

## Real Property Policysite

News and Views on Real Property and Workplace Policy

Summer 2003

The Architect of the Capitol
Meeting
Today's Security
Challenges
with new
Capitol
Visitor Center

Workplace 20-20: Creating High Performance Federal Workplaces

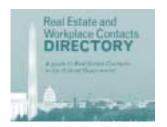
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www.gsa.gov/realpropertypolicy

ur mission drives us into the 21st century: "The Office of Real Property promotes collaborative and innovative Governmentwide policies, products, and services for real property, the 21st century workplace, and entrepreneurial Government activities." We reach out on a global level to share information on Federal real estate and the workplace with our industry partners and the public through this newsletter and other avenues.

his is the **twenty-fifth** issue of REAL PROPERTY POLICYSITE, a quarterly publication of the Office of Real Property (MP), Office of Governmentwide Policy, U.S. General Services Administration, Washington, DC, which is led by Deputy Associate Administrator, David L. Bibb. Our newsletter shares the latest information on public and private sector real estate and workplace initiatives, trends, and best practices. We encourage your input. Contact us to let us know what you think, to contribute articles, or to be placed on our mailing list, by contacting the editor, Richard Ornburn, at richard.ornburn@gsa.gov, or (202) 501-2873

### New Federal Initiatives

# The U.S. Capitol Visitor Center Meets Today's Challenge for Secure Public Facilities

used with permission from information provided by Tom Fontana, Capitol Visitor Center (CVC) Project Communications Officer for the Architect of the Capitol, CVC website, www.aoc.gov/cvc

he Capitol Visitor Center (CVC) will provide a secure public environment that will welcome and manage a large number of visitors while protecting the Capitol Building, its occupants, and quests in an atmosphere of free and open access.

Today's Congress understands that the people who come to their Capitol need better opportunities to learn about and more fully understand their Constitution, their Congress and the history of their Capitol. In 2000, close to three million people visited the Capitol and during peak season, as many as 18,000 people visited the building each day. Following the events of September 11, tours were curtailed and visitation decreased. Today, however, visitors again line up during the early morning hours to obtain tickets to enter the Capitol. Most tickets are distributed by 9:00 a.m., and those arriving later are turned away. The Capitol needs a better way to regulate and manage the large flow of tourists so that maximum access can be achieved. And once inside, visitors need better amenities, better accessibility, and improved provisions for safety and security.

The Capitol Visitor Center will make the U.S. Capitol more accessible, comfortable, secure, and informative for all visitors. Preparatory construc-tion activities began in the fall of 2001, including relocation of

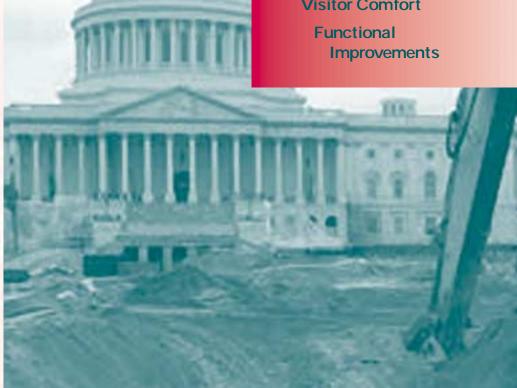
utilities and visitor screening facilities, and implementation of a comprehensive tree preservation program. Major construction started in July 2002 and will be completed in

#### Goals of the **Capitol Visitor Center**

Security

**Visitor Education** 

**Visitor Comfort** 



"The Capitol Visitor Center (CVC) has been, by far, our most challenging project," according to Architect of the Capitol Alan M. Hantman, FAIA. The CVC will preserve and maximize public access to the Capitol while greatly enhancing the experience for the millions.

