practices.

The overriding mission of FSS is management and operation of the broad range of Government supply and service functions in such a manner as to maximize economy, efficiency, and service—while at the same time furthering the national socioeconomic goals.

FSS—one of the oldest GSA services—brings quality to its responsibility as the Government's logistics arm!

### National Archives And Records Service

NARS—the National Archives and Records Service—is the memory of the Nation.

And the National Archives Building, located halfway between the White House and the Capitol, is that memory's central home. It houses all the records of enduring value for the U.S. Government—from the Declaration of Independence in its hermetically sealed display case to enough microfilmed intelligence data to write a thousand untold spy stories.

This GSA service administers the Federal archival system through 22 such memory banks: the National Archives Building itself, six Presidential libraries, and 15 regional records centers.

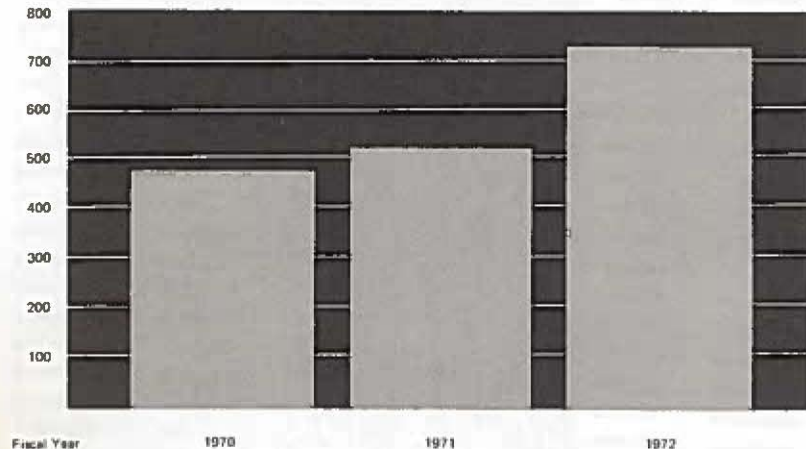
NARS also compiles and distributes Government publications such as the *Federal Register*, the *United States Statutes at Large*, the *Public Papers of the President*, and other official issuances. And it operates a records management program which helps other agencies of the Federal Government save millions of dollars annually through efficient paperwork systems.

It wasn't always so. For its first century and a half, the U.S. Government had no central archives. As a matter of fact, it was one of the last of the great nations of the world to provide for the adequate preservation and administration of its official records.



**REAL AND PERSONAL PROPERTY PROVIDED  
TO STATE AND LOCAL GOVERNMENTS  
(Acquisition Costs)**

Millions of Dollars



Construction of the National Archives Building began in 1931 and the National Archives came into being as an independent agency of the Government in 1934, remaining as such until it was incorporated as part of GSA in 1949.

Now, the National Archives and Records Service plays an important role in the life of records from birth on.

At the request of other agencies, NARS helps design the record management systems that are used when paperwork comes into being and is in current use. When records age and have less frequent use, regional centers of the Service store these documents, so that they can be quickly retrieved if needed. When these records become still older, those of permanent value are transferred into the body of enduring records, known as the National Archives. Presidential papers are maintained in the Presidential libraries. And records which are no longer useful for the conduct of Government business

and which have no value to scholars or other researchers are destroyed.

At the close of fiscal year 1972, the "keeper of the Nation's past," had nearly 13 million cubic feet of records in its depositories (a cubic foot includes about 2,500 pages), and its staff had performed 11 million reference services during the year!

### **Automated Data And Telecommunications Service**

Computation and communication are simultaneously two integral elements of modern society and two essential functions of modern government.

The new Automated Data and Telecommunications Service, established this year as an essential link of GSA services, provides centralized purchasing and management for general purpose data processing and supportive services for all Federal agencies, as well as a broad range of telecommunications services.

Translated into more specific terms, ADTS provides the backup essential for the day-to-day completion of the Government's data



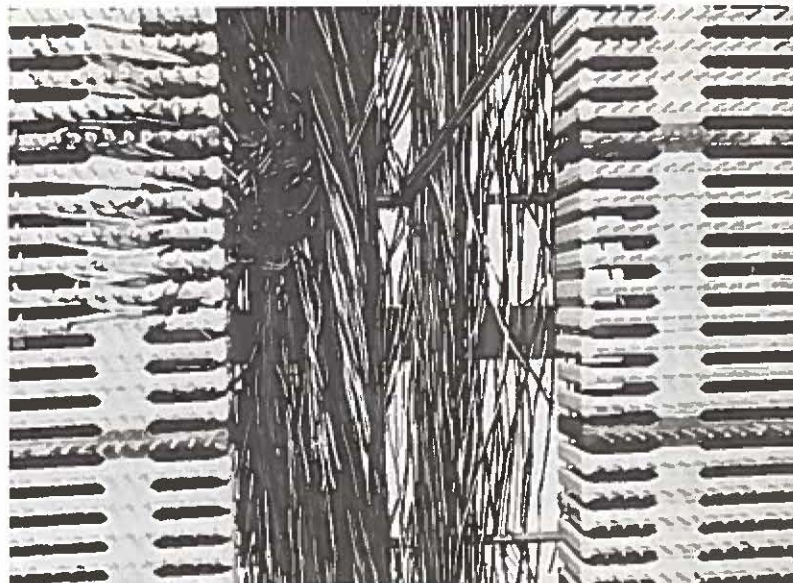


processing and communications requirements, and other needs.

ADTS operates 12 Federal data processing centers throughout the country, providing computer services for Federal agencies and undertaking a myriad of special analytical tasks. Everything from the Cost of Living Index facts to a discrimination suit against a labor union may come from an ADTS-supported computer facility.

The Service is also responsible for the successful completion of the more than 100 million intercity calls made last year by Federal employees over the Federal Telecommunications System. The FTS network contains some 700,000 phones and 6 million miles of circuitry—enough to provide direct telephone service to every city in the 50 States, the District of Columbia, and Puerto Rico.

ADTS has a special and complex responsibility. It must concentrate on management, assistance, and coordination of the technologically converging fields of communications and data processing, while at the same time maximizing operational savings on a government-wide basis.





By capitalizing on elements of both technologies of the new Service, GSA is developing new service potential in the areas of applied research, advanced planning, and customer service.



## STAFF OFFICES

To get the entire job done, in addition to the five Services of GSA, coordinating offices that perform functions common to all services and are, therefore, best handled by well-trained staffs or specialists, exist at its staff level:

### Office Of The Administrator

The Administrator's office is the alpha and omega of decision-making, policy formation, and program activities.

It contains the major coordinating offices, maintains liaison with all the major coordinating offices, maintains liaison with all regional offices, and handles the information exchange so necessary for good relationships with other agencies of the executive branch, the Congress, the media, and the general public.

Within the realm of its responsibilities also lies the management of the agency's Federal Information Centers, the Business Service Centers, the Consumer Production Information Centers, and the Bicentennial Coordination Center.

### Office Of Environmental Affairs

Passage of the landmark National Environmental Policy Act sparked GSA to the realization of its own substantial involvement in the quality of American life.

Thus, in 1970 the Office of Environmental Affairs was created in the Administrator's office to assist in developing policies and programs directed at protecting and enhancing the environment.

The Office plays a dual role within GSA—it is at once the humanist policeman and the prodding conscience of the agency.

As policeman, it is responsible for keeping track of all new environmentally related information—legislation, Executive Orders, and scientific data—which have a direct bearing on agency functions, and insuring that appropriate program and operational changes are made on the basis of this information.

As conscience of GSA, it stimulates the agency to innovate efforts on behalf of the environment, and then disseminates these concepts throughout the Federal bureaucracy.

### Board Of Contract Appeals

The Board of Contract Appeals provides a forum for speedy and economic resolution of disputes between a contractor and the General Services Administration over provisions or performance on a contract.

The seven-attorney Board, under the direction of Chairwoman Evelyn Eppley, makes a special effort to settle appeals by small contracts as rapidly as possible, holding hearings in the field, if necessary, to avoid undue economic hardship.

### Office Of Civil Rights

The Office of Civil Rights has top-level responsibility for utilizing the economic clout of the Federal Government to bring about improvement in hiring and promotions of minorities.

An arm of the Office of the Administrator, it supervises 15 major industries, encompassing more than 1 million separate establishments, through a nationwide staff of 174, which in fiscal year 1972 was responsible for some 18,000 minority new hires, 4,200 minority and female promotions, and compliance monitoring activities.

### Office Of Administration

The Office of Administration provides the management and financial expertise so essential to the daily operations of any agency,

and does so in a fashion designed to generate maximum utilization of manpower and financial resources.

This Office provides central staff support, assistance, and services to all parts of GSA in the specialized fields of budget, finance, audits, investigations, and personal and document security programs.

It also provides, on a contract basis, expert administrative support for more than 40 independent commissions, boards, study groups, and special offices, such as the Aviation Advisory Commission and the Special Action Office for Drug Abuse Prevention. Because of the unique activities of such agencies, it is often difficult to render administrative assistance without becoming involved to a certain extent in their substantive work. GSA, therefore, becomes involved in a myriad of problems, varied as the establishments themselves. In

*Communications is the subject of Acting ADTS Commissioner H. S. (Ted) Trimmer's (center) meeting with his staff.*



1966, there were 25 such small agencies for which GSA provided administrative support. Today, there are more than 40.

#### **Office Of The General Counsel**

The Office of the General Counsel is GSA's "middleman"—the final checkpoint between formation of agency policy and its implementation as agency programs; the arbiter between program goals and the interest of the American taxpayer; and the advocate of both GSA and the American consumer within private enterprise.

In addition, OGC provides legal services on a reimbursable basis for some 40 small boards, agencies, and Presidential commissions.

The variety of function inherent in GSA is nowhere more clearly reflected than in the diverse workload of OGC's attorneys: consumer advocacy before Federal and State regulatory commissions, assistance with Federal procurement regulations to promote greater economy in Government, supervision of the financial intricacies of the purchase-contract program, or insuring that a contract is so worded as to insure a fair chance for a struggling small business.

The case may involve an issue of major economic relevance for the entire Nation—or settlement of a \$500 claim. But, whatever the issue, Office of the General Counsel strikes an effective balance between the law, the agency, and the people.



## SUMMARY OF OPERATIONS

	Fiscal year 1972	Fiscal year 1971	Fiscal year 1962
<b>FEDERAL SUPPLY</b>			
1. Store sales (thousands of dollars)	522,075	478,469	264,379
2. Nonstore sales (thousands of dollars)	310,723	238,897	139,210
3. Stores line items shipped (thousands)	8,353.5	8,094.5	5,436.4
4. Number of supply distribution points	85	86	41
5. Total procurement (millions of dollars)	2,166.5	2,182.4	1,187.9
<b>PROPERTY MANAGEMENT AND DISPOSAL</b>			
1. Personal property (acquisition costs—millions of dollars):			
a. Transfers to other Federal agencies	920.1	751.2	362.7
b. Donations	419.8	399.5	350.7
c. Sales	70.4	74.6	39.8
Total	1,410.3	1,255.3	753.2
2. Real property (acquisition costs—millions of dollars):			
a. Further utilization of Federal agencies	174.0	12.0	97.0
b. Other surplus disposals (donations, etc.)	151.0	126.0	191.0
c. Sales	122.0	91.0	442.0
Total	447.0	229.0	730.0
3. Defense materials:			
a. Strategic and critical materials inventory (acquisition costs—millions of dollars)	6,088.2	6,257.9	8,686.6
b. Sales commitments (millions)	146.3	324.2	87.5
<b>PUBLIC BUILDINGS</b>			
1. New construction program:			
a. Design starts (millions of dollars)	195.5	188.4	167.8
b. Design completions (millions of dollars)	571.7	280.0	196.7
c. Construction awards (millions of dollars)	329.2	173.5	124.5
d. Construction completions (millions of dollars)	142.3	49.4	149.9
2. Buildings management:			
a. Average net square feet managed (millions)	212.7	207.1	141.7



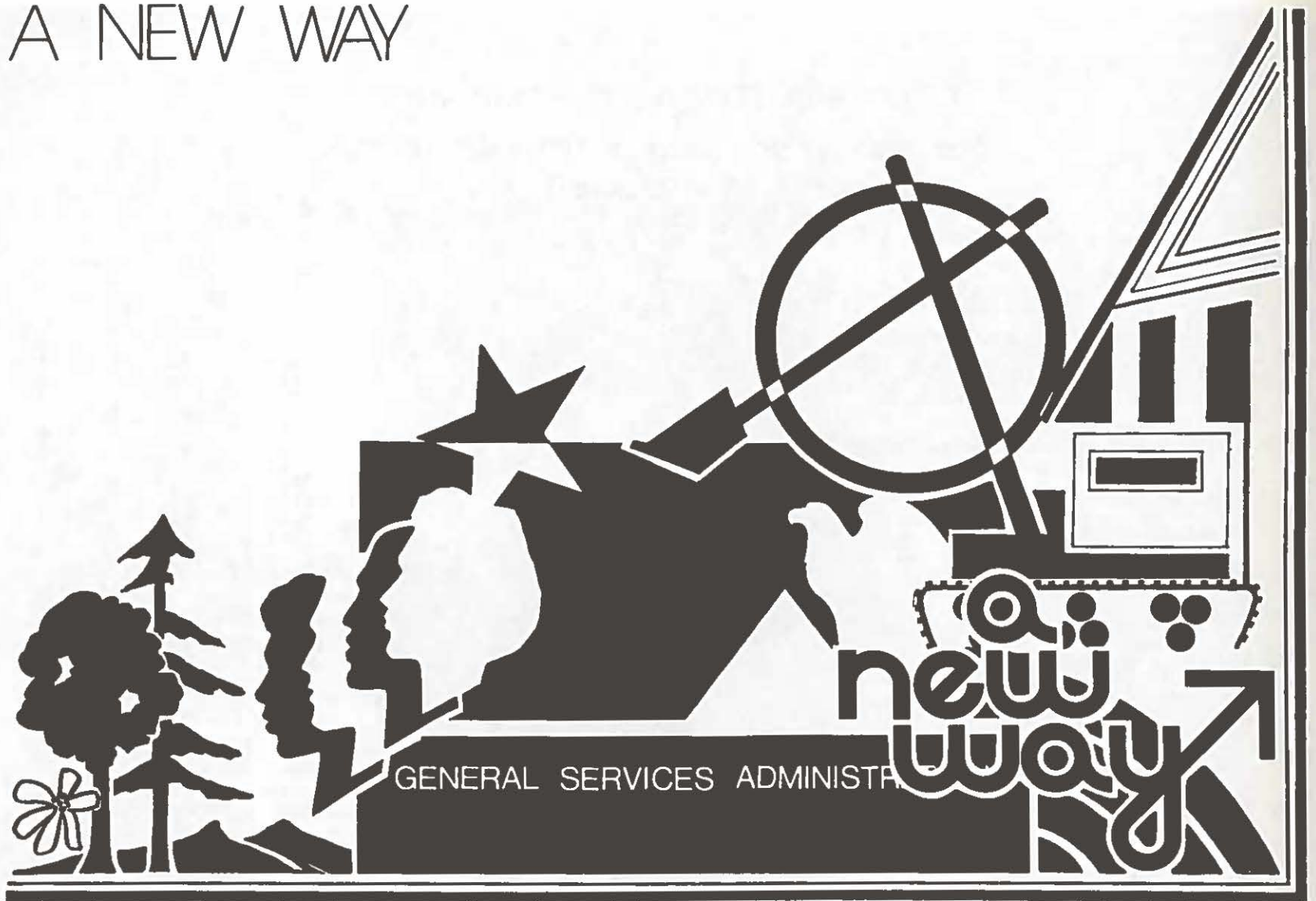
## Summary of Operations (Continued)

	Fiscal year 1972	Fiscal year 1971	Fiscal year 1962
<b>PUBLIC BUILDINGS (Continued)</b>			
3. Repair and improvement:			
a. Repair and improvement appropriation:			
(1) Net square feet of R. & I. responsibility (millions).....	139.6	187.8	128.5
(2) Obligations incurred (millions of dollars).....	78.5	84.3	62.6
b. Reimbursable costs (millions of dollars).....	79.1	64.8	N/A
<b>TRANSPORTATION AND COMMUNICATIONS</b>			
1. Interagency motor pools:			
a. Number of pools in operation.....	98	97	66
b. Mileage (thousands).....	635,195	583,565	249,571
c. Number of vehicles in pool (June 30).....	60,816	57,213	24,359
d. Sales (millions of dollars).....	67.7	57.2	20.9
2. Federal Telecommunications System:			
a. Number of intercity calls (millions).....	109.0	87.6	N/A
b. Total system sales (millions of dollars).....	176.8	153.5	N/A
<b>NATIONAL ARCHIVES AND RECORDS</b>			
1. Number of records centers.....	15	14	16
2. Records in inventory (thousands cubic feet June 30).....	12,758	11,229	7,864
3. Inquiries handled (thousands).....	10,872	10,044	5,393

**GENERAL SERVICES ADMINISTRATION**  
**COMPARATIVE STATEMENT OF FINANCIAL CONDITION**  
**(IN MILLIONS)**

	June 30, 1972	June 30, 1971	Increase or (—) decrease
<b>ASSETS</b>			
Cash .....	\$1,084.7	\$800.6	\$284.1
Accounts receivable—Private debtors .....	154.7	142.1	12.6
Accounts receivable—Government agencies .....	102.4	203.4	—101.0
Inventories .....	6,432.3	6,586.5	—154.2
Prepayments and deferred items .....	73.2	2.2	71.0
Mortgages and bonds—Private debtors .....	151.2	185.1	—33.9
Investment in U.S. securities .....	1.1	1.7	—0.6
Equipment .....	224.9	189.8	35.1
Land and buildings .....	2,615.1	2,580.1	35.0
Construction in progress .....	650.6	540.3	110.3
Surplus property .....	84.1	82.4	1.7
<b>Total assets .....</b>	<b>\$11,574.3</b>	<b>\$11,314.2</b>	<b>\$260.1</b>
<b>LIABILITIES</b>			
Accounts payable .....	\$671.0	\$501.4	\$169.6
Advance payments to GSA .....	289.5	286.2	3.3
Trust and deposit liabilities .....	4.6	1.7	2.9
Deferred credits .....	215.4	232.1	—16.7
Liabilities for purchase-contract program .....	17.8	18.6	—0.8
Employees leave liability .....	31.8	29.9	1.9
<b>Total liabilities .....</b>	<b>1,230.1</b>	<b>1,069.9</b>	<b>160.2</b>
<b>INVESTMENT OF U.S. GOVERNMENT</b>			
<b>Total liabilities and investment of U.S. Government .....</b>	<b>10,344.2</b>	<b>10,244.3</b>	<b>99.9</b>
<b>Total liabilities and investment of U.S. Government .....</b>	<b>\$11,574.3</b>	<b>\$11,314.2</b>	<b>\$260.1</b>

A NEW WAY





**J**ust keeping up with the exponential growth of the Federal Government during the past two decades would seem to be an overwhelming task for an agency.

