



**GSA Office of the Administrator**

April 3, 2012

Dear GSA:

Today, I am joining your team to serve as your Acting Administrator. I recognize that this is not easy, but I am confident that you will not allow circumstances to slow your momentum or progress in the many important areas of the federal government where GSA plays a vital role.

As the Assistant Secretary for Management and CFO of the Treasury Department and GSA customer for the last three years, I am impressed by the progress of this agency, as both a service provider and a business partner. Over the course of the last several years, GSA has made tremendous strides to promote efficiency and cost savings throughout the federal government. This is a mission we remain committed to through programs such as the Green Proving Grounds, our efforts to increase sustainable buildings in our government portfolio, and effectively executing the President's Executive Order around fleet efficiency. We cannot allow mistakes or misjudgments of a small number of individuals to slow our progress or take our focus from our goals. GSA's business is to solve customers' problems; we are acting quickly to address them.

We are making immediate actions to ensure that our customers maintain their faith in our services and their basic value proposition. Some immediate steps that we are undertaking include:

- Reviewing all planned and proposed conferences and meetings that involve travel or substantial expenditures of public funds.
- Canceling a number of conferences that only or primarily involve internal staff.
- Launching an evaluation of our GSA conference and travel policies and business justification.
- Enhancing our focus on oversight by improving our management of risk.

As the provider of services and solutions to the federal government and its agencies, we have a special responsibility to ensure that we conduct our business at the highest level of efficiency, delivering the best value to the American people and in a way that is beyond reproach or question. We need to redouble our efforts to those core values and ensure they are reflected in every action we take. We will continue to demonstrate our value proposition to our customer agencies through our own improved internal efficiency and cost-effectiveness.

Every step of the way I will work with you, the talented, committed members of the GSA team to leverage the challenges we face today as an opportunity to build an even stronger GSA. I look forward to meeting you, talking to you, and hearing your ideas for improving our agency. We'll be exploring ways to more formally engage you in the discussion, but until then, if you have an idea, suggestion, or concern, please do not hesitate to contact me at [Dan.Tangherlini@gsa.gov](mailto:Dan.Tangherlini@gsa.gov).

The success of federal agencies is determined by their workforce. I am confident that the excellent women and men of GSA can continue to deliver service excellence and integrity.

A handwritten signature in black ink that reads "Dan Tangherlini". The signature is written in a cursive, flowing style.

Dan Tangherlini  
Acting Administrator