Summer 2003

### New Federal Initiatives

#### **Project Background**

On June 20, 2000, members of the **Capitol Preservation Commission** (CPC) -- the guiding board of Congressional leaders who spearhead the Capitol Visitor Center (CVC) initiative on behalf of the entire U.S. Congress--ceremonially broke ground to signal the beginning of a process that will culminate in 2005 when the CVC is expected to open its doors to the public.

The proposal for a CVC began to crystallize in the mid-1970s with the issuance of the Architect of the Capitol report "Toward a Master Plan for the United States Capitol." In 1991, Congress authorized funding

for conceptual planning and design of a visitor center. In 1995, the design report was issued. Changes in security needs and other safety and accessibility considerations required revisiting and revalidating the 1995 report. The updated plan was presented to the CPC members at a meeting on Oct. 15, 1999. Decisions by the CPC members led to the ceremonial groundbreaking on June 20. 2000.

#### **Project Design**

The CVC will be located underground on the East Front of the Capitol, so as to enhance rather than detract from the appearance of the Capitol and its historic Frederick Law

Olmsted landscape. When completed, the CVC will contain 580,000 square feet on three levels, requiring a 196,000-square-foot excavation, or "footprint," on the East Front of the Capitol.

The project will include space for exhibits, visitor comfort, food service, two orientation theaters, an auditorium, gift shops, security, a service tunnel for truck loading and deliveries, mechanical facilities, storage, and much needed space for the House and Senate. When completed, the CVC will preserve and maximize public access to the Capitol while greatly enhancing the experience for the millions who walks its historic corridors and experience its monumental spaces every year.

#### **Security Balanced with** Public Access at the U.S. Capitol

s Architect of the Capitol Alan M. Hantman, mentioned in his address, "What Are the Challenges for Historic Places?", at the January 22, 2002, Public Safety and Historic Places Conference, the CVC will maximize access to the Capitol itself while improving security, safety and convenience for all. Some critical elements of the CVC are:

#### Remote screening of visitors to the Capitol

Similar to remote screening done at the White House and now being proposed for the Washington Monument by the National Park Service.

#### Reduction of vehicular access to the exterior of the Capitol

 Remote vehicle screening and underground access to a loading dock to be entered on the north side of Constitution Avenue to avoid cutting up the Olmsted landscape of the grounds while enhancing

Improved egress and circulation of people, especially for visitors unfamiliar with evacuation routes and procedures

Improved security systems

Aesthetically appropriate for Capitol location

#### **Project** Construction

The work on the CVC is proceeding in several successive phases, which overlap to some degree. After the CPC had revalidated the 1999 design update, the Architect of the Capitol proceeded with design development. The next phase, in progress beginning in the fall of 2000, was the creation of construction documents; this phase concluded in winter 2001-2002. Next, project bids were sought, and the first major construction contract was awarded in spring 2002. This contract, called "Sequence 1 - Foundation/ Structure" and worth nearly \$100 million, was awarded to Centex Construction Company, whose Mid Atlantic Division is headquartered in Fairfax, Virginia. The contract involved site demolition, slurry wall construction, excavation, construction of columns, installation of site utilities, construction of the concrete and steel structure, waterproofing, and construction of a new service tunnel.

### New Federal Initiatives

"The Capitol Visitor Center has been, by far, our most challenging project," said Architect of the Capitol Alan M. Hantman, FAIA. "During Sequence 1, we've encountered many unforeseen site conditions, we've quickly adapted to increased security requirements after 9/11, and we have endured one of the wettest winters on record to keep this project moving forward and be in a position to begin Sequence 2 activities on schedule."

The Architect of the Capitol awarded a contract in April 2003 to Manhattan Holdings, Inc. for a little over \$144 million for the Capitol Visitor Center (CVC) Sequence 2 General Contractor Package, which includes the build-out of the interior spaces, installation of electrical, mechanical and plumbing systems, coordination with existing Capitol building systems where the CVC connects within the U.S. Capitol building, and completion of the above ground East Front Plaza, related site work and additional security related elements. Construction milestones call for completion of the Plaza deck sufficient to support the inauguration in January 2005, and final CVC completion in December 2005 to the public.