But GSA is not content to run alongside, supplying essential services and complying with its executive and legal responsibilities.

GSA has found A New Way!

GSA watches, anticipates, guides, responds, and sets new goals. Uncontrolled growth can be a disaster in many ways. But controlled growth can benefit the entire country—and the very energy of growth itself can stimulate social reform, economic advancement, and environmental improvement.

In the following pages there are presented a number of examples of GSA's new way of responding to its own set of challenges inherent in governmental growth. There is innovation, there is reform, there is improvement, there is a move to bring its services closer to the States and communities it also serves, and there is growth of the agency itself, all within the content of the forward thrust of A New Way—

## **BREAKING NEW GROUND**

The passing of new laws, the shouldering of new leadership roles, and the acceptance of new, more professional management systems enabled the General Services Administration to break new ground in 1972—both in terms of construction and in terms of programs that represent vital, exciting ways to carry out the agency's missions—

### **The Purchase Contract Program**

The most ambitious new construction program ever undertaken by GSA unfolded during the past year.

It all began June 16, when President Nixon signed into law the Public Buildings Amendments of 1972. Part of these amendments put into action the purchase contract program, which will enable PBS

to construct some 60 buildings over the next three years at a cost of nearly \$750 million.

In simple facts, this new program, GSA estimates, can boost the gross national product by at least \$1.5 billion, can provide 80,000 construction workers jobs over the 3-year period, and add \$22 million in property taxes paid to local governments!

Until the passing of these amendments, GSA's hands were tied. During the past decade, the Congress had approved a large number of Federal building projects. These projects, however, lay dormant, since they remained unfunded due to more pressing demands on the budget. And, at the same time, the Federal Government was literally bulging at the seams for lack of additional work space. With this new way, GSA is now moving ahead.

Purchase contract is a new way of meeting Government needs through the resources of private enterprise. Under the new program, a private contractor will construct a building to Federal specifications, and then sell it to the Government over a period up to 30 years. During this time, the building remains on the public tax rolls, adding a plus to the community in which it is built both aesthetically and economically.

As soon as the 1972 amendments were signed, GSA went into action. Within 10 days, a series of briefings had been held across the country to acquaint contractors and the financial community with the new purchase contract program. Two new award systems were designed by the agency to most effectively implement the program.

The first of these systems—the “package system,” was developed for use on smaller construction projects. This system consists of a single contract under which a builder or developer both constructs the building and provides all necessary financing. By the end of 1972, package system contracts had already been awarded on 18 projects, developing a thrust of nearly \$80 million in new construction.

The “dual system,” developed for larger projects, involves a direct contract for the construction aspect of the project—with funding provided by GSA under separate financing arrangements. Inva-



tions for construction bids on 11 dual system projects were issued in August 1972, and funding was obtained during November and December through the sale of GSA participation certificates. Proceeds from these securities offerings enabled GSA to award construction contracts on all 11 projects before the end of the year—a total of nearly \$295 million.

In six months, GSA had awarded purchase contracts for 31 new public buildings projects at a total exceeding \$500 million! These 31 projects are distributed through 22 States and Puerto Rico, from San Juan to Honolulu, and represent a nearly 600 percent increase in the rate of new GSA construction as compared with the annual average for the past decade.

Anticipations of the agency are that a minimum of 25 to 30 additional purchase contract project awards will be made during the remaining two and one-half years of the program. These projects will provide an additional \$400 to \$500 million worth of new public buildings to meet the needs of the Federal Government and the citizens which it serves.

## Federal Building Fund

The year 1972 is sure to be heralded as a banner year for changes that mean progress. One concrete example of this is the first major innovation to be made in the field of management and financing of Federal buildings since the enactment of the first general act relating to public building in 1902.

This development is the Federal Building Fund, established by the Public Buildings Amendments of 1972. The fund, scheduled to be operative by July 1, 1974, will make it possible to finance real property management and related activities, including the acquisition, alteration, maintenance, operation, and protection of public buildings.

As a result of the new fund, for the first time, Federal agencies will be required to pay for space assigned to them through a user charge equivalent to commercial rent. This will not only provide a greater incentive for more efficient use of space, but will also

permit agency budgets to accurately reflect the total program costs.

More accurate short- and long-term planning will also be possible, since the FBF provides GSA with a new budgetary approach. Previously, this was not possible, since annual appropriations to GSA for its public building programs tended to fluctuate considerably—according to national financial priorities—and as a result, long-range planning was never a totally effective tool since future funds could not be anticipated with any accuracy. Given a more uniform and predictable level of funding, GSA will now be able to coordinate its public building program with governmentwide space needs.

More substantial benefits will accrue from the elimination of separate appropriations for sites, expenses, and construction for each project—a process which had serious operational pitfalls.

The FBF will enable PBS to utilize new construction contracting systems with faster delivery and higher quality buildings.





## Fine Arts

- On Ellis Island, a magnificent mural portraying "The Role of the Immigrant in the Development of America" lay forgotten and decaying.

- In Chicago, Ill., a valuable Loren MacIver masterpiece was getting moldy in a basement, and a Stuart Davis original hung virtually unnoticed in a judge's office.

- In Indianapolis, Ind., another Stuart Davis work and one by Joseph Stella hung—their value unrecognized—in the office of a GSA buildings manager.

All five masterpieces have now been found and are receiving their rightful acclaim, through a new program begun this year by the General Services Administration. The program is a fine arts inventory, put into operation by the creation of the Office of Fine Arts and Historic Preservation in GSA's Public Buildings Service.

The inventory is tied to President Nixon's program to strengthen the relationship between the Government and the arts, and is an effort to locate, catalogue, and preserve the more than 100,000 works of art—murals, sculpture and paintings—commissioned during the Depression under federally-sponsored programs.

The Ellis Island mural was found in the search for this art in an abandoned immigration facility. It has been restored and now hangs in the Ceremonial Courtroom of the Federal Courthouse in Brooklyn, N.Y., where it is admired by the more than 200 new U.S. citizens sworn in every week.

The four paintings—lost for nearly four decades and worth more than \$150,000—were found in the intensive art hunt, and the agency was able to present them to the National Collection of Fine Arts. Today they hang in the Smithsonian Institution in Washington, D.C.

The inventory often races the wrecker's ball to save art works for restoration and donation to the community. In addition to rescuing immortal art from basement storage and casual wall decoration uses, the Office has assisted in the restoration of major murals in the Department of the Interior, Justice Department, and other public buildings both in the Nation's capital and throughout the country.

GSA is currently preparing a tour guide to these newly discovered important illustrations of America's cultural heritage.

Concurrent with its effort to preserve past Federal efforts in the arts, GSA is launching an important new effort to incorporate fine arts in the construction of public buildings as part of this new fine arts program.

To implement this cultural priority, a fine arts reservation of one half of one percent of the construction cost of a new building will be designated for works of art. This reinstatement of an old policy that was suspended in 1966 was made in July of 1972 by the Acting Administrator. As a result, the Office of Fine Arts is currently working with leading architects, designing new projects for GSA to ensure that the resulting art works will be an integral design feature of the building and an aesthetic contribution to the community at large.

Through the Office of Fine Arts, the traditions of American heritage can now be seen tomorrow in Federal buildings in the U.S.

## The Great Silver Sale

Worn-out jeeps, battered typewriters, used bedding, obsolete stockpile materials, even submerged land . . . during the past two decades, GSA has disposed of every conceivable type of surplus Government property.

But, the Great Silver Sale constitutes a marketing job unprecedented in its nature and complexity.

By a fortunate oversight, some 2.9 million, 90 percent silver dollars were overlooked during the massive coin melts during the early 1900's. These coins were stored—unnoticed—in Treasury vaults for more than 60 years . . . their treasure value to remain hidden until 1964, when dollars were last exchanged for silver certificates, and this amazing discovery came to light.

Nearly all of the dollars were minted in the late 1800's at the now closed Carson City, Nev., mint. The uncirculated coins are in excellent condition and all bear the unique "CC" mintmark. As valuable collectors' items, the total value of the silver dollars has been



placed at more than \$120 million by well-known numismatists.

In response to the coins' discovery, Congress directed GSA to make them available to all American citizens under a complex but equitable marketing program. GSA assembled a special team of young professionals in the summer of 1972, and by October 31, the first series of coins were placed on sale.

In the interim, more than 40 million brochure-order forms were designed, printed, and distributed to virtually every post office in the United States, banks, savings and loan associations, and credit unions, to let the public know of the sale.

A complicated computer system for processing and awarding thousands of bids was implemented, and an order-processing operation began.

White-gloved U.S. mint employees began packaging the dollars in presentation cases at the high security bullion depository at West Point, N.Y. A 30-minute movie depicting the special history and value of the silver dollars was filmed and distributed to television stations throughout the Nation, to alert all U.S. citizens to the sale, and give everyone an opportunity to bid.

Any U.S. citizen, it was ruled, could bid for one coin from each of the several categories (mint years 1882, 1883, and 1884 for the first sale). Under the guidelines set by Congress, GSA must sell the coins on a mail bid basis, with a preestablished minimum bid price based on the numismatic value—around \$40 per coin. Each citizen is restricted to one coin from each of the 12 mint categories, thus insuring fair access to the coins by collectors and noncollectors alike.

On October 31, the 108th anniversary of Nevada's admission to the Union, the first Carson City silver dollars were placed on sale. Other categories will be placed on sale in the future, which are expected to net the Treasury a potential \$120 million, while at the same time giving thousands of Americans a unique opportunity to own a fascinating and valuable relic of a bygone era.

*PMDS Commissioner Thomas M. Thawley (left)  
assists in inspecting Carson City silver dollars.*







## Disaster Assistance

When disaster strikes, GSA is on the scene within hours to provide emergency services and supplies—pumps to ease flooding in South Dakota, generators to Missouri, cots and blankets to California, food to Nicaragua, medicine to Haiti. During 1972, in fact, GSA responded to more than 30 natural disaster emergencies with efficiency and dispatch.

And when Tropical Storm Agnes struck the East Coast with savage fury last June, GSA assumed a new role in disaster assistance, and undertook A New Way of providing comprehensive and coordinated relief.

For the first time, the Office of Emergency Preparedness gave GSA a major leadership role in dealing with property devastation totaling some \$3 billion and uncountable human misery.

GSA was well equipped for the task. The agency had swung into action even during the course of the flooding to ease the crisis:

- ADTS/PBS helicoptered over the submerged city of Harrisburg to place an emergency generator on the roof of the Federal Office Building, reactivating the Weather Bureau River Forecast Center in time to warn residents of the staggering height of the river and the exact time it was to crest.

- Three PBS engineers were detailed to each of the five OEP designated areas in Pennsylvania (Pittsburgh, Clearfield, Dunmore, Hamburg and Camp Hill) to survey flood damage to all buildings that involved Federal money. Under the directorships of the OEP area manager, priorities were set and inspection teams were assigned (with Federal and State representation) to inspect the damaged areas and prepare repair estimates.

- From Florida to Maine, FSS depots were placed on 24-hour operation, rushing more than a million dollars worth of cots, blankets and other emergency supplies found by PMDS to ease the plight of evacuees.

- Twenty-one portable bridges were rushed to the Corps of Engineers for use in restoration of contact with isolated areas.



- Pumps, generators and pipe by the trainload were provided by PMDS to relieve the untold human suffering caused by this disaster.

- Mobile radios and telephones were installed in cars for use in rescue efforts. Homeless flood victims clustered ten deep around these cars, anxiously waiting for a free line to contact lost family and friends.

- More than 1,300 travel trailers were purchased by FSS to provide temporary housing for persons whose homes were destroyed or severely damaged.

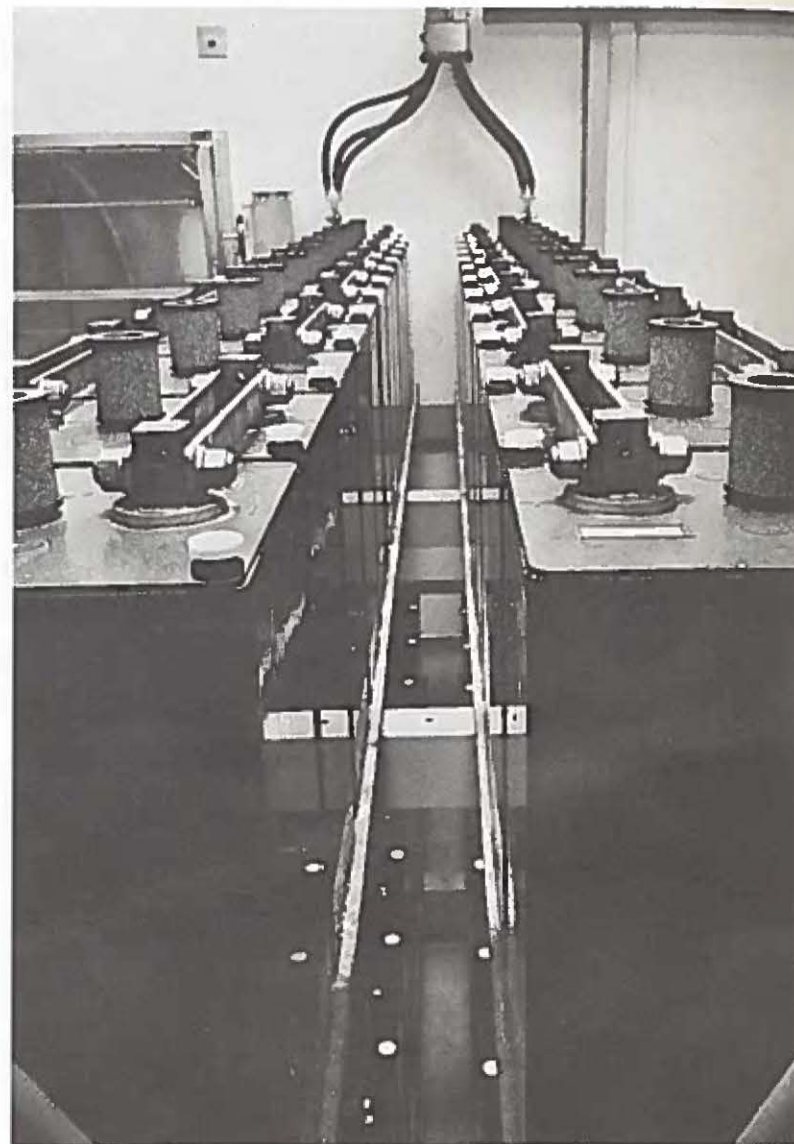
In the weeks following the disaster, GSA confirmed its leadership role with unprecedented feats of service.

PMDS provided and FSS delivered badly needed packaged hospitals, rescue vehicles, water purification and sanitation kits. A short month after the flood waters receded, 1,100 families were housed in the mobile homes obtained by FSS. When thousands of persons suddenly became eligible for the Department of Agriculture's Food Stamp program, FSS coordinated the delivery of \$11 million in food coupons to Pennsylvania.

PBS set up disaster assistance centers throughout the three-State disaster area, securing more than 150,000 square feet of space for Federal relief operations.

ADTS coordinated all emergency communications, installing 3,500 telephones and supplying 350 portable radio communication sets. It restored FTS service to Wilkes-Barre (a city which had its telephone building buried under more than six feet of flood waters and more than 60 percent of the facilities knocked out), thereby supplying the only intercity communication available to that hard-hit city for more than a month after the flooding.

Even today, cleanup operations continue. More than 50 GSA architects and engineers have been involved in damage survey and rehabilitation efforts. PBS has announced construction of a new Federal Office Building in Wilkes-Barre and in the aftermath of Tropical Storm Agnes tons of supplies and construction equipment are continuing to be furnished by PMDS and FSS for reconstruction. In





addition, homeless families are benefiting from a joint GSA-SBA program to sell them comfortable mobile homes under a low-interest, long-term mortgage program.

Whatever, whenever, wherever the need—GSA is there!

## **ADTS—A New Service For The Electronic Age**

The use of the computer by the Federal Government as a management tool has expanded fivefold over the past decade. As a result, the General Accounting Office now estimates total Federal investment in data processing-related activities as falling between \$6 and \$8 billion.

The reason for this monumental increase? It is, in simple words, because of gigantic growth of technology in recent years, there was increasing dependence by both Government and private enterprise on the data communications networks that link large, time-shared computers with widely dispersed terminals.

Alerted by this explosive increase, GSA asked a management consultant firm to analyze its responsibilities, activities, and management performance with regard to the new technology.

The consultants recommended that GSA combine its already converging government-wide data processing and communications responsibilities and supportive services. This would permit the agency to capitalize on elements of both technologies, particularly in the areas of applied research, advanced planning, and customer service.

Although GSA had been increasingly effective in negotiating significant cost savings in its computer procurements (some \$323 million in fiscal 1972), the consultants' report cited opportunities for even greater savings through more effective utilization and management of data processing equipment.

It strongly urged development and expansion of centralized services for all agencies. Above all, it emphasized the need for GSA to link in a single organization the increasingly interdependent technologies of ADP and communications.

GSA promptly implemented the recommendations as part of President Nixon's management improvement program, and ADTS

was established in July 1972. The old Transportation and Communications Service was abolished, and its transportation, motor equipment, and public utilities responsibilities reassigned to FSS.

ADTS contains three major operating offices. The Office of Telecommunications and the Office of Automated Data Management Services deal with substantive program areas. The Office of Agency Assistance, Planning, and Policy concerns itself with planning, applied research and development, economic analysis, and the implementation of supportive services to customer agencies. Special goals in the latter area include assistance in planning of ADP systems as well as implementation, and the promotion of sharing and joint use agreements in the utilization of computer systems.

Almost as new as ADTS itself is the precedent-breaking contract between GSA and the Computer Sciences Corporation, the implementation of which is a major responsibility of the new Service.

The Computer Sciences contract marked the inauguration of the National Teleprocessing Network (INFONET), a system bringing the power of a single national computer center to remote terminals serving as input-output devices. Agency subscribers can create their own data bases within the computer and tap into them as needed for their specific applications. Use of the INFONET by Federal agencies nationwide is expected to save taxpayers in excess of \$35 million in direct computer costs over the next four years. Such uses will include

- trajectory planning for space laboratories and shuttles by NASA-Houston;
- analyses of health and safety data for the Bureau of Mines in Denver;
- recreational and land use planning for the Forest Service;
- weekly analyses of patient admission data for the Veterans Administration, ensuring more efficient use of hospital space and facilities;
- Project REQUEST, whereby every Army recruiting office in the Nation will be able to interrogate the network immediately in order to assign a new recruit the best available job or school opportunity.



The list of ADTS contributions to better Government is as varied as the needs of the Government itself. To aid in the war against contraband drug traffic, GSA has provided 119 secure teletypewriter terminals along the U.S.-Mexican border, and is installing an additional 200 terminals along the U.S.-Canadian border for use by the Bureau of Customs. It is overhauling the Advanced Records System, the Government's long-distance data communications system, to increase its capacity from 2.5 billion words a year to 40 billion words a year by 1977. Its nationwide ADP Sharing Exchange enables the Government to utilize computer resources to the maximum by matching one agency's requirements with another's services.

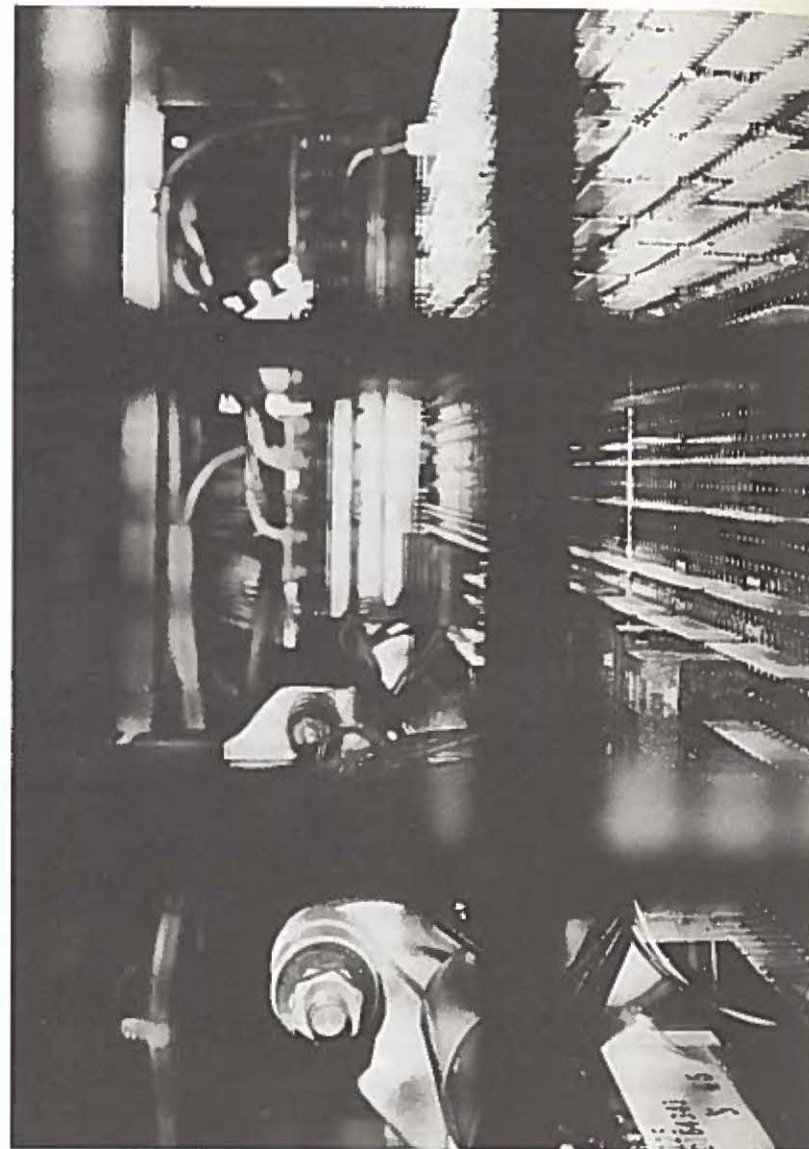
The leaders of State and local government throughout the Nation who were delighted to receive their revenue-sharing checks are unaware that their timely delivery was largely due to ADTS ingenuity. Passage of the Revenue-Sharing Bill created an immediate need in the Treasury Department for a major data processing system, but the lead time for delivery was such that the computations could not be made or checks written on time. ADTS located the necessary equipment within the Department of Defense and arranged its transfer to Treasury in time to get the job done.

GSA's new way of handling ADP needs met the challenge of a major Presidential priority!

## Environmental And Conservation Systems

"Energy supply as we know it today is not unlimited." "Conservation of energy and natural resources is everybody's business." "Cleaning up the environment is everybody's business." How often do we hear statements like these? How often do we hear these things but see no action taken? All too often energy is wasted on rhetoric while no positive action is taken.

Such is not the case at GSA. It cares enough to *do* something! In its role as manager, constructor and owner of more than 10,000 Federal buildings in the United States GSA is vitally concerned and has assumed a role of leadership in the field of natural resource and energy





conservation, as well as in the area of environmental consideration.

A leader in the construction industry, GSA is in a unique position to implement environmental goals through the public building program.

During 1972 GSA sponsored two high-level conferences which had immediate and far-reaching results:

- The International Environmental Conference on Building Construction and Use developed so many excellent recommendations that the Administrator immediately designated a Post Office-Federal Office Building to be constructed in Saginaw, Mich., as an Environmental Demonstration Project that would implement these suggestions.

- The Roundtable On Energy Conservation produced a series of ideas that will be tested in the Manchester, N.H., Federal Office Building, now designated as an Energy Laboratory with the overall goal of operating on 20 percent less energy than other comparable structures.

Both the Saginaw and Manchester projects are closely interwoven, as energy conservation and environmental goals are inseparable in nature. GSA hopes that both buildings will dramatize its firm commitment to environmental priorities in the design, construction, and operation of Federal buildings, as well as provide laboratories for the installation of both current and innovative environmental features and equipment. Their successful operation should inspire the construction industry to translate GSA's new way into the private sector.



## CONTINUING EXCELLENCE IN ACHIEVING NATIONAL PRIORITIES

An important dimension of GSA's New Way is the ability of the agency to take a fresh look at ongoing programs in the light of changing national priorities.

An annual facelift is a must for all GSA policies and programs to conform to progress. Relevance can be retained only through continuous reorientation and upgrading.

GSA implements its ethic of excellence with special vigor in assuring that operating programs also serve to meet national needs.

## New Momentum For Ongoing Programs

The press of events during 1972 gave special impetus to several of GSA's ongoing programs leading to important new achievements in many fields in its service to the Nation:

### Firesafety First

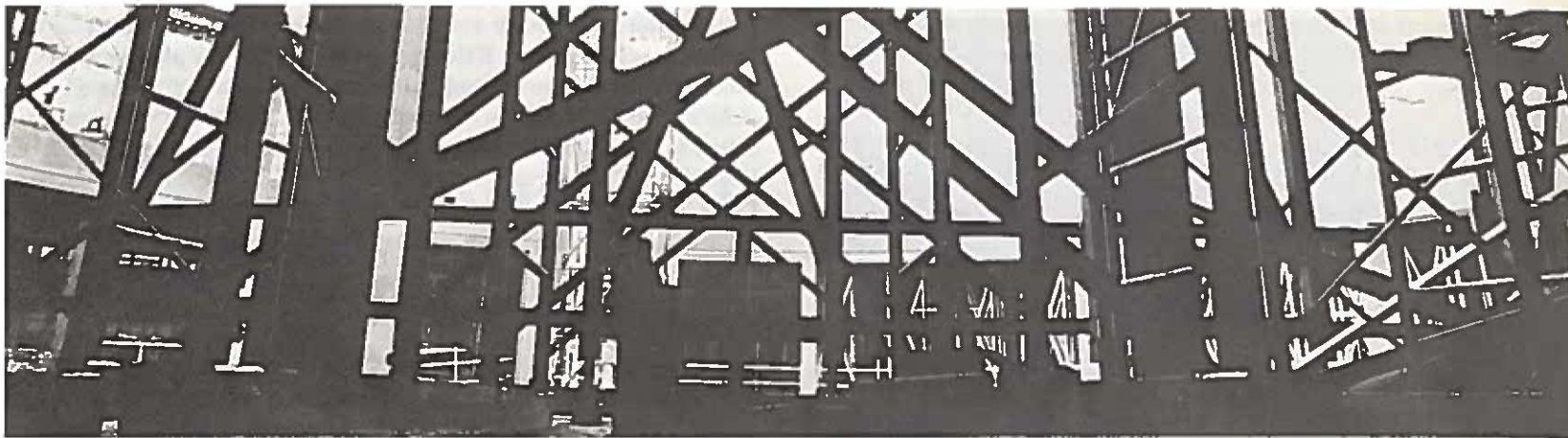
Millions of Americans watched with horror as television newsfilms showed four people leaping to their death in attempts to escape from the billowing flames on the 15th floor of a New Orleans high rise.

It is precisely to avoid such recurring tragedies that GSA puts firesafety first in the construction of major Federal buildings.

Long before the public was alerted to the inadequacies of fire protection in skyscrapers, GSA had identified the problems and taken action. At two international conferences on Firesafety in High Rise Buildings, leading firesafety experts pointed out that:

- Core construction techniques cluster elevators, wiring, pipes, and ducts in a central shaft which can become a powerful chimney during a fire, sucking smoke and flame to higher floors in a matter of minutes.
- Automatic elevators are drawn to the floor of a fire and held there, while passengers perish and workers on other floors are unable to leave the building.
- Most firefighting ladders are unable to reach above the seventh floor to rescue trapped people.
- The stairwells which are the only exit from top floors may be impassable because of dense smoke.
- The more luxurious the building, the more potential fuel it contains in the way of carpeting, drapes, and upholstered furniture.





To deal with these dangers, GSA developed a total firesafety system which is being incorporated in the new Seattle Federal Office Building.

This 37-story building will be protected throughout with an automatic sprinkler system (considered by some experts to be the only real fire preventive in a high rise building), plus a special smoke-migration control network and a two-way voice communications system. A central control area will handle all building operations, security functions, elevator control and fire preventive systems.

A similar "total systems approach" has been incorporated into three Social Security buildings to be constructed in Philadelphia, Chicago and Richmond, Calif., as well as Washington D.C.'s Air and Space Museum. Elements of the system are included in 13 other Federal buildings under construction.

Special problems are met with special new approaches. In planning for the extension of the Federal Building at 26 Federal Plaza in New York City, the partition between the two buildings was designed as a fire and smoke barrier containing doors which would allow free

passage for workers but lock automatically and individually if they detected heat or smoke.

As recent events have shown, A New Way of approaching firesafety has led to increased protection for thousands of Federal employees.

### **Some Secrets Become Public Information**

March 8, 1972, President Nixon issued an Executive Order drastically revising the Federal Government's system for classifying documents, and setting in motion a massive program by the National Archives and Records Service to declassify huge backlogs of documentary material—much of which dates back to World War II, and some even earlier.

The scope of this task is unprecedented—a systematic review for declassification of some 160 million pages of records!

The President's directive had two goals: to open to the public previously classified records to the greatest extent possible, and to



sharply curtail the power of Federal agencies to classify documents in the first place.

The order established a timetable of six to ten years for automatic declassification of documents and provided a mandatory procedure for review of requests for documents of more than ten years old. The Archivist of the United States is required to review for declassification all national security information which has remained classified for 30 years.

NARS has long been anxious to undertake this task. Its specialists immediately began work to design a comprehensive declassification program, and additional technicians were hired at the National Archives to begin sifting through the classified records. It was determined that some could be declassified in block form, while others had to be subjected to a painstaking page-by-page scrutiny.

In fiscal 1973, NARS hopes to lift the veil of secrecy from some 40 million pages, including such hush-hush items as a 1944 report from "a usually reliable source in Chunking" that "in Manchuria the main north-south railway is being double-tracked."

### **Swords Into Plowshares—Project Home Run**

An integral part of President Nixon's effort to reduce U.S. involvement in Southeast Asia, Project Home Run turns excess military materiel into the tools of progress.

A cooperative effort of GSA and the Department of Defense—now in its third successful year of operation, Project Home Run returns no longer needed property to the United States for further use by Federal agencies and for donation to schools, hospitals, community programs and civil defense organizations.

Home Run benefits are as diverse as the materiel itself:

- Some 60,000 feet of four and six inch pipe was transferred to an Arizona reservation for use in an urgently needed irrigation system.

- The Manpower Development Center in Stapleton, Minn., acquired more than \$1 million in automotive and heavy vehicle repair parts for use in training unemployed youths.

- More than 125,000 pounds of nonperishable food items went to Seattle for distribution to the city's needy families.

- Hundreds of elderly people in Texas and New Mexico are clothed and fed through an HEW program which relies on Home Run supplies.

- The University of Washington's Department of Oceanography is studying ocean currents in the Bering Strait—using 19 excess parachutes to identify drift.

By the end of 1972, Project Home Run had returned and distributed more than \$63 million worth of equipment and supplies.

Efficient use of the existing military transportation system, plus containerization of goods, has enabled GSA to bring back a large volume of property at a very low cost. Stateside users pay only six cents per dollar to GSA for transportation costs.

Project Home Run is A New Way of serving the American taxpayer. It saves tax dollars which would otherwise go to buy like items at the Federal level, and it gives Americans direct use of property bought with their own tax dollars.

### **Returning Land To The People— The Legacy Of Parks Program**

As President Nixon strolled along the beautiful, empty stretch of Pacific beach near the Western White House, he realized thousands of Californians were being deprived of the same pleasure because the beach was "private property"—of the Federal Government.

After 197 years of acquiring property, the Government literally had more land than it knew what to do with!

The President decided that it was time to give the unneeded land back to the people, and he asked GSA to get the job done.

Executive Order 11508 charged GSA with the task of surveying more than 20,000 pieces of Federal real estate and undertaking the task of convincing agencies holding unused or underutilized land that much of that property could be released without sacrifice.

Passage of P.L. 91-485 established the Legacy of Parks Program by permitting GSA to donate surplus land to local governments for





park and recreational use, thus complementing the Federal Property and Administrative Services Act of 1949 which authorized public benefit conveyances for health, education, wildlife conservation, and historic preservation.

GSA rose to the President's challenge during 1972 by expanding the total acreage surveyed to some 6.6 million acres.

Under the Legacy of Parks Program alone, conveyances more than tripled during 1972.

By the end of 1972, 258 parcels of land worth more than \$130 million were donated for park use in all 50 States, the District of Columbia, and Puerto Rico:

- Little Elm, Tex., has its first public park ever.
- Residents of Greater Kansas City can now hike through a 28-acre nature preserve.
- Seattle residents enjoy a spectacular view across Puget Sound from Fort Lawton.
- Boaters on Lake Huron can camp and picnic on a wilderness island two miles offshore.

At least one park has been established in each State.

Little League players in Oak Ridge, surfers and sunworshippers in Southern California, and hikers and hunters in Battle Creek all have one thing in common: They are enjoying the results of the Legacy of Parks Program—GSA's new way of meeting the leisure and recreational needs of millions of urban Americans.