#### Project Communications

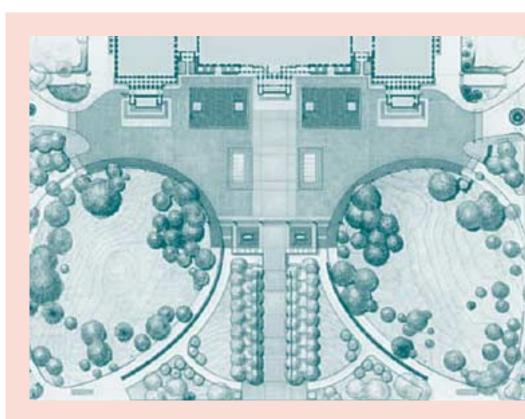
All activities related to the Capitol Visitor Center take place under the direction of the Capitol Preservation Commission. Critical to the success of the project will be the coordination with and cooperation of the Capitol community. Toward that end, the CVC Communications Office will be dedicated to ensuring that any concern voiced by the Capitol community will

be heard by the Architect of the Capitol and the CVC Project Office.

For general information on the Capitol

Visitor Center project, visit the Architect of the Capitol web site at www.aoc.gov and click on the "Capitol Visitor Center" link. ■

"The timely award of the Sequence 2 contract is a tribute to the efforts of our dedicated staff and the active oversight and participation of Congressional leadership through the Capitol Preservation Commission," said Alan M. Hantman, FAIA, Architect of the Capitol. "In addition, the General Services Administration, provided invaluable assistance in evaluating offerors during the procurement process."



he Architect of the Capitol is responsible to Congress for the maintenance, operation, development, and preservation of the U.S. Capitol Complex, which includes the Capitol, the congressional office buildings, the Library of Congress buildings, the Supreme Court building, the U.S. Botanic Garden, the Capitol Power Plant, and other facilities.

Alan M. Hantman, FAIA



### Workplace 20·20: Creating High-Performance Federal Workplaces

Provided by Rob Obenreder, GSA Office of Real Property

orkplace 20-20 is a process developed by the General Services Administration (GSA) to help government agencies in using Integrated Workplace concepts to improve the value their workplaces offer to their people. It is part of GSA's continuing efforts on the new workplace, which included the 1999 groundbreaking publication of GSA's Office of Real Property's The Integrated Workplace: A Comprehensive Approach to Developing Workspace.

The Integrated Workplace is a design and management approach that helps leverage workplace investments to improve your organization; resulting in workplaces that better support an organization's strategic goals and work processes through healthy, flexible, high-performance solutions.

### What is Workplace 20.20?

Workplace 20-20 is a workplace delivery process that uses Integra-ted Workplace principles to provide workplace solutions that are true business tools for improving the performance of the organization. Developed by the GSA Public Buildings Service, Workplace 20-20 uses an organization's mission, business goals, and the nature of the work to drive the decisions about work

strategies and processes, space, furniture, and technology. It is a collaborative, multi-disciplinary project template that offers a bundle of occupancy, connectivity, and support services woven together into a powerful, integrated system.

Workplace 20·20 helps organizations achieve goals that are really important to them, including:

- Meeting mission and strategic business goals;
- Advancing human capital issues such as satisfaction, retention, and knowledge transfer;
- Creating flexibility in building and office features to easily



#### Other Ways We Can Help

Government develop and manage useful, efficient and livable workplaces for wherever people work. The Innovative Workplaces Division is part of the Office of Real Property family in GSA's Office of Governmentwide Policy.

Workplace-related publications we offer for your use include:

- Office Space Use Review
- The Integrated Workplace: A Comprehensive Guide to Developing Workspace
- The Integrated Workplace Overview Brochure
- The Integrated Workplace Planning Guide
- The Integrated Workplace Planning Guide Summary Brochure
- People and the Workplace
- Productivity and the Workplace

accommodate change;

- Supporting the nature of work how, when, and where work gets done; and
- Producing high-performance environments that can improve productivity and help with reorganization issues in an environmentally responsible way.