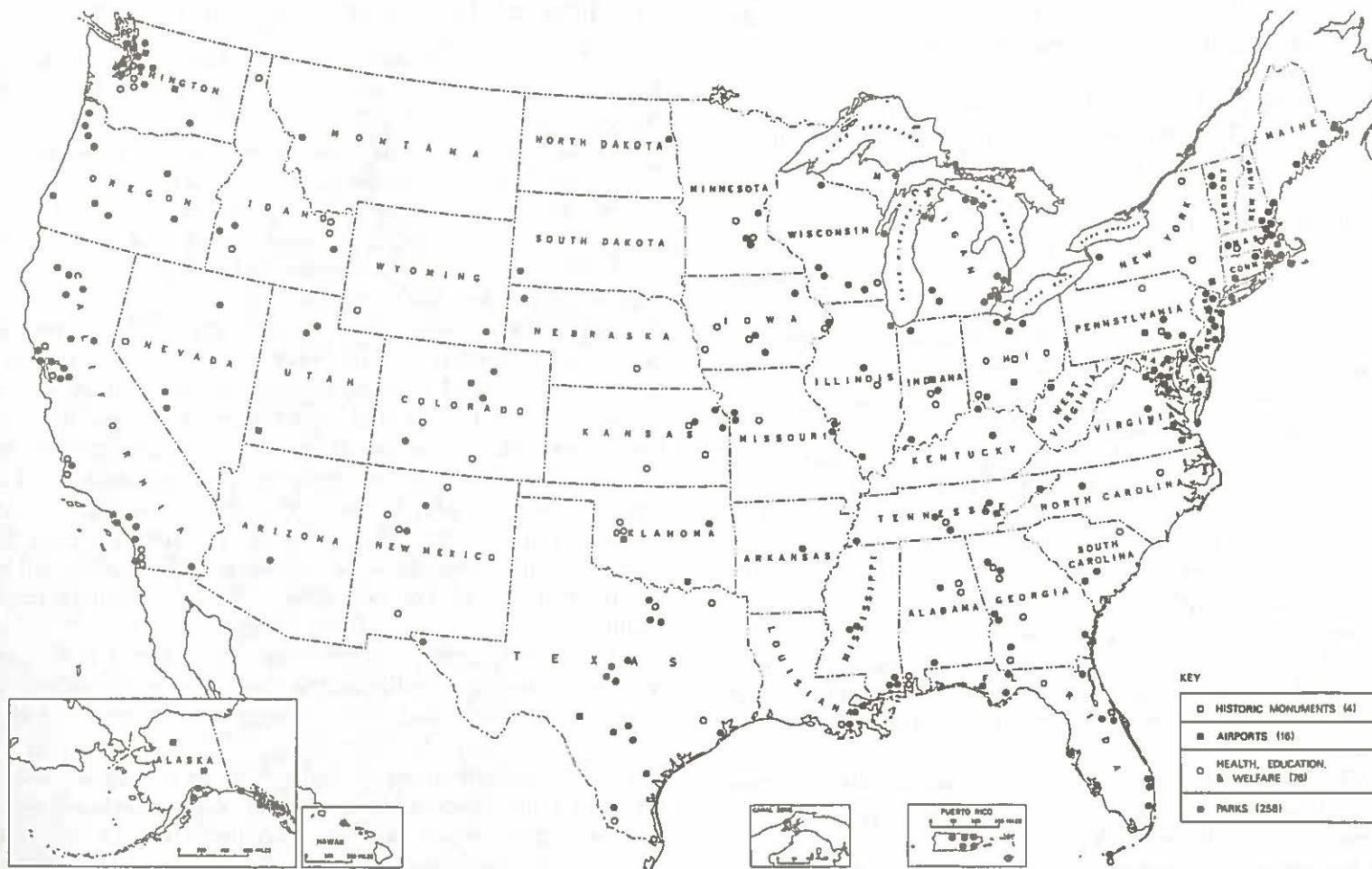
GSA has also found A New Way to meet urgent community needs by revitalizing its ongoing public benefit conveyance program. Along with making a property available for recreational use, it can also be made available—usually at no cost—for other local purposes:

- Sonoma County, Cal., Indians received 125 acres of historic tribal lands for education programs and an Indian cultural center.
- The Town of Hingham, Mass., obtained 66 badly-needed acres on which to build a new elementary school, bus parking lot, and physical education center.
- A Sheepshead Bay, N.Y., tract was shared by a college, a hospital, and a service organization for a joint program to serve the handicapped and elderly.

If there is no Federal or local public need for a particular property, it can be sold by GSA to private individuals. In fiscal year 1972, there were 134 such sales, which brought to the Treasury \$12 million. These proceeds are all earmarked, however, for a specific purpose which is a close cousin to the President's Legacy of Parks Program. The money goes into a Land and Water Conservation Fund through which the Department of the Interior assists State and local governments in providing for recreational and conservation needs.

Returning land to the people is A New Way of helping Americans to help themselves.

# PUBLIC BENEFIT CONVEYANCES





## VE—A VIP

Value Engineering is a Very Important Program.

The value engineering incentive clause in PBS contracts invites industry to challenge nonessential or high cost requirements in the contract—and rewards successful challengers with a share in the savings.

Value engineering draws on the expertise of industry to reduce construction costs. It stimulates innovation, ingenuity, and imagination in achieving a top quality building for the lowest possible investment.

The success of the VE program is reflected in the \$1.6 million in savings to the Government achieved during its first year of operation. These savings represent an overall return on GSA's investment in the program of nearly four times the outlay.

VE sells itself. Savings returned to participating contractors are a powerful incentive to get industry to reduce Federal expenditures.

On the first major contract containing a value engineering clause, the Federal Office Building on Dearborn Street in Chicago, the joint venture contractors effected almost \$1.7 million in savings to the Government, netting themselves \$700,000 in the process!

The mood of cooperation and contribution engendered by VE is spreading throughout GSA.

PBS encourages its employees to submit ideas with potential VE application, and is soliciting VE participation by construction managers as well as architects and engineers.

No item is too small to be considered. Replacing built-in bookcases with freestanding furniture saved \$9,300 in Boston. Replacing solid core with hollow core doors cut \$16,900 from construction costs in an Arkansas building.

The VE analytic approach to reducing contract and life cycle costs without sacrificing quality, aesthetics, or ease of care is providing dramatic new insights into other GSA programs.

GSA is alerting its top management to the potential of VE by contracting for a professional management seminar in the VE methodology to be held in each of the agency's ten regions.

VE is A New Way of achieving a quality product while reducing expenditures!

## New Impetus To Historic Preservation

St. Paul's old Federal Courts Building is a Romanesque-Renaissance building, garnished with corner turrets, gables, and two clock towers.

Designed by James Knox Taylor, then supervising architect of the U.S. Treasury, it was built for \$2.5 million between 1894 and 1901.

Citizens of the St. Paul area disliked the idea of seeing it torn down, but the cost of modernizing and maintaining it as an historic landmark would have been prohibitive—especially since it stood on a valuable plot of downtown real estate.

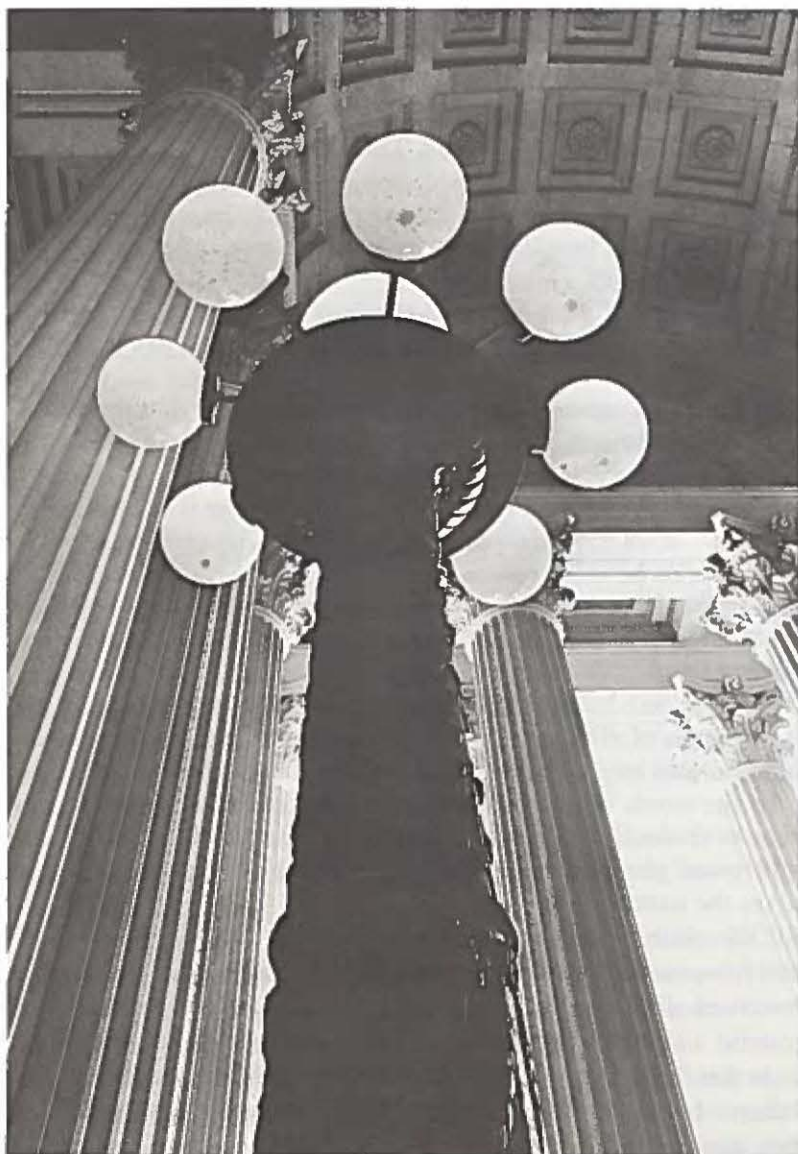
Thanks to Congressional action during 1972, GSA was able to donate the old Federal Courts Building to the city of St. Paul. It is now being renovated to house city and county agencies, plus shops and restaurants. The building's ornate profile will continue to lend historic presence to the area, yet shelter a vital working environment.

In past years, GSA had the authority to convey old Federal buildings with historic value to local governing bodies for preservation purposes. But most cities did not want the buildings, even if conveyed without charge, because the expense of restoring and maintaining them could not be defrayed by any revenues from the buildings.

P.L. 92-362, signed by President Nixon last August, permits revenue-producing activities on the historic property, striking a balance between public and commercial uses that benefits the city but pays for the building.

The new legislation, requiring the recipient to maintain the building as an historic monument in perpetuity, also provides a means of funding rehabilitation and maintenance through a revenue-producing use authorization. The income thus provided can be used not only for restoration and maintenance, but also for park and recreation purposes.





Three months after passage of the legislation, the Acting Administrator made the St. Paul conveyance. He also officiated at a ceremony turning over a Renaissance style old Post Office to the City of Battle Creek for use as city and county judicial offices.

GSA is currently conducting a field survey of 49 Federal Buildings which appear suited for nomination to the National Register of Historic Places, and ultimate conveyance to the community. Many of these buildings are more than a century old and represent the sole architectural legacy of a period of dynamic growth and change in this country.

GSA is using A New Way to ensure that these buildings live and contribute throughout this century as well!

## **Government To The People**

Much has been said in recent years about a widening gap between Government and the people it serves.

In fact, some critics have suggested that Government is so non-responsive that it acts as if the people exist to serve the Government instead of Government existing to serve the people. Recognizing the increasing concern in the minds of many Americans, GSA has begun to emphasize A New Way to lessen the fears of the people as they face their Government head-on in dealings simple or complex.

At GSA, four separate programs exist almost exclusively to serve the people of this Nation. Two of these are designed to make Government more responsive across a broad spectrum, while the other two offer help to those who find themselves having a specific type of interaction with their Government.

## **BRIDGING GAPS**

### **. . . By Helping People Through The Maze**

A frantic mother called a Federal Information Center to get some help for her son who was stranded in The Netherlands. He had lost his passport and, though he had sufficient funds in travelers checks





to return to the U.S., he was unable to cash them without identification. Working with the State Department's Passport Office and the U.S. Consulate in Rotterdam, the Federal Information Center helped to arrange for credentials to be issued to the young man so that he could return home.

On a daily basis, GSA's Federal Information Centers can help citizens cut through the frustrating labyrinth of Government organization to locate the particular office which can help with an individual problem. The Federal Information Centers provide a vital link between the individual and his Government so that it can truly serve him.

The Nation's first Government Information Center was opened in San Diego, Calif. in March 1970. This center is truly an example of intergovernmental cooperation. Staffed jointly by Federal, State and local information specialists, this unique FIC is an attempt to respond more effectively to the public by providing answers to questions concerning any phase of Government.

Each week more than 100,000 people nationwide seek the aid of a Federal Information Center. There are 36 such centers located in major metropolitan areas throughout the country. Additionally, 37 other major cities have toll-free telephone connections to the nearest Center.

Most often, the inquiries concern Federal employment (275,000 inquiries in fiscal year 1972), Social Security (215,000) and veterans benefits (210,000), income taxes (520,000) and passports (230,000). However, the full range of questions defies categorization:

1. Where can I obtain a \$1,000 bill?
2. Is there a Government training program for blacksmiths?
3. Where do I complain about a supersonic jet which flew over my house breaking both the sound barrier and my commode seat?
4. How do I get a license to purchase gold for making jewelry?
5. Is there an embargo on shipping bananas into the U.S. from Iceland?

If there's an answer to the question, the trained staff at these Centers will help find it. Research is frequently required and often the assistance is found in a State or local government office.

The objective of the Federal Information Center is to bring Government—at all its levels—closer to the people. An additional step in the efforts to be more responsive to the needs of all the people is a new emphasis in the program to insure that foreign-speaking people can receive assistance in their own tongue. For instance, 14 Centers employ Spanish-speaking staff members.

The Federal Information Center, by translating the jargon and complexities of Government into services, programs and people, is an important step in helping to humanize the faceless bureaucracy.

In the words of one user from Oklahoma, "I can remember my times of frustration as I was 'referred' from one office to another in a wild goose chase for information or service at Federal buildings across the nation . . .

"Therefore, you can imagine my gratitude when I called the Federal Information Center two days ago and was greeted by a friendly voice and all the information I needed. Let me assure you that I am grateful and highly impressed with this 'new look' in Government."

As for the answers to the questions posed above, the staff at the Federal Information Centers gave the following facts all as part of their day's work:



1. Local commercial banks rarely carry \$1,000 bills; however, they are available at Federal Reserve Banks.
2. The Department of Labor, Bureau of Apprenticeship and Training, has an apprenticeship program. The problem is finding a blacksmith who will accept an apprentice as there is a great scarcity of blacksmiths.
3. Such complaints would be handled by the Federal Aviation Administration, Air Traffic Control.
4. Apply to the Department of the Treasury, Office of Domestic Gold and Silver Operations, Washington, D.C. 20220.
5. Bananas can be shipped duty free, but an agricultural permit from USDA is needed.

And then there was the woman who wanted the phone number of the Vets Hospital, in order to admit her sick dog. It had to be explained to her that she had confused veterinarian with veterans!

### ... By Sharing Our Knowledge With Consumers

Did you know that a water level selector on a newly purchased washer, while adding to the initial cost, will save you money on water and detergent? Or that you may get two years of service from the same anti-freeze if you drive less than 10,000 miles a year? Or that you should not paint the exterior of your house if the temperature is less than 50 degrees or more than 95 degrees? Do you know how to select the right vacuum cleaner for your home?

The whys and wherefores on these commonly talked-about subjects are available from GSA in its new way of sharing knowledge with people.

All Americans are consumers, but as the chief purchaser for the Federal Government, GSA is one of the world's largest consumers and occupies a unique position to share the knowledge it has gained over the years with other consumers: the people of this Nation.

In his consumer message of October 30, 1969, the President said, "No matter how alert and resourceful a purchaser may be, he is relatively helpless unless he has adequate, trustworthy information about

the product he is considering and knows what to make of that information."

Realizing that Government departments and agencies possess vast amounts of product information as a result of research, procurement, and regulatory activities, President Nixon established the Consumer Product Information Center within the General Services Administration in October of 1970.

Working with more than a dozen Federal agencies, the Center promotes the development, updating, and upgrading of consumer-oriented publications.

Through research into consumer needs and interests, and through close liaison with cooperating departments, the Center aids in selecting and tailoring subject matter to consumer demand. Within the past year, about 75 new publications have been released. Titles of some of the recent booklets include: *Hearing and Hearing Aids*, *Automobile Batteries*, *Toy Safety*, *Wise Home Buying*, *Vacuum Cleaners*, *Guide to Budgeting for the Retired Couple*, *What to Buy in (Automobile) Child Restraint Systems*, *Washers and Dryers*, and *Paint and Painting*. Perhaps as important as any aspect is the fact that these booklets are written in clear-cut, everyday language—in itself A New Way!





To publicize the availability of Government product information of consumer interest, the Center compiles a quarterly Index of Consumer Product Information which is widely disseminated. More than 28 million copies of the Index have been distributed within the past 18 months, and most of these were distributed by Members of Congress to their constituents.

Copies are also available to the public at Government facilities which attract large numbers of visitors, through governmental and private consumer-oriented organizations, by direct mail (write Consumer Product Information, Pueblo, Colorado 81009) and, of course, they can be obtained through a visit or call to the nearby Federal Information Center.

The Center further publicizes consumer-oriented booklets through special releases to the news media and major consumer organizations. **NEW FOR CONSUMERS**, a weekly release, highlights the contents of Federal consumer publications. **FEDERAL CONSUMER FOCUS**, mailed monthly to television and radio stations, contains factual information on how to buy, use, and take care of consumer products. The scripts, available in English and Spanish, are suitable for use in news and public affairs programs or as public service announcements.

American consumers have responded to the Center's programs by ordering more than three million Government publications from the Center during its year and a half of operation. High on the list of best sellers are publications on such subjects as buying and maintaining a home, budgeting, buying food, cutting calories, and operating an automobile.

### **. . . By Helping Small Businessmen**

Businessmen are people, too, but, like other people, they often become frightened away from attempting to do their business with the Federal Government. They have heard stories about endless forms, hard-nosed contract compliance officers and the like. But how many of them know about GSA's Business Service Centers?

These Centers, located in 12 major cities, each year counsel an



average of 160,000 small and minority businessmen on how to deal with the Federal Government. The free service includes furnishing specifications for products the Government buys, issuing instructions to prospective bidders, stimulating and maintaining the businessman's interest with follow-up contacts, and distributing publications. Center representatives participated in over 500 local and regional business opportunity meetings during the year.

The Centers recently initiated a "circuit rider" program to inform and instruct businessmen in smaller cities how to obtain Government contracts. During the last two years, for example, some 900 contractors were sought out and counseled in 84 cities.

Not long ago, a small chemical firm in Missouri found that it was about to be dropped from the list of Federal suppliers for lack of sales.



For help, the president of the company turned to GSA's Business Service Center in Kansas City, for his firm had just developed a new product for use in the photographic, microfilm and x-ray fields.

The Center representative counseled the businessman and steered him to the proper Federal agencies which might possibly be able to use his new product.