The Workplace 20-20 process is designed to create new, value-added partnerships for GSA customers by

Workplace 20-20 Implementation Process

- 0. Pre-Mobilization
- 1. Mobilization & Visioning
- 2. Diagnostics
- 3. Scenario Development
- 4. Scenario Refinement and Resolution
- 5. Scenario Evaluation and Selection
- 6. Document & Design Translation
- 7. Project Implementation
- 8. Measurement

engaging them in up-front analysis of their business objectives and work processes to inform workplace strategies. This focus on the business case and organizational function, and on research, decision support, and measurement, are the key elements of the process. Workplace 20.20 solutions integrate people, process, and place to create healthy, flexible environments that enhance user satisfaction, help attract and retain valued employees, improve organizational performance, and reduce operation and life cycle costs.

### How does Workplace 20.20 "work"?

The following steps of the Workplace 20-20 process, each with process tools, can be scaled to various project sizes, and are designed to produce a valuable, comprehensive workplace solution suited to the particular needs of an organization and able to adapt to future changes.

Key features of the process include developing a "business case" for each project; early documentation of project goals and user needs; making direct links between workplace solutions and real business needs; consistent, reiterative analysis for checking the "fit" of design solutions against clearly defined parameters; and post-occupancy analysis to determine benefits, document lessons learned, and identify future improvements. The Workplace 20-20

process focuses on the suitability and effects of both the physical space and work strategies to arrive at the best workplace solution, always balancing the three major elements of people, process, and space. It provides for the integration of physical elements and work strategies in a unified, flexible solution that can accommodate rapid, inexpensive change when needed.

Workplace 20-20 can help you develop a clearer vision of your workplace needs for today and the future, enabling your people to perform their best and your organization to adapt to changing needs now and into the 21st Century.

#### **Have Questions?**

For more information about the Workplace 20·20 Program, contact Kevin Kampschroer at kevin.kampschroer@gsa.gov or on 202-501-4411.

For more information about the Integrated Workplace Initiative, contact Rob Obenreder at rob.obenreder@gsa.gov or on 202-208-1824.

For more information about other initiatives and programs of the GSA Office of Real Property, Innovative Workplaces Division, visit our web site at <a href="www.gsa.gov/realpropertypolicy">www.gsa.gov/realpropertypolicy</a>, or contact Stan Kaczmarczyk at stan.kaczmarczyk@gsa.gov or on 202-501-2306.

Workplace 20-20 can help you develop a clearer vision of your workplace needs for today and the future, enabling your people to perform their best and your organization to adapt to changing needs now and into the 21st Century.

### Innovative Officing in Canada: Creating the Workplace of Choice

Excerpts used with permission from the 2002/03 Innovations and Solutions Annual Report, Public Works and Government Services Canada - PWGSC

IS..... PWGSC's approach to delivering productive work environments that meet specific needs of clients, while complying with governmental legislation, codes, policies and standards for the allocation of space and funds.

Innovative officing centers on providing productive, creative, supportive, dynamic and innovative workplaces through a holistic approach which considers: the type of work people do and the tools they need to get it done; the well being and morale of employees; the professional development of employees and opportunities for learning on the job; cost effectiveness and sustainability. It is very much an evolutionary process that takes into account current work processes, work tools, technology and cultural readiness for workplace change and innovation providing the flexibility to support the future work environments. It is part of RPS's strategy for providing the "Workplace of Choice."

## Spreading the Message—Sharing in Dialogue

A number of documents were also created in 2001/02 to help project leaders/managers to incorporate innovative officing solutions into their projects.