As a result, 52 different agencies have purchased the product for test purposes. It is expected that the eventual savings to the taxpayer, when the product is in use throughout the Government, will be about \$14 million per year. And, equally important, the advice from the Business Service Center may have saved the small firm from failure.

Its ethic of excellence demands that GSA continue finding A New Way to make certain that businessmen who may wish to work with the Government are provided real opportunities to do so.

It is not enough to sit and wait for people with problems to come to the Business Service Centers. For that reason, specialists actively seek out potential buyers and suppliers, providing new sources for satisfying the needs of the Government and simultaneously stimulating competition for contracts.

That is why, during fiscal year 1972, traveling specialists representing GSA attended more than 500 business-oriented functions—seminars, conferences, association meetings and the like—throughout the country. And it is this new concept of bringing Government to the people—with new ideas with the “circuit rider” program—that demonstrates A New Way of response to the needs of the people.

### . . . By Helping Communities Adjust To New Federal Activity

Did you ever stop to consider the impact that new Federal construction has on a community? Sure, it's usually viewed as a boon to the local community, providing people with jobs. But a new Federal building can have some adverse impacts, too, if the planners fail to give proper reflection to some of the potential problems.

What about the fate of the people who lived or had business enterprises on the site of the new structure? It was as recently as 1970 that Congress legislated some protection for those who are to be displaced

through federally-sponsored intrusion (through the Government power of eminent domain) into their homes and businesses.

New Federal construction or leasing is frequently necessary to provide essential services to the public, but that is small consolation to the owner or renter who finds himself without shelter in the process. That is the reason for the Uniform Relocation Assistance Act of 1970, which provides for relocation services and payments to many persons displaced from their homes or businesses by Federal programs.

Under this Act, GSA became the first Federal agency to promulgate policies and regulations to help affected citizens, many of whom in the past had no idea of where to turn—and no funds to relocate. But now, GSA does everything possible to insure that owners and tenants of property needed by the Government are given fair and equitable treatment, along with the funds provided by law, for relocation.

Typically, under this new people-to-people program, GSA offers on an individual basis counseling to determine a displaced person's needs; referral services to help them obtain replacement dwellings and business sites; information services to advise them about various loan programs; and advice about their rights under the new law.

In fiscal year 1972, GSA helped to relocate 382 families and individuals at a moving cost of \$125,048, while 145 individuals were given replacement housing payments at a cost of \$96,589. On the business side during the same period, GSA relocated 71 enterprises at a moving cost of \$351,412.

The largest relocation project so far undertaken by GSA has been the job of relocating over 250 individuals and approximately 37 businesses from the site of the Chicago Courthouse Annex located in the Chicago Loop. To accomplish this task, a GSA field office was set up on the Courthouse Annex site and staffed by five full-time GSA employees. These employees provided on-site counseling to the individuals and the predominant effect of this program was to lessen individual hardships for many of the businesses and individuals to be displaced.

In selecting the site for the Chicago Courthouse Annex, one of GSA's prime criteria was to select those sites whose redevelopment



will exert a positive impact on the surrounding community. Such sites are often improved with substandard structures and by relocating individuals from substandard units into better structures, GSA is able to participate in a general upgrading of housing for many individuals and businesses.

And what of the low and moderate income employee in a brand new Federal building? In the past, he has frequently experienced great difficulty in finding a home convenient to his job, especially on a non-discriminatory basis. At GSA, A New Way has been found to solve the problem of locating new Federal buildings and leased space as it relates to employee housing.

In making site selections, GSA now relies on the housing expertise of the Department of Housing and Urban Development. Beginning last year, the availability of appropriate housing has become a primary consideration in locating Federal facilities. Under the terms of a Presidential Executive Order, GSA and HUD cooperate to make certain that site selections bear a relationship to local housing markets at prices which the potential employees in the new building can afford. So far, this has worked especially well on some large projects such as the new Federal building in Shreveport, Louisiana, and the Social Security Payment Center in Birmingham, Alabama.

What all this means is that GSA is helping to create a better place for all to live. Its efforts will help stimulate those outside Government to follow the same paths. Inner cities will be rebuilt and re-developed; the cities will be returned to the people.

## **Serving All Americans**

One of the pledges that President Nixon made to each American in 1972 was "an equal chance at the starting line and an equal opportunity to go as far and as high as his talents and energies will take him."

GSA is dedicated to this ideal, to serving all Americans—small as well as big businessmen; black, white, Spanish-speaking, Indian, Japanese-descent, all races, creeds, and colors; women, as well as men. The agency promotes equal opportunity for all, and is interested,

as well, in developing programs and aids for the elderly or the handicapped.

In its recruiting efforts, GSA realizes that today's youth are of the best educated, most aware generation in our country's history; that the veteran of today is a highly skilled and responsible individual; and that the more mature person in the job market is well-trained and eminently capable. GSA takes very seriously its responsibility to provide employment opportunities to the men and women of all races who can provide leadership in the coming years.

In 1972, GSA put added emphasis on its programs aimed at assisting Mr. and Ms. America—

## **PAVING THE WAY**

### **. . . For Small And Minority Business Participation**

The United States—young in years compared with most of the countries of the world—has nevertheless grown to be one of the greatest nations, in spite of its tender age. One of the reasons for the startling rise this country has made to its leadership position is the American way of doing business: the free enterprise system.





This competitive spirit of doing business has always been open to every American, but until recent years many of the smaller or the minority-owned businesses found the way difficult and often could not make the climb to success.

Following one of President Nixon's priorities to see that each American has an equal chance, the General Services Administration is committed to a major role in protecting and enhancing the position of small and minority business enterprise in the American economy.

The agency has taken affirmative action to assist and encourage small and minority business participation in Government procurement, and it has also taken on the added responsibility of working with private enterprise to help identify small and minority businessmen from whom the private sector can buy goods and services.

Assistance to minority business endeavor is of primary importance to this endeavor. Although minority persons make up more than 17 percent of the U.S. population, they own only 1 percent of its businesses.

GSA is working to help change this inequity, both by helping to develop more minority-owned businesses and to assist existing busi-

nesses with technical and managerial problems and with finding business opportunities.

The agency works closely with the Small Business Administration under its Section 8(a) program, in this regard, and closely cooperates with the Department of Commerce's Office of Minority Business Enterprise, which coordinates all Federal Government programs designed to help minority entrepreneurs.

Several programs have been set up under GSA sponsorship to further minority business enterprise:

- *Minority Business Opportunity Seminars*—GSA holds seminars nationwide to focus on opportunities for minority businessmen in the Federal procurement system. Eighty-one such seminars with more than 20,000 in attendance have been held since the program began in 1970. These seminars are co-sponsored by GSA and the Department of Commerce, and teach minority businessmen how to do business with the Federal Government. This year, the scope of the program was expanded to provide information on business opportunities in the private sector.

- *Identifying Goods and Services*—GSA continually seeks to identify new goods and services which are particularly suitable for





small business contracting. As a result of this effort, small businesses received 38.5 percent of the total dollar value of GSA procurement during fiscal 1972.

● *Section 8(a) Program*—Section 8(a) of the Small Business Act allows preferential contracting by the Federal Government with minority businesses. Under this program, a total of 473 GSA contracts were awarded during fiscal 1972 valued at \$35 million.

These contracts were awarded to firms owned by blacks, Indians, Mexican-Americans, Orientals, and other socially or economically disadvantaged ethnic groups. Compared to fiscal 1971, GSA Section 8(a) contract awards more than doubled in the number of contracts awarded to minority firms and in the dollar value of these contracts.

● *Handicapped Assistance*—Blind and other severely handicapped persons benefited from GSA contracts during fiscal 1972. Businesses owned by these groups received orders totaling \$14.3 million for distribution through the GSA depot system. This represents a 60 percent increase in the dollar value of these contracts over the previous years orders.

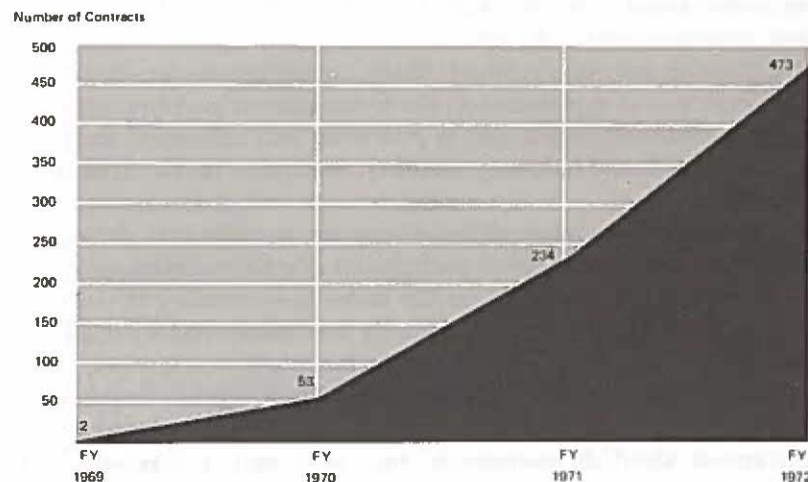
Also, the Federal Prison Industries received orders amounting to \$17.4 million during fiscal 1972, representing an increase in dollar value of more than 57 percent over fiscal 1971.

GSA will continue to search for new ways to contribute to the fulfillment of the national commitment to establish a secure niche in the American business community for small and minority enterprise.

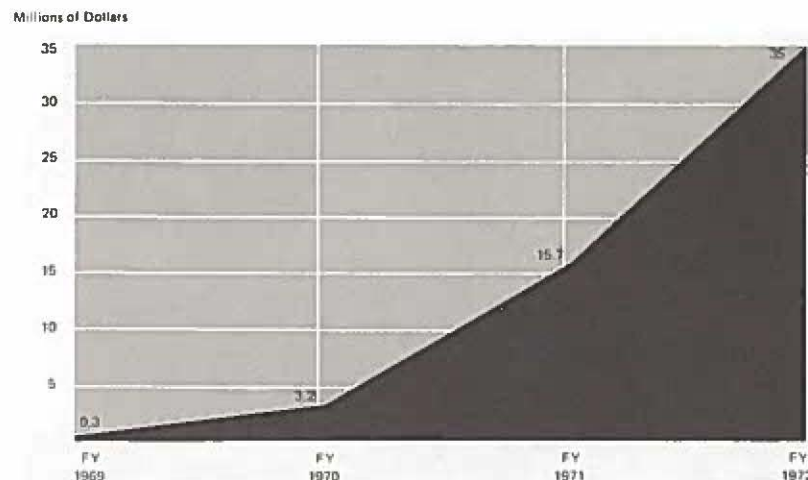
### ... For Minority Concessionaires

One of the new ways to help minorities open their own businesses in which GSA has played a leading part is the minority business concession program. This program, under the sponsorship of the National Task Force on Minority Business Concessions (of which the Public Buildings Commissioner is the chairman), was established in 1970 to increase the number of minority entrepreneurs operating businesses in Federal facilities throughout the Nation.

NUMBER OF GSA 8(a) CONTRACTS  
by Fiscal Year



GSA 8(a) PROCUREMENT  
by Fiscal Year



Under the provisions of Section 8(a) of the Small Business Act, GSA is able to award contracts to SBA to establish and operate business concessions in GSA-operated Federal buildings. SBA, in turn, has awarded the concessions to economically disadvantaged business enterprises.

In its first year of operation, the program resulted in 15 such minority business concessions being established. With the number now at 91 (76 of which were opened during 1972 alone), GSA is still not satisfied and indicates that the program will continue until at least one minority-owned concession has been established in each Public Buildings Service field office nationwide.

Blacks, Spanish-surnamed Americans, American Indians and other ethnic groups are represented among the concessionaires. And totally these businesses should yield nearly \$9 million in gross operating revenues to the concessionaires.

Concessions awarded include travel agencies, florist shops, gift shops and dry cleaning pickups. And all of these small retail operations receive extra help from GSA in the line of technical and managerial assistance.

GSA is interested not only in creating the opportunities for the development of minority-owned businesses through this program, but also in increasing the viability of these businesses.

### **. . . Through The Property Rehabilitation Program**

A specific action by GSA, planned to further the solidity of small businesses nationwide, is the Property Rehabilitation Program, through which the agency sets aside 95 percent of its requirements for maintenance and repair of personal property for performance by small business firms.

During fiscal 1972, approximately 2,000 contracts totaling more than \$22 million were awarded competitively to small business firms through this program under the Small Business Act.

Items serviced under the contracts range all the way from typewriters and furniture to aircraft loaders and sophisticated heavy construction equipment.

The program is aimed at all small business firms, but it also helps to foster and promote businesses in the service industry which are owned by the socially and economically disadvantaged. Working closely with SBA, GSA is able to identify minority contractors that have the potential to meet Government requirements for participation in the program.

To assure that the small business firm—regardless of its size—is afforded an equal opportunity to bid on these contracts, the Government's requirements are spread over a number of small service areas which are in keeping with the capability of a small business organization. Continued counseling and assistance are also given to the potential small business contractor, with the objective of qualifying him for participation in the program.

Minority business interest in the program has increased as a direct result of information concerning its potential being spread by GSA-sponsored seminars held in metropolitan areas nationwide. By June 1972, nearly 60 contracts, totaling more than \$800,000 were awarded to minority firms for maintenance and repair of Federal personal property.

Awarded property rehabilitation contracts were such firms as a black-owned automotive body shop in Omaha, Neb., a Mexican-American firm that repairs calculators in San Antonio, Tex., a black-owned electric motor repair company in Jacksonville, Fla., and a Puerto Rican typewriter repair firm.

Through the continued assistance of GSA and SBA in this joint program, it is hoped minority contractors will become strong enough to persevere in the common marketplace.

The Personal Property Rehabilitation Program serves another important function. Through this program, GSA is also able to assist the blind and other severely handicapped persons to make a living.

Early in fiscal 1972, GSA took initiative in implementing the provisions of the amended Wagner O'Day Act to purchase products and services from the severely handicapped. The agency meets with representatives of organizations employing these persons, and works with them under guidelines set up to help them meet Government requirements.



As a result of this effort, GSA is the first Federal agency to have an organization employing the severely handicapped certified to perform under the amended Act.

Some contracts have already been awarded. In San Antonio, Tex., the Goodwill Industry is reconditioning furniture for two nearby Air Force Bases. This reconditioning will be done by 20 severely handicapped individuals and the workshop will be receiving an estimated \$100,000 a year in payments. Another Goodwill workshop in Columbus, Ohio, has been certified by GSA to recondition furniture and is awaiting the formal approval of a Presidential committee for the purchase of products and services from the blind and other severely handicapped persons to participate in the program.

Many other contracts are under consideration and the income from them will help the severely handicapped preserve their dignity with a sense of achievement in becoming a productive part of the Nation's workforce.

### . . . For Handicapped Persons

Ever face a long flight of stairs or a heavy swinging door—in a wheel chair? Ever try to find one room along a corridor of several—without sight?

Attempting to remove such "surmountable barriers" to the physically handicapped in Federal buildings is one task in which GSA is deeply involved.

GSA has been actively engaged in constructing and renovating the buildings and spaces under its control to make them accessible to, and usable by, the handicapped since 1959. It now has added helpmates in Public Law 90-480 and Public Law 91-205, which state that buildings financed with Federal funds be designed and constructed to be accessible to the physically handicapped.

One way, of course, is by the location of the Federal offices most frequently used by the handicapped or elderly, such as Social Security district offices and employee retirement offices. A first floor location whenever possible makes these offices more easily accessible.

Typical of GSA's endeavors to design and construct buildings that are easily traversed by physically handicapped workers and visitors

is the inclusion of features such as ramps, wide entrance ways, automatic power operated doors, special toilet facilities, drinking fountains, and telephones.

In buildings with elevators, special entrances to passenger elevators are being installed. Handrails are added where previously there were none, both as a safety precaution and as a means of providing extra support to the elderly using stairways.

As much as possible, special parking spaces adjacent to Federal buildings are provided for the physically handicapped. In addition, raised or depressed letters or numbers are used to identify rooms or offices so that they will be accessible to the blind.

Since 1968, GSA has either planned in construction or altered 381 existing buildings to accommodate the handicapped. Alterations to date have been made at a cost of \$2.1 million, and the agency has identified another \$10.1 million that needs to be invested. These alterations are now being programmed to be completed with first available funds.

All new Federal buildings to be built will include aids for the physically handicapped that will comply with American Standard Association standards.

What are some of the obstacles the handicapped confront? GSA's young, newly-hired architects get first-hand experience in finding out. One day of their training must be spent in a wheel chair as they carry out their normal assignments. With this training they gain insight into the problems faced daily by the handicapped and are then able to better design Federal buildings that the physically handicapped can navigate with ease.

### . . . For Equal Employment Opportunities

GSA helped with a major breakthrough in the area of equal employment opportunity in 1972, when it entered into an agreement with the American Telephone and Telegraph Company that is strong proof discrimination is on the wane.

As a result of the agreement, AT&T, the Nation's largest corporation and the employer of nearly one million persons, put into effect





a model affirmative action program for an industry long deficient in the field of equal employment opportunity.

Under the agreement, AT&T employees in more than 700 establishments nationwide will have the opportunity to choose their careers and to advance as far as their skills and ambitions will take them. According to AT&T, more than 50,000 qualified women are expected to move into higher-paying jobs, 10 percent of which will be within management, and some 6,600 qualified minority men are expected to move into better jobs, more than 12 percent of these opportunities in management.

In reaching the agreement, GSA imposed a legal principle previously not utilized, requiring timetables and goals for the hiring of *male* employees into positions predominantly available to only *females* (such as telephone operators).

GSA becomes involved in such agreements through its contract compliance program. This program employs the talents of its General Counsel's Office in making legal interpretations as to the implementation of Executive Order 11246, as amended, for equal employment and as to the Labor Department's Office of Federal Contract Compliance regulations.