 Innovative Officing, "Debunking the Myths" The world of tomorrow will be shaped by our actions today. Through the Public Works and Government Services Canada (PWGSC) Innovations and Solutions (I&S) Program, the federal government is identifying, adapting and demonstrating advances in real property technologies, processes and applications.

#### -- Carol Beal, Assistant Deputy Minister, Real Property Services (RPS), PWGSC

- Attraction and Retention in the Canadian Federal Public Service -Important Facts and Figures
- · Principles of Innovative Officing

Contact: Judi Murtough (819) 956-5473 or judi.murtough@pwgsc.gc.ca

### COPE Program Coordination

This fiscal year project activities continued in the multi-year Cost Effective Open Plan Environments (COPE) Consortium initiative, evaluating the performance of real-life office environments and associated occupant satisfaction. With one year remaining, this project phase developed a new version of the Acoustics Software and a first version of the overall COPE Software tool (web-based).

The following reports were produced during 2001-2002:

- Report on Third Field Study Site, Pre-Renovation
- Components of Environmental Satisfaction

- Workstation Characteristics and Occupant Satisfaction
- Speech: Noise Satisfaction Experiments
- Outdoor Ventilation Rates in Offices and Occupant Satisfaction
- IAQ, Ventilation & Thermal Comfort Task Work Plan
- Effects of Office Design on the Annual Daylight Availability

Copies of the reports are available at: http://www.nrc.ca/irc/ie/cope.

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### Universal Design Pilot Projects

PWGSC is implementing two pilot projects to examine the incorporation of Universal Design in Crown-owned and Crown-leased facilities. The pilot projects are a follow-up to the PWGSC report: The Impact of Universal Design on Federal Office Facilities, prepared in 2000 on behalf of the Interdepartmental Working Group on

Universal Design (IWGUD).

The initial pilot project will be incorporated as part of the retrofit of new offices for the Canada Customs and Revenue Agency (CCRA) on the ground floor of a Crown-leased facility at 2270 St. Laurent Boulevard, Ottawa.

The second pilot project is to be incorporated as part of the major renovations to the Forintek Building, a Crown-owned facility at 800

Montreal Road, Ottawa. These renovations, which will convert the former laboratory building to provide approximately 8,700 m2 of useable general-purpose office space, are tentatively scheduled for completion in January 2004.

Both pilot projects will include many features above and beyond the mandatory requirements of the Treasury Board Real Property Accessibility Policy, such as visual alarms, power-assisted interior doors, electronic lavatory controls, and accessible staff amenities, including showers and kitchenettes.

PWGSC, in consultation with the client/users, IWGUD and organizations representing persons with disabilities, will then be assessing various aspects of the pilot projects including user satisfaction, return on investment, operations and maintenance. The assessment reports will be used to

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assist the IWGUD and authorities in future decision-making regarding the incorporation of Universal Design in federal office facilities. Contact: George Ens (819) 956-2649 or george.ens@pwqsc.gc.ca

#### 14th Floor Redesign Solves Problems at Vancouver's Burrard Office Building

In its quest to deliver modern workplace solutions, PWGSC's Pacific Region last year realigned a floor in a Vancouver office building to demonstrate an efficient, yet innovative and attractive work environment. Today, the 14th Floor Redesign Project at 800 Burrard Street houses 55 people and seven fish.

Although the project is a showcase, affordability was a key consideration for the design team.

Using shared spaces, open offices, and refurbished and recycled furniture and fixtures, the team kept the budget low. They consulted extensively with staff to design workspaces that consider individual job functions and put work groups together that collaborate regularly.

Now fully operational, the redesign has solved some problems. In the past, employees had challenges with the noise issues of an open-plan concept. In one function, staff was required to negotiate over the phone and in person; staff in another function needed quiet concentration.

The solutions? Sound masking, innovative workspaces and agreed-

upon etiquette. In one area, at staff request, the new design eliminated visitor chairs and staff agreed to minimize cubicle conversations. Negotiations are now carried out using cordless headsets or in a multipurpose meeting room.