The role GSA plays as the compliance agency for large portions of American industry is growing. Following the Executive Order, the agency is responsible for imposing upon Government contractors the obligation of the civil rights law to take action to eliminate from employment practices any kind of discrimination based on race, sex, creed, color or national origin.

Equal employment opportunities with GSA's contractors are directed and coordinated by its Office of Civil Rights. Activity in that office in the area of contract compliance jumped more than 100 percent in 1972. The results are significant, as contractors' new-hire goals for minorities and females increased from 17,855 to 23,547, and for minority and female promotions from 4,252 to 30,067—a sevenfold jump.

GSA practices what it preaches. Minorities—including blacks, Spanish-surnamed Americans, American Indians, and Orientals—





make up 58 percent of its total workforce. And women represent nearly 30 percent of this number. In addition, since April 1971, 39 women have been promoted to the GS 13-15 management level. Sixteen percent of the minority employees received appointments to the GS 9 level and above, and 17 percent of minorities employed at that level were promoted to a higher grade.

The goal of the agency is to give every employee an equal opportunity to reach his highest potential and productivity in employment situations in GSA.

### . . . For Settling Disputes

GSA enters into literally thousands of contracts every year. It is not surprising, then, that some disputes arise over provisions, or the performance, of these contracts between the Government and the contractors.

These disputes are settled by GSA's Board of Contract Appeals. This Board has long enjoyed a reputation for fairness and accuracy, and makes a special effort to dispose expeditiously of appeals by small business contractors in recognition of the urgency for prompt determination of their disputes.



More and more of these hearings are being held in the field . . . as close to a location desired by the appellant as is possible under the circumstances. No request from a small business to hold a hearing near its business location was turned down by the Board during 1972.

In the period between June 1, 1967, and May 31, 1972, only nine hearings were held outside of the Nation's capital. During fiscal year 1972, 61 hearings were held, and 23 percent of these were held outside of Washington, D.C., at the request of the appellant. This is A New Way of insuring that the small business community all across America can become involved in Government contracting.

### Eco-Tactics And Pollution Solutions

Environment means a lot more than clean air and water.

At GSA, a significant portion of its energies are devoted to fostering a better environment not just for the Federal establishment but, through a variety of studies and programs, for all Americans. For the past several years, these efforts have made the agency a major contributor to pollution solutions.



### Experiments For The Future

In keeping with President Nixon's commitment to environmental enhancement, GSA has been empirically testing new ideas and methods designed to meet this imperative.

The single most far-reaching area of GSA's environmental concern has been its effort to conserve this Nation's resources. This includes the efficient management of solid wastes, a concerted effort to decrease present energy consumption, and future buying of high efficiency, low energy equipment. In the field of solid waste management, GSA has been trying not only to re-use as much as possible of the waste material it produces but also to seek new ways to re-use materials in product form, such as preferential purchase of building material made from reclaimed substances.

GSA also is investigating the possibility of burning waste paper for energy recovery. These are examples of the host of programs representing GSA's earnest attempt at maximum use of our resources.

GSA's interests run the gamut of the environmental scene. For some time it has been experimenting with dual fuel vehicles and, at present, has more than 1,100 units of the GSA fleet so equipped.

This program is designed to help cut emission levels by burning natural gas in cars in lieu of gasoline, and it has proved effective for fleet vehicles.

Not content to stop there, GSA's Office of Environmental Affairs is investigating alternative fuels, notably methyl fuel, which will be available in greater quantity in the future.

### A New Way To Use Purchasing Power

GSA uses its purchasing power to help protect the Nation's environment.

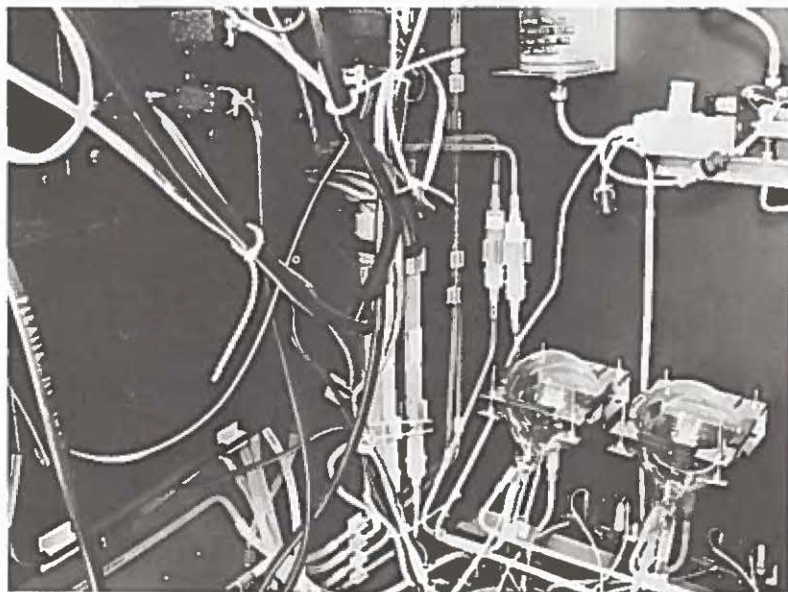
Wherever possible, items are purchased which contain recycled material. About 60 percent of the paper products purchased by GSA are required to be totally or partially made of recycled materials. This serves to reduce the magnitude of the solid waste problem and conserve forest resources.



Requirements for recycled material have also been established for plastic pipe and fittings, insulating materials and roofing felt used in the construction and maintenance of public facilities.

All new purchase specifications, as well as those which have been revised, are reviewed specifically for reduction in the weight of packaging material and for the use of materials that are recyclable. The use of wood boxes is being phased out in favor of recyclable fiberboard and over \$1 million worth of excess packaging materials have been utilized through redistribution instead of disposing of them into the solid waste stream.

Since paper and packaging materials comprise a large percentage of the solid waste, new guidelines are now observed in all operations involving packaging. GSA looks beyond the immediate purpose of the package to its final resting place in the environment, and strives for reusability, recyclability in products made of naturally degradable materials wherever possible.



In addition to requiring the use of recycled material, GSA has led the way in the collection and sale of waste for reuse. A "two-basket" system is being tested by GSA in Government buildings for separation of recyclable from non-recyclable office waste.

### Recycling Government Property

While GSA fights pollution it also saves dollars for the taxpayer. Historically, the Government has paid for the removal of certain wastes for disposal at landfills or by incineration. Under new procedures, the continuing development of markets for waste material results in an annual return to the Treasury of several millions of dollars from the sale of waste products.

For example, used IBM punch-cards are sold for conversion to high grade bond paper, meat waste products are sold for conversion into basic ingredients for soap, and old canvas mailbags are used in the manufacture of paper currency by a number of foreign countries.

Through a national network of commercial tire retreaders, the Government is accelerating its tire retreading program from which it derives a twofold benefit; first, by deferring the disposal of the tire casing (which helps the environment) and second, by producing retread tires (which cost less than 50 percent of a new tire).

And that is not all—during fiscal year 1972 platinum and silver valued at approximately \$400,000 were recovered from used aircraft sparkplugs and breaker assemblies. These metals are then reused in the production of new sparkplugs. Silver, recovered from both scrap film and used photographic fixing solution, is recycled for use within the Government.

### Federal Employees' Environment

When one considers that the average Federal employee spends nearly a third of his working life in a Federal building it is easy to see that the condition of his environment is an important factor in his performance. GSA cares that Federal employees are comfortable in their surroundings.



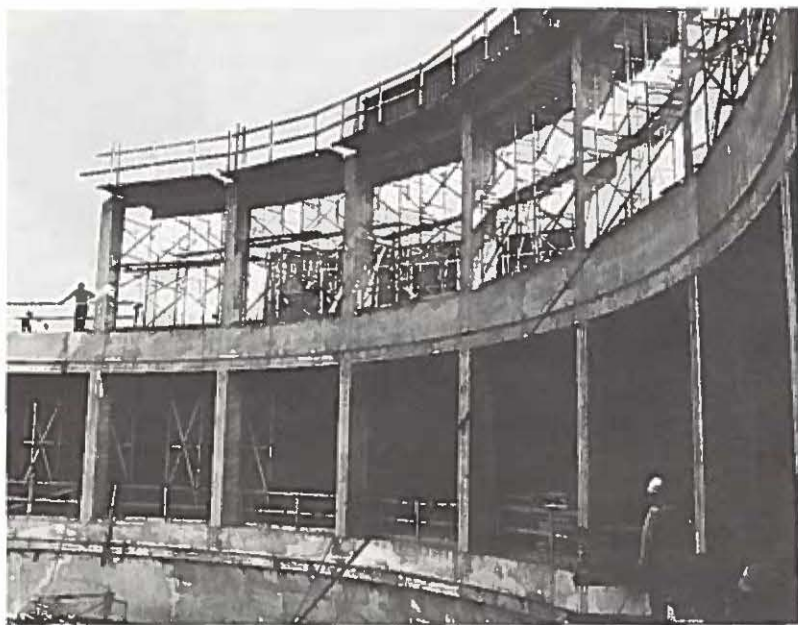
In a continuing effort to provide better space for Federal agencies, GSA has instituted an Office Excellence program which offers a new humanistic approach to office design, coordinating office space and furniture to create a total new office environment. Office Excellence is open planning which achieves optimum space utilization and assures maximum flexibility to meet organizational changes.

No longer need the Federal worker be trapped in a small green-walled cubicle furnished with grey-metal furniture. As a result of coordinated color schemes and a bright new line of contemporary furnishings, the Federal worker at all levels can look forward to a future of a comfortable and cheerful working environment.

While making Federal buildings a better place to "live," Office Excellence will realize the added benefits of reducing space needs of agencies by up to 10 percent through more efficient utilization of available space.

The design of buildings in which Office Excellence is utilized will reflect savings in construction and alterations, while the installation of different types of operating equipment will aid in GSA's energy conservation program. In short, while more comfortably accommodating Federal employees GSA is also conserving energy, funds, and space.





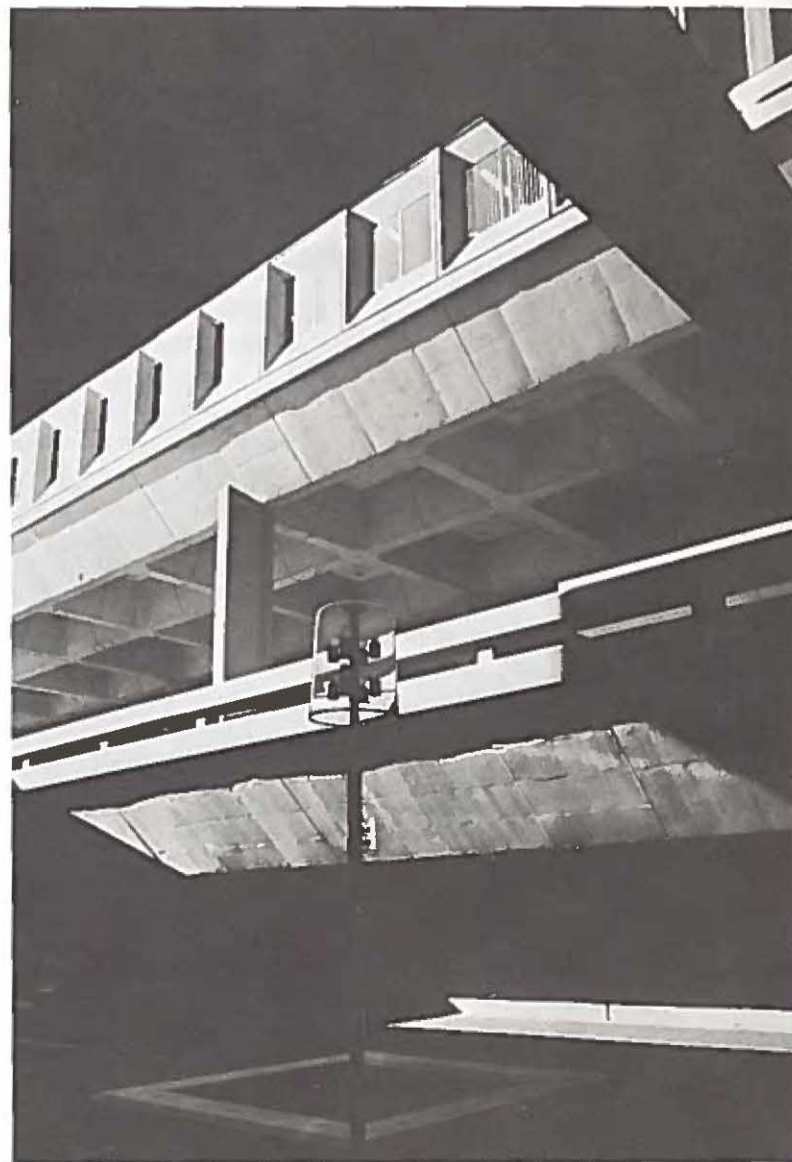
### The Environment Of Construction

In 1972, the GSA International Environmental Conference on Building Construction and Use considered the total environmental and socioeconomic impact that a building has on its community.

How often have you been nearly deafened when passing by construction areas? Have you ever seen dirt and debris fall from a truck as it left a construction site? Did you ever notice how much mud erodes from a construction site when it rains?

One of the topics at the conference was environmental considerations which should be made on construction sites. GSA has now altered its construction contract to include these considerations.

Then through a multitude of methods, today GSA is developing A New Way to cope with the continuing conflict between man's use and abuse of his environment. As GSA considers the needs of the Government worker in his professional environment, and as it con-



siders ways in which Government, in conducting its own affairs, can improve the total environmental atmosphere of America, the agency strives constantly to provide the leadership expected of it as the business and service branch of the Federal Government.

GSA's commitment to excellence nowhere runs more deeply than in the crucial pursuit of environmental excellence.

## Rewards For Excellence

GSA is in a unique position to influence the ways in which the Government can add to or detract from the quality of life in the United States. In following its ethic of excellence, both the agency and the Acting Administrator are dedicated to improving all facets of life in the United States, through values of creativity, ingenuity, professional management and dynamic leadership.

Because of this, during 1972 rewards for this approach to doing business, in the form of awards to both the Acting Administrator personally and the agency itself, have been forthcoming:

### Synergy III Award

On November 19, the Society of American Registered Architects presented Sampson with its Synergy III Award, given annually to the individual who has contributed most, in its opinion, to the advancement of architecture, environment and the fine arts. Sampson was the unanimous selection of the Society for this award, previous recipients of which have included Buckminster Fuller, Luigi Nervi, and J. Irwin Miller, Chairman of the Board of the Cummins Engine Company. This was the first time the award was made to a Federal official.

### President's Safety Award

A "top priority item" in GSA-operated buildings is safety.

This year, the agency's efforts in this direction paid off: GSA won the 1971 President's Safety Award, based on a 32 percent decrease in

employee disabling injury rate and GSA's accident and fire prevention program.

The Government-wide contest was monitored by the Department of Labor, and GSA's competition division was comprised of those departments and agencies with the largest percentage of hazardous jobs, including the Departments of the Army, Navy, Air Force, Agriculture, Interior and Commerce. It is GSA's fourth time to win the Safety Award.

This year culminated a successful two-year Presidential safety campaign entitled "Zero In On Federal Safety." GSA zeroed in with a 28 percent decrease in disabling injuries to employees.

### Other Awards

The agency received several other awards for leadership, quality and service during the year. Included among them were:

- Recycling Leadership Recognition Award—for outstanding achievement in protecting the environment through national leadership to encourage the recycling of resources. This leadership award was presented to GSA by the National Association of Secondary Material Industries, Inc.

- The 1972 Graphic Arts Awards Competition—for excellent design and quality in two publications of the National Archives And Records Service. In the Magazines and House Organs category, *Prologue; The Journal of the National Archives* was cited, and in the Booklets category, "The 'Art' of Diplomacy," a catalog based on a National Archives exhibit of diplomatic documents and bindings of high aesthetic value.

- Potomac Valley Chapter AIA Design Excellence Award—for design excellence in two GSA projects: the Bioscience Research Laboratory, Beltsville, Md., and Renwick Gallery, Washington, D.C. The award was made to GSA's Public Buildings Service at the biannual ceremony of the Potomac Valley Chapter AIA, in Silver Spring, Md.



# TOMORROW'S LEADERS



**T**oday's youth are tomorrow's leaders.

GSA is conscious of this, and is, therefore, a strong supporter of the Management Intern Program developed and coordinated by the Civil Service Commission.

As the Government's business arm, GSA serves as the Government's real estate developer and manager, its procurement agent, records manager, transportation and communications manager, data processing agent, and manager of the Nation's strategic stockpiles. With these responsibilities to fulfill, it also finds itself deeply involved in developing new approaches to solving urban, environmental and consumer problems.

To help meet these needs the agency employs young people—both men and women of all races, creeds and colors—and trains them to become competent managers, often in specialized fields, who can climb the ladder to the top and eventually step into key positions of the agency.

GSA offers training and intern programs to qualified young people. Each of the five Services has its own training program, specially tailored to equip young people for its particular needs. In addition, young professionals—architects, engineers, lawyers—can find challenging opportunities at the agency through specialized professional management training—an important phase of the management training functions planned to attract brilliant young talent.

The Management Intern Program attracts, trains and retains carefully selected and highly-qualified college-caliber people with the potential to advance to mid and upper management levels within GSA in a short period of time.

It's not easy to become a management intern, however. An applicant must score at least 95 on the Federal Service Entrance Examination, be highly recommended by persons who have direct knowledge of his education and experience, and, in addition, pass a group oral examination.

Interns are hired to train in Washington, D.C., or in one of GSA's regional offices. They receive 18 to 24 months of rotational

assignments in the five Services as well as the staff offices. These assignments involve on-the-job training, research projects, oral and written reports, and attendance at conferences and staff meetings. Within three years after joining GSA, management interns may attain positions at salaries of more than \$16,000 annually.

At present, GSA can boast 81 such interns: 39 who joined the training program in 1971, and 42 this year.