Previously, a group of managers with similar roles and responsibilities had been scattered all over the building. Now they work together in an open area, allowing them to communicate freely on common issues.

Drop-in workstations have been created for staff visiting the building from remote sites. One workstation is on wheels so when it is not needed, it's rolled out of sight. The 14th floor also maximizes common areas: kitchen, boardroom, production centers and multipurpose

Bay and Stanley Park, all named after Vancouver boroughs.

Even the fish are happily adjusted to their new home. They live in the Oasis Room—an informal meeting room, place to relax or a drop-in work area. Contact: Gary Barr (604) 775-6678 or gary.barr@pwgsc.gc.ca

## More about PWGSC's Innovative Officing approach

Check out the full report, Innovations and Solutions Program 2001-2002 Annual Report, at www.pwgsc.gc.ca/rps/content/public ations-e.html, for more about PWGSC's innovative officing approach. For more information



rooms, while ensuring that employees have the space they need to do their jobs. There are also three distinct "neighborhoods" with three distinctive looks: Yaletown, English about the Innovations and Solutions Program, contact Judi Murtough, Real Property Services PWGSC, (819) 956-5473, e-mail: judi.murtough@pwgsc.gc.ca. ■

### Making Progress in Telework?

by Billy Michael, GSA Office of Real Property

specifying telework requirements for Federal agencies, PL 106-346 charges OPM with ensuring that those

### Putting It in Perspective

In October 2001, the International Telework Association & Council (ITAC) reported that 28.8 million, or about 21.2%, of the U.S. workforce was doing some form of teleworking. In July 2002, the Society for Human Resource Management, SHRM, cited ITAC's research, and forecasted that "these numbers will only increase as Internet access spreads and much of the work is done electronically." And, in June 2002, the Human Resource Executive predicted that as much as 70% of the workforce would be doing some form of teleworking by the year 2010.

#### Mandating It

Public Law 106-346, § 359 (October 23, 2000)

Each executive agency shall establish a policy under which eligible employees of the agency may participate in telecommuting to the maximum extent possible without diminished employee performance. Not later than 6 months after the date of the enactment of this Act, the Director of the Office of Personnel Management shall provide that the requirements of this section are applied to 25 percent of the Federal workforce, and to an additional 25 percent of such workforce each year thereafter.

## While progress has been made, Agencies still have a long way to go to fully comply with the (telework) law.

#### Making Progress

Teleworking has been legislatively mandated for Federal agencies since October 23, 2000. The text of the law (PL 106-346, § 359), the accompanying Conference Report, and the Office of Personnel Management's (OPM) guidance to the "Heads of Executive Departments and Agencies," may be found at

http://www.telework.gov/twlaws.asp. The law establishes quotas and goals for teleworking over a four-year period. Since the law was enacted and signed by the President on October 23, 2000, at least 75% of the eligible Federal workforce who wish to telework, should be teleworking as of April 2003.

#### So how are we doing?

**Telework Centers** - During the past six months, the overall utilization rate at GSA's telework centers has increased from 56% to 61%. In addition to providing geographically convenient workstations for public and private sector teleworkers, the telecenters offer services such as training, meeting space, and videoconferencing.

requirements are met. For the past two years, OPM has tracked and reported to Congress on agencies' progress towards complying with the law. These reports may be found at http://www.telework.gov.

OPM reported in The Status of Telework in the Federal Government, January 2003, that 5% of the workforce was known to be teleworking to some degree. (Emphasis has been placed on known here because there is presently no Governmentwide, nor typically even any agencywide, uniform method for identifying teleworkers or counting them.) This represents more than a 20% increase over the numbers reported in January 2002. The increased numbers include both regular and episodic teleworkers, but the majority are episodic (essentially those working intermittently on a project basis).

Agencies also reported to OPM that:

 35% of the workforce is eligible to telework. (This is more than a 20% increase in the number reported in January 2002.)

General Telework - In addition to """ "" ""

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- 14% of employees determined to be "eligible" are teleworking.
   (When this data was collected, at least 50% of eligible employees should have been teleworking in order to fully comply with the law.)
- 9 agencies still don't have official telework policies. (In April 2001, right after the law was enacted, 18 agencies reported having no policies. The remaining 9 agencies reported that they are continuing to develop their policies.)
- 26% of teleworkers are stationed within the Washington, DC metropolitan area.

While progress has been made, agencies still have a long way to go to fully comply with the law. So, what are some of the things being done to boost telework participation rates?

#### Taking Action

Congress funded several telework growth initiatives in the Consolidated Appropriations Legislation, 2003, PL 108-7, enacted in February. The law provides:

\$500,000 for OPM to educate
executive branch managers about
the benefits and logistics of
telework and to encourage
managers, through the
performance planning and
evaluation process, to assess and,
where appropriate, create
telework plans for their offices
and staff. The Conference Report

- directs OPM to target agencies where less than 2 percent of employees telework.
- \$100,000 each to the Departments
   of Commerce, Justice, and State,
   the Judiciary, and the Small
   Business Administration, for the
   sole purpose of implementing
   telework programs, provided that
   each Department or agency
   provides a report to Congress on
   the status of telework programs
   and that each agency designates a
   Telework Coordinator to be
   responsible for overseeing the
   implementation of telework
   programs.
- \$2.4 million for the National Institute of Standards and Technology (NIST) to conduct a "telework project" using the Telework Consortium. The Telework Consortium is a nonprofit organization whose mission is to advance the adoption of telework as a normal aspect of everyday life. The Consortium identifies, evaluates, and demonstrates hardware and software, and suggests practices that are most likely to produce costeffective, easy-to-use technologies for working from remote locations. For more information, you may wish to visit http://www. teleworkconsortium.org.
- The Department of Commerce to carryover unused funds into the next fiscal year, saved as a consequence of the Department's implementation of telework programs.

### Educating Managers and Staff

GSA and OPM are each producing promotional videos about telework. It is anticipated that these will be available by Fall 2003.

OPM, with input from GSA, is developing separate Internet-based telework training modules for managers and employees. These should be available by the Fall also.

OPM has just issued a Telework Handbook for Managers and Supervisors. The text for this will soon appear at <a href="http://www.telework.gov">http://www.telework.gov</a>.

#### **Get Help Now!**

- Make <u>http://www.telework.gov</u> your first stop for locating Federal telework information.
- Sign-up for "Email Updates" on telework.gov.....free news on telework developments and educational opportunities and resources.
- Check out ITAC's http://www. workingfromanywhere.org for research highlights, tools, and links and sign up for FREE Telework News.
- Check with your local Department of Transportation to see if State/local assistance is available to employers establishing or expanding telework programs.
- Contact GSA's Billy Michael at william.michael@gsa.gov or 202-273-4663 for more information on telework.

## "At Risk" Real Estate: A Hot Issue for Federal Real Property Council

by Richard Ornburn, GSA Office of Real Property

eading Federal real estate executives from around the government convened on June 3 to address this and other critical issues challenging Federal real estate programs.

Forty attendees from 16 Federal agencies met for the Federal Real Property Council conference at the American Institute of Architect's Building with an ambitious agenda. The meeting kicked off with an indepth review of ongoing significant real estate and workplace development issues by David Bibb, Council Co-Chair and GSA Deputy Associate Administrator for Real Property.

Members were particularly interested in real property reform due to the June House Committee sessions on the GAO Report on "At Risk" Federal



Real Property and OMB's proposal for adding Asset Management to the President's Management Agenda scorecard. On June 19, H.R. 2548, "Federal Property Asset Management Reform Act of 2003," was introduced by Representative Pete Sessions (R-TX). On June 24, H.R. 2573,

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### GSA Testifies Before Congress for Urgent Real