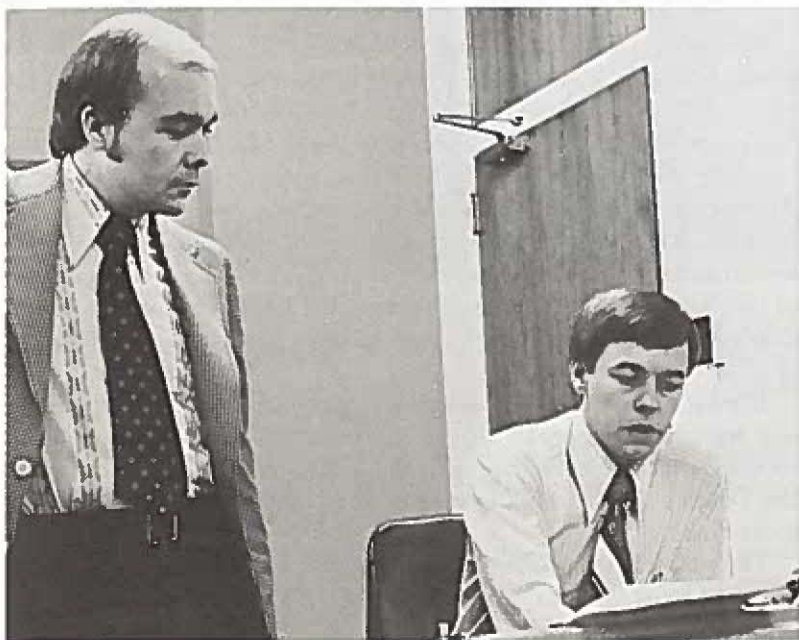
Graduates of other years' programs hold such positions with GSA now as assistant executive director of one service, Regional Personnel Officer, director of a Regional Business Service Center, director of Federal Information Centers, and Federal Women's Coordinator of the Office of Civil Rights.

What do the interns themselves think of the program? One young intern (who left a seminary, worked in South America, served a

tour as an Army officer in Korea, went to college and joined the program on graduation) said, "I think it's a great program. At GSA, in particular, the program has the flexibility to utilize your education and past-learned skills."

He added that the program includes variety and gives one a chance to learn the workings of the entire operation. And that upper management, which is youth-oriented, is interested in seeing it succeed.

Another, who taught English before he turned to Government, noted that he found the intern program at GSA structured to meet all kinds of needs . . . a tightly structured program for those who need guidance in the direction they want to take, and a loose, variable framework for those who have already formulated their career ideas. He said, as well, "GSA is open for new and innovative ideas. There's opportunity in this agency."





# CHALLENGE OF THE FUTURE



## FORECAST FOR 1973

The agency-wide excitement generated by A New Way of doing business will provide important momentum to meet the challenges of 1973.

Not for the first time in its history, GSA is faced with important new responsibilities calling for both immediate action and long-term planning. A look at the major forecast items of the agency reveals their importance and impact on all sectors of the Nation.

### Pennsylvania Avenue Development Corporation

Pennsylvania Avenue—the Capital's "Main Street"—travels through Washington, D.C., a direct route from the Capitol to the White House, but not with the dignity the address suggests.

To correct this, GSA's Office of General Counsel spent hours of planning effort—climaxing in 1972 by passage of the Pennsylvania Avenue Development Corporation Bill by the Congress.

Now, as the Federal agency most directly and concretely involved with making Pennsylvania Avenue appropriately reflect the grandeur of the Nation, one of GSA's challenges for 1973 is to turn its leadership role from the legislative arena to daily involvement in creation of a "new" Pennsylvania Avenue.

During 1973, GSA will provide the necessary legal, administrative, and technical support to put the Corporation on a viable operative footing, and will coordinate with the Department of the Interior and the District of Columbia government in preparation of a Development Plan.

The importance of this responsibility is redoubled by the agency's desire to implement as much as possible of the Plan in time for the Bicentennial Celebration.

New Federal buildings being erected by GSA along the Avenue are critical in translating key elements of the existing Master Plan into current reality:

—The Labor Building and HEW South Portal Building protect the peace and serenity of the Mall's new Reflecting Pool by buffering it from the noisy intrusion of auto traffic.



—The cylindrical mass of the Hirshhorn Museum and the sunken sculpture garden stretching across the Mall toward Pennsylvania Avenue will house an outstanding collection of more than 6,000 works of art donated to the American people.

—The Air and Space Museum of the Smithsonian Institution will provide an appropriate setting for man's triumphant progress toward the 21st century and the stars.

—The J. Edgar Hoover Building will see 10,000 fascinated visitors daily streaming through its massive new structure after completion in 1975. Located across Pennsylvania Avenue from the De-

partment of Justice headquarters, the proud edifice will provide a workable balance between the public needs of the Avenue, and the security requirements of the Bureau.

Many separate developmental activities along Pennsylvania Avenue will contribute to the ultimate picture.

GSA's planning and construction contribution during 1973 will be critical for the future of the Avenue and the heart of the city.

## American Revolution Bicentennial Celebration

To celebrate America's 200th anniversary, GSA is helping to plan for the myriad of celebratory events to take place in the Nation's capital.

As millions of guests arrive in Washington for the celebration, they will find evidence of GSA's involvement in the preparation for the Bicentennial—in all corners of the Nation's capital.

The Great Hall of the National Archives, its 75-foot marble walls and monumental stonework gleaming from a pre-Bicentennial cleaning, will display the Declaration of Independence in proud conjunction with important Revolutionary documents.

Always beautiful at night, Washington will become a veritable City of Light, with many major buildings aglow from exterior lighting systems designed by GSA. The additional lighting will provide not only beauty, but additional security for visitors to the city.

Three major new Federal buildings constructed by GSA will enhance the Mall area: the \$95 million Department of Labor Building, the \$40 million South Portal Office Building of HEW, and the \$42 million National Air and Space Museum of the Smithsonian Institution.

The Great Hall of the Department of Commerce, completely renovated by GSA, will attract half a million visitors to its Exhibit depicting the development of the Federal Government from its very beginning.

New parks, transportation systems, visitor attractions and services will delight visitors and long-time residents alike.



One of GSA's five Services is heavily involved in plans for the event—the National Archives and Records Service. During the past year, NARS proceeded with detailed plans and preparations to take a key role in this historic observance:

- A major conference on "The Meaning of the American Revolution" is scheduled for Nov. 15–16, 1973, in the National Archives Building.

- The International Council on Archives at its meeting in Moscow in 1972 accepted an invitation to hold its next quadrennial Congress in Washington in 1976 to coincide with the Bicentennial. GSA's NARS and the Society of American Archivists will be cohosts.

- The Center for the Documentary Study of the American Revolution has been established in the National Archives to serve as a clearing house for scholars and other researchers desiring to use records of the National Archives concerned with the Revolutionary period. The Center has prepared bibliographies and find aids, com-

piled indexes to the printed journals of the Continental Congress and to the original Papers of the Continental and Confederation Congresses, and worked on similar projects to smooth the way for researchers.

Other plans of GSA for 1973 include helping to create the biggest birthday present of all—an entire New Town for Washington.

The Fort Lincoln New Town development, to be built on 360 acres of Federal land in close-in northeast Washington, will provide new housing for 16,000 Washingtonians in a community setting based on maximum socio-economic balance.

A revolutionary breakthrough in urban design, the New Town represents an historic step toward meeting the challenges that face the Nation's cities.

Fort Lincoln represents a model of public and private cooperation in meeting the needs of America's people. Private industry will build the New Town, and maximum community participation in planning, financing, building, and management will characterize





*Archivist James B. Rhoads reads a pre-revolutionary letter, complaining of George Washington's army supply problems.*

the entire development process. Nearly 70 percent of all housing units will be available for purchase by moderate and middle-income families.

The District of Columbia and several Federal agencies, including GSA, will make important contributions in planning, funding, and servicing the new community.

GSA has already made a key commitment to provide office space for more than 6,000 Federal employees, thus providing job opportunities convenient to moderately-priced housing.

The Bicentennial Coordination Center located within GSA has been instrumental in facilitating the massive and varied Federal involvement in planning for Fort Lincoln. As major construction begins in 1973, the Center will closely monitor the progress of all phases to ensure that a substantial portion of the New Town is completed in 1976.

Fort Lincoln will be a living example of Bicentennial hopes for a progressive third century of American history.

### **Commission On Government Procurement**

After two and a half years and thousands of man-hours of labor, the Commission on Government Procurement is ready to recommend improvements in the way the Federal Government buys \$57 billion worth of goods and services each year.

The Commission was created by the Congress in November 1969 to "promote economy, efficiency, and effectiveness in the procurement of goods, services, and facilities by and for the Executive Branch of the Federal Government."

GSA's close involvement in the work of the Commission has served as a prelude to the agency's responsibilities to be met in the future in this area. The Acting Administrator served as a Commissioner, and agency personnel from several services and offices made extensive

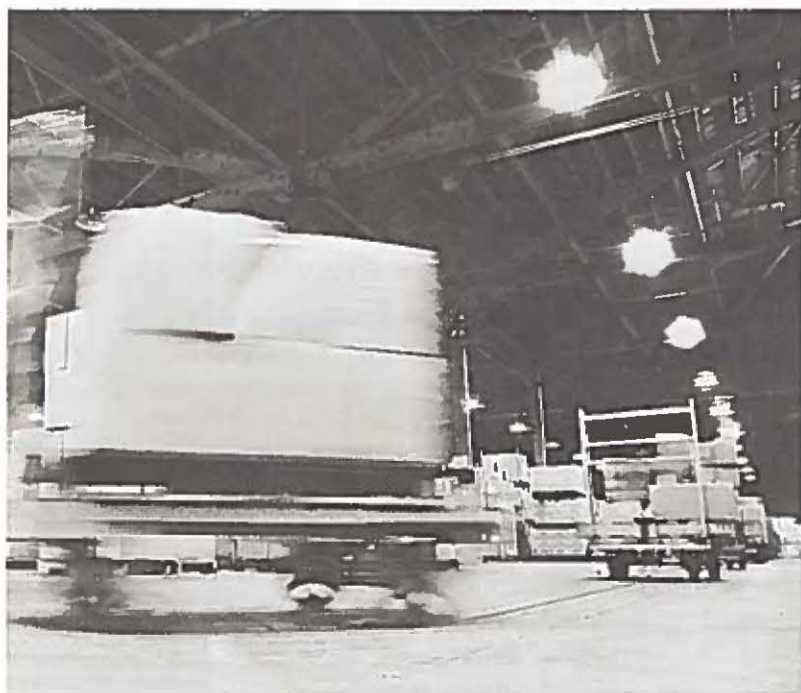


contributions to the report as study group members and in other roles.

As the chief civilian procurement agency for the Federal Government, GSA faces a major and challenging responsibility to revise and upgrade its procurement policies along the lines suggested by the Commission. Even before the public distribution of the Commission's report, GSA is exploring avenues of implementing the sweeping recommendations of the report.

As a result of the comprehensiveness of the Commission's studies, most aspects of the procurement policy and procedures will be affected.

1973 will see GSA undertaking A New Way of fulfilling its procurement responsibilities.



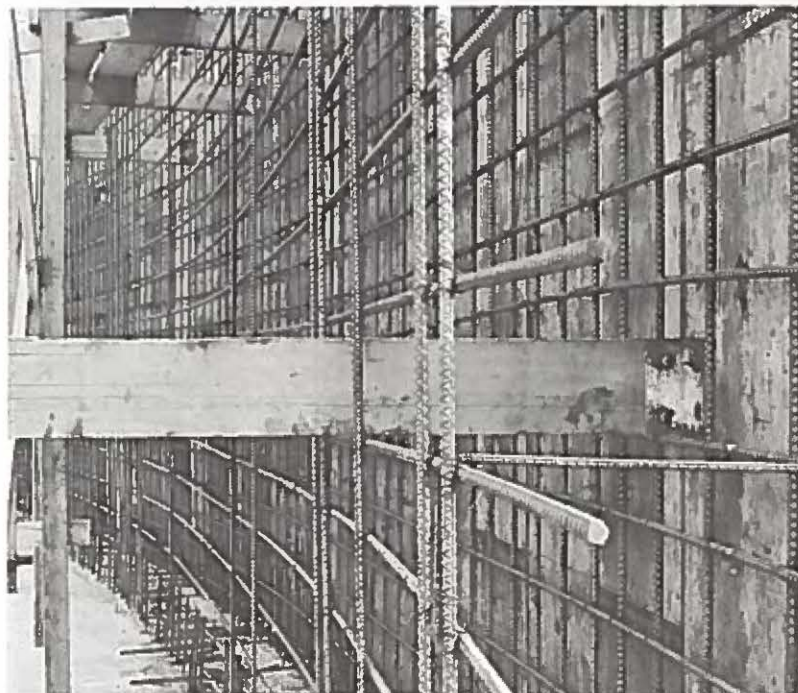
## Construction Leadership

GSA plans to outdo itself again in construction leadership during 1973. Past achievements serve as a base for setting new goals and projecting new activities.

### Systems Approach To Construction

By mid-1973 more than \$100 million in contracts will be awarded for construction of Social Security Payment Centers in Philadelphia, Chicago, and the San Francisco Bay Area.

These buildings will represent the largest commitment to date by the construction industry to the building system concept. The



system is an integral set of seven of the building's principal elements: structure, heating, ventilating, air-conditioning equipment, electrical distribution, ceilings, luminaries, floors, and partitions. Although the system was developed by GSA for Federal needs, participation by private manufacturers in the process guarantees viable products applicable throughout the entire industry for years to come.

### **Greater Understanding Through Education**

In July 1973, GSA and the Massachusetts Institute of Technology will sponsor the first educational seminar ever directly developed on the topic "Managing the Construction Industry."

Some 30 construction industry leaders will attend the three-week continuing education program.

Planners anticipate that the seminar will eventually serve as the basis for a formal two-year Master's Degree program at universities across the country.

### **Bilingual Graphic Systems**

During the coming year, Americans, Mexicans, and Canadians will find themselves crossing borders with much less delay, confusion and frustration.

GSA has developed a bilingual graphic system of signs and symbols for use on a trial basis in the San Diego, Calif., and Champlain, N.Y., Border Stations. The communication system will guide and inform pedestrian and vehicular traffic starting three miles away from the station until they have successfully completed the crossing operation.

### **Better Buildings Through Life-Cycle Costing**

Life-cycle costing evaluates the worth of a building design not only on initial cost but also such long-range concerns as maintenance and repairs which will be required during the life of the building.

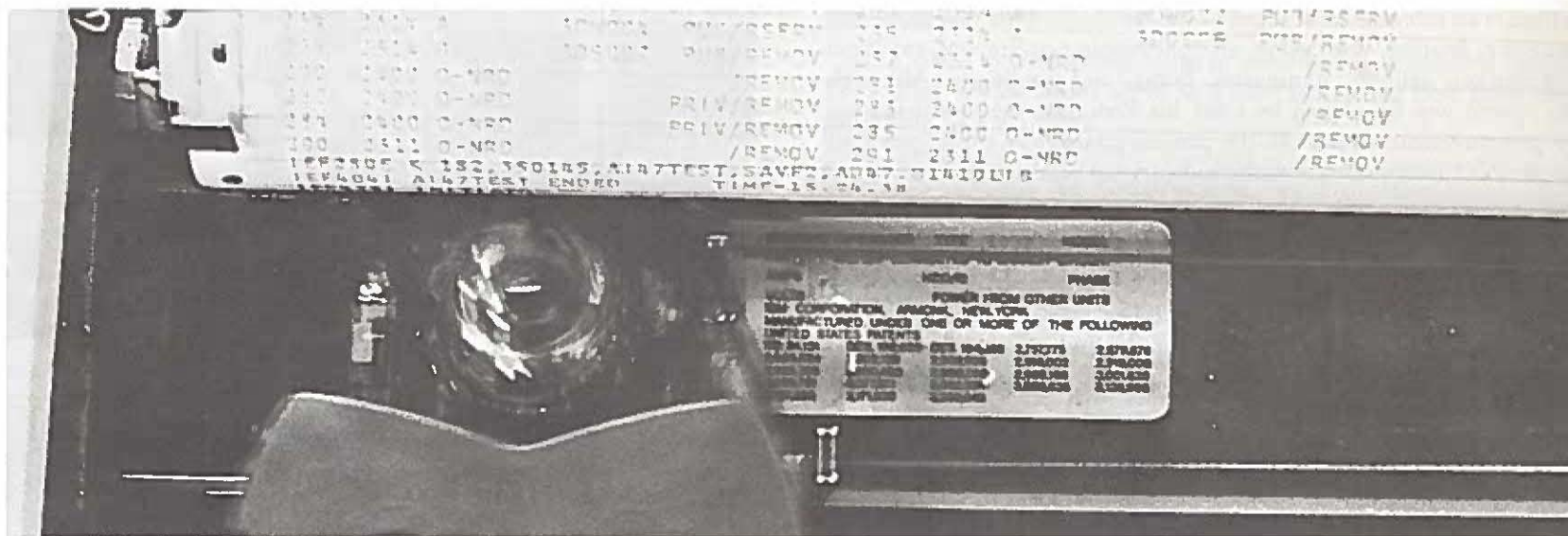
Starting in 1973, GSA will require product manufacturers to demonstrate the capability of their product to last for up to 40 years of accountable life.



Life-cycle costing will also get its first application in conservation of natural resources during construction of the Social Security Administration Payment Centers in New York, Chicago and the San Francisco Bay area.

These programs, and dozens of others, constitute GSA's challenge to itself, the construction industry, and the American people to ensure that the construction dollar is stretched to the maximum—in terms of design, product, and environmental enhancement.





*FSS Commissioner M. S. Mecker and his staff ensure effective coordination of The Government's supply program.*



## Management Information Systems

Any business operation can generate dozens of documents, require decisions of anyone from foreman to Administrator and fall to pieces if needed information is not in the right place at the right time.

The nature of business conducted at GSA requires an overall method of keeping track of thousands of individual operations and ensuring that they are coordinated and running smoothly.

Because of the enormous complexity of this task and the vast volume of data required to carry it out, the use of data processing technology is a must.

The year 1973 will see GSA implementing the development of several large-scale, multi-part integrated management information systems.

These new systems will provide managers with exception reporting, early warning of action items, real-time response to status in-

quiries, prompt on-site updating of information, and many other types of advance information vital to decision-making.

So comprehensive and complex are these systems that they will take several years to implement fully. Every innovation of computer and communications technology will be utilized: network data communications, remote interactive terminals, modular but integrated data base design, and remote processing in batch and random access modes.

PBS will have an Information System which will allow its managers at all levels to instantaneously obtain up-to-date and accurate status information on construction projects, leasing actions, and agency space requests. It will coordinate the assignment and use of all Federal space—the largest real estate operation in the world.

The PBS system will give managers in Central Office and all ten regions a powerful and flexible tool with which to make timely decisions, spot and avoid trouble, and be responsive to customer agencies and the public.

Within the Federal Supply Service, the traditional concept of regional management of inventory is being replaced by a single-point

system based on a national Management Information System.

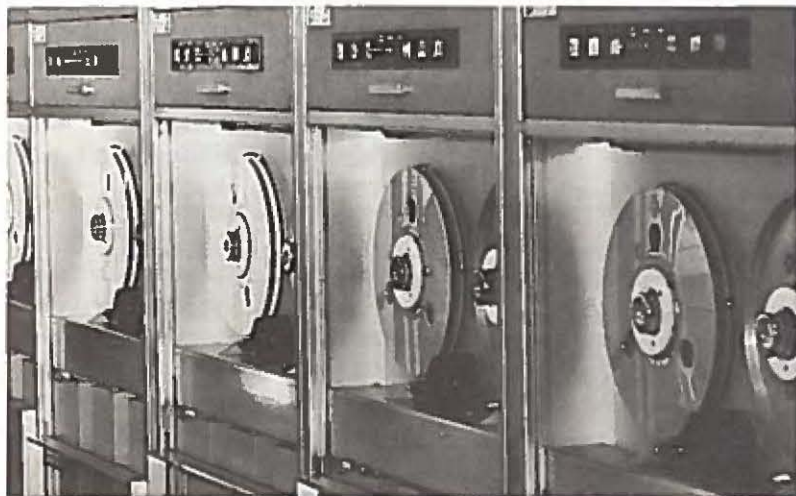
Using high-speed communication methods, requests for goods are forwarded to the location of the commodity manager, who has information on the amount of that item on hand at each FSS warehouse. After analysis of time, distance, and cost, a shipping point is selected and electronically ordered to dispatch the shipment.

In this manner, inventory stocked in the entire distribution network can be managed from a single point which predicts demands, orders replenishments, and utilizes stock on a coordinated nationwide basis.

FSS is implementing A New Way of managing a \$3 billion supply inventory.

PMDS will undertake in 1973 the first integrated and automated system to match requirements with available excess and surplus property, thereby saving tax dollars through the reuse of available Government assets.

ADTS has capitalized on its data processing expertise to develop management information systems providing GSA, OMB, and Federal agencies with the ability to make alternative cost-effective pro-







## REGIONAL ADMINISTRATORS

Pictured from left to right above are:

**Region 1—Boston, Massachusetts**  
Albert A. Gammal, Jr.

(John W. McCormack Post Office and Courthouse  
Post Office Square  
Boston, Massachusetts 02109)

**Region 2—New York, New York**  
Gerald J. Turetsky

(26 Federal Plaza  
New York, New York 10007)

**Region 3—Washington, D.C.**  
George I. Perryman

(7th and D Streets, SW  
Washington, DC 20407)

**Region 4—Atlanta, Georgia**  
Lewis D. Strom

(1776 Peachtree Street, NW  
Atlanta, Georgia 30309)

**Region 5—Chicago, Illinois**  
John W. Chapman, Jr.

(219 South Dearborn Street  
Chicago, Illinois 60604)

**Region 6—Kansas City, Missouri**  
Jeffrey P. Hillelson

(1500 E. Bannister Road  
Kansas City, Missouri 64131)

**Region 7—Fort Worth, Texas**  
Jay H. Bolton

(819 Taylor Street  
Fort Worth, Texas 76102)

**Region 8—Denver, Colorado**  
Michael J. Norton

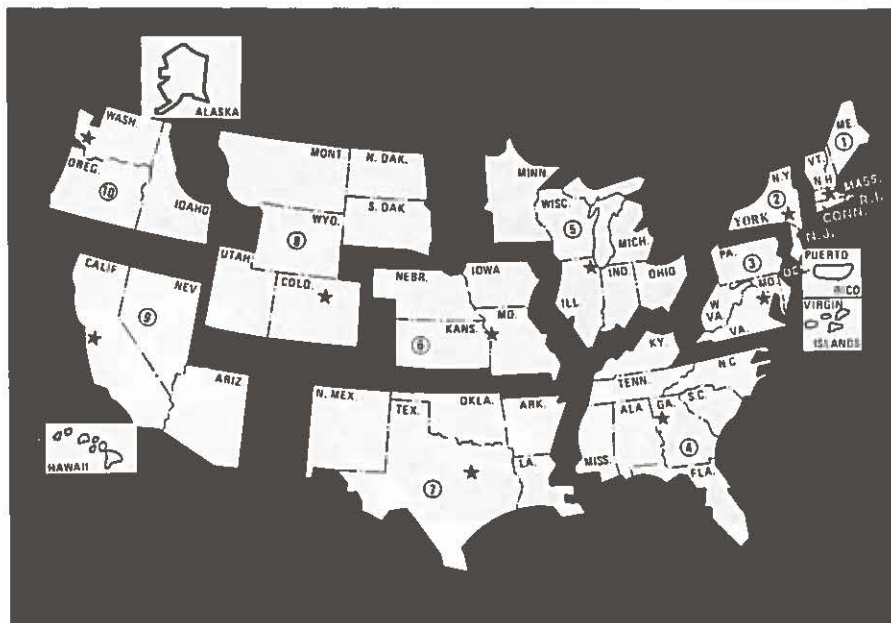
(Building 41—Denver Federal Center  
Denver, Colorado 80225)

**Region 9—San Francisco, California**  
Thomas E. Hannon

(49 4th Street  
San Francisco, California 94103)

**Region 10—Auburn, Washington**  
Roy N. Vernstrom

(GSA Center  
Auburn, Washington 98002)



posals for meeting the ADP and communications requirements.

To complement the existing Government-wide perpetual inventory of computer equipment, ADTS will develop an ADP Applications Software Inventory to classify computer programs according to their functions and characteristics.

The nationwide Telephone Inventory Accounting System keeps track of all equipment leased from local telephone companies by GSA, and serves as the basis for automated billing. ADTS is planning a similar system to provide GSA and civil agency managers with an automated inventory of digital communications systems for use in the Federal Government.

Overall administration will make major advances under the National Electronic Accounting and Reporting System, a long-term program which will make use of every possible computer and data communications advance to record and process dollar facts on literally millions of GSA transactions yearly.

GSA's Office of Administration has already developed a Manpower and Payroll Statistics System now being used by GSA and 37 smaller Federal agencies and commissions. This integrated payroll/personnel data system now encompasses more than 44,000 employees and is offered to all agencies by GSA as a common service.

GSA will meet the challenge of 1973 by using information technology as a managerial tool to reduce complexity, to promote efficiency and economy, and speed decision-making.

## New Forms Of Decision-Making

With the concentration of greater and bigger power in the Washington offices of many of the agencies, far too many American citizens have come to regard their Government as a distant, arbitrary, impregnable fortress.

GSA refuses to share this image and is undertaking new forms of decision-making that bypass the traditional "orders from the top" format in favor of involving concerned parties not only at all levels, but in all geographic areas.

Being a service agency GSA especially requires feedback and in-

formation from its customers in order to be effective in carrying out its mission. GSA's customers are nationwide.

The Acting Administrator is propelling the Administrators of the 10 regions into a prominent role in the agency-wide decision-making process. During 1973 the increased responsibilities of the Regional Administrators with General Services will include not only the greater share of the burden in their geographic regions, but they will be called upon to provide major input for policymaking at the national level.

An official effort will be made to effectuate a two-way communication system wherein GSA regional people will be provided with information on national issues affecting them, and they in turn will provide the Central Office with information on local problems with a potentially national significance.

To make regional decision-making more expert, responsive, and coordinated, each Regional Administrator will have the assistance of a Regional Commissioner for each Service. This will create a top management team within each region to deal with problems and responsibilities in a timely and efficient manner.

GSA will become a truly national team during 1973, functioning smoothly on the basis of multi-level decision-making.

The agency is also turning outward to initiate new forms of decision-making.

As part of President Nixon's program to revitalize Government at all levels, GSA is making a strenuous effort to promote inter-governmental cooperation and involvement in processes affecting them directly.

The applications of this effort range from joint-use conveyances, in which different public agencies share excess property for operation of coordinated programs, to consultation at every step of planning and construction of a new Federal building with local authorities and citizen groups.

The message for 1973 is clear: GSA cares. GSA believes that other voices matter, that expertise from all sources should be used to make the Federal Government work better for Americans.



# HIGHLIGHTS

● **Purchase Contract Program**—As a result of the passing of the Public Buildings Amendments of 1972, GSA will be able to construct some 60 Federal buildings over the next three years at a cost of nearly \$750 million. This means boosting the GNP by at least \$1.5 billion, employing 80,000 workers over the three-year period, and adding \$22 million in property taxes to local governments.

● **Federal Building Fund**—The Public Buildings Amendments of 1972 also established the Federal Building Fund, making it possible for GSA to finance real property management and related activities, and to assess Federal agencies a user charge for space assigned. The result will be greater incentives for more efficient use of space, more accurate short and long term planning of buildings, and coordination of Government-wide space needs.

● **Fine Arts Inventory**—Because of a fine arts inventory begun this year by GSA, great masterpieces of the 1930s are being found and hung in sites where thousands can enjoy them. In the search, four paintings were found in 1972 worth more than \$150,000 and presented by the agency to the National Collection of Fine Arts. Today they hang in the Smithsonian Institution in Washington, D.C.

● **Carson City Silver Dollars**—Some 2.9 million, 90 percent silver dollars minted in Carson City, Nev., in the 1800s but never circulated, were found in a vault in the Treasury Department and in 1972 the first of these were offered to American citizens for sale. This Great Silver Sale is expected to net the Treasury potential funds, while giving Americans a chance to bid for and own a valuable relic of the past.

● **Disaster Assistance**—During 1972, GSA responded to more than 30 natural disaster emergencies with efficiency and dispatch. Aide included pumps to ease flooding in South Dakota, generators to

Missouri, cots and blankets to California, food to Nicaragua, medicine to Haiti, as well as excellent teamwork response for needed assistance from all five Services to bring relief to the unfortunate hit by Tropical Storm Agnes.

● **Automated Data and Telecommunications Service**—With Federal investment in data processing-related activities reaching between \$6 and \$8 billion, GSA took on the responsibility of a new Service in 1972: ADTS. The new Service will provide centralized purchasing and management for general purpose data processing and supportive services for all Federal agencies, as well as a broad range of telecommunications services.

● **Environmental and Conservation Systems**—As a result of two high-level conferences sponsored by GSA in 1972 (The International Environmental Conference on Building Construction and Use and The Roundtable on Energy Conservation), GSA is testing energy conservation systems and environmental clean-up systems in two Federal buildings under construction: one in Saginaw, Mich., the other in Manchester, N.H.

● **New Momentum for Ongoing Programs**—GSA placed added emphasis during 1972 on discovering firesafety protection features for buildings, helping needy through its Project Home Run, implementing the declassification of documents program, developing further savings through more advanced value engineering, returning the land to the people, and preserving historic buildings as monuments.

● **Environment**—GSA is dedicated to find pollution problem solutions and is closely involved with projects aimed at enhancing the environment. During 1972, these included the continuation of its experimentation with dual fuel vehicles, added emphasis on its program of recycled materials testings and implementation of rules for Federal purchase of certain materials to be manufactured with high percentages of recycled materials, as well as concentrated work on design excellence in new construction.



# VIGNETTES

## You Need—What?

Three pregnant German Shepherds? AKC registered, of course!  
A reindeer slaughter house?

A few thousand tons of armor plate?

Service with a smile gets a little tricky with requests like these, but GSA did the job.

The pregnant German Shepherds were needed by the State Department's Agency for International Development for shipment to Guyana, South America, to improve the bloodlines of the dogs of the Guyana Police Department.

GSA acquired the dogs, had each impregnated by a different sire, and airshipped them during the third week of pregnancy.

The Bureau of Indian Affairs wanted the slaughter house for the natives of Mekoryuk, Alaska. It had to serve not only the Indians' needs—but also meet the standards of FDA for processing and sale of reindeer meat!

GSA furnished materials for the project, and the slaughter house is now under construction.

The University of Indiana was to be the site for a new National Science Foundation cyclotron—but several million pounds of armor plate were needed to shield the huge machine.

GSA not only located the shielding on the U.S.S. Leyte, which was being scrapped at Norfolk, Va., but arranged to have it shipped and negotiated specially reduced freight rates.

## Teleprocessing Saves Lives

As the patient's breathing becomes labored or slow, the watching nurse calls the attending physician at the VA Hospital in Buffalo, N.Y.

He uses a spirometer to check the patient's lung capacity and breathing rate, and the resulting data is fed into a teletype machine

and transmitted to Atlanta, Ga.

At GSA's Federal Data Processing Center in Atlanta, the data is fed into a GE-440 time-sharing computer system, where it is compared with stored physiological information.

Within five minutes, the VA Hospital in Buffalo receives a complete interpretation of the patient data, and the doctor takes appropriate medical action.

*Women are serving in jobs at GSA formerly held only by men. Sara Freeman (left) and Bettie McDowell, are two examples. Both Mrs. Freeman and Mrs. McDowell are Federal Protective Service women. Both have been schooled in riot control, bomb detection, criminal investigation and karate. They are two of more than 50 such Federal Protective Service women employed today. Mrs. Freeman says her job as an FPO doesn't interfere, however, with being a woman. And neither do her six children think so. "I do my job as well as I can," she said, "but I still like to have doors opened for me!"*





Each lung function study performed by the Atlanta Center saves a VA doctor 40 minutes. For patients with emphysema, bronchitis, asthma, and acute pulmonary fibrosis, these can be lifesaving minutes.

The ADTS system is held in considerable medical esteem for its speed, precision, and reasonable cost. Soon other VA hospitals in the area will be using the Buffalo hospital as a transmission center for their own patient data, extending the lifesaving network of teleprocessing ever further.

## Grin and Bear It Department

Despite GSA's best efforts, computers do occasionally get confused.

Not the largest, but certainly the most embarrassing such mix-up occurred last year. The Federal Supply Service's computerized delivery system accidentally transposed a digit in the identification number of a buildings manager. His number became that of a mid-western Congressman who had ordered office furniture from GSA.

The Congressman's District Office Staff was delighted when they saw the delivery truck pull up outside the building. But they grew progressively less enchanted as the truck unloaded

- 315 pounds of floor sweeping compound.
- 155 pounds of cleaning compound.
- 1,625 pounds of toilet seat covers.
- 1,950 pounds of toilet tissue.

The Congressman, a master of restraint, commented to the House, "Mr. Speaker, I do not need all of these items."

## How Much Garbage In A Cubic Yard?

One of the more aromatic cases before the Board of Contract Appeals during 1972 involved a dispute between GSA and a garbage collector over exactly how much trash was contained in a cubic yard.

The contractor, responsible for collecting refuse from five Federal buildings in Philadelphia, claimed that a 300-pound GSA maintenance employee, nicknamed Big Walter, was stomping on the gar-

bage before it was collected, thus compacting it more than normally. The contractor claimed payment for a yard and a half of garbage for every physical yard collected.

GSA won its case by proving that Big Walter was climbing around in the huge garbage bin to collect used IBM punch cards for its paper recycling program.

The Board of Appeals ruled, in effect, that a cubic yard of garbage contains a cubic yard of garbage.

## The Non-Disposal Of The Year

The hopes of plane buffs throughout the country were excited early in 1972 by a decision of the Long Beach, Calif., city authorities not to renew the rental of harbor space for the 200-ton plywood flying boat, known to many as the "Spruce Goose".

Built by Howard Hughes under a military contract during World War II, the \$58 million seaplane's eight engines carried her into the air only once—across Los Angeles Harbor in 1947, with Hughes himself at the controls.

Spruce Goose admirers hoped that the Long Beach eviction order would make the plane available for one of the myriad of aviation museums around the country. To their dismay, the City renewed the lease.

Since the plane was Government property, when GSA was formed in 1949, the agency became responsible for its storage. Since that time, it has been in the custody of the Hughes Tool Company under an agreement with GSA, and located in a hangar in Long Beach, which Hughes leases from the city. When the agreement between GSA and Hughes Tool Company for possession of the plane expires in 1973, GSA plans to dispose of the 400,000-lb. "flying lumberyard" as surplus property.

A variety of uses for the enormous plane have been proposed in addition to placing it in a museum. These range from converting the fuselage into a "taco stand" to a proposal to fly it across the country for the Bicentennial. What will actually happen to the plane is unknown to GSA, as it undertakes the task of disposal.

# GSA MANAGEMENT

Arthur F. Sampson, *Acting Administrator*

Rod Kreger, *Deputy Administrator*

Robert M. O'Mahoney, *Special Assistant  
to the Administrator*

Mary T. Foster, *Special Assistant  
to the Administrator*

Donald P. Young, *Research Assistant  
to the Administrator*

Evelyn Eppley, *Chairman,  
GSA Board of Contract Appeals*

Edward E. Mitchell, *Director,  
Office of Civil Rights*

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Public Buildings Service*

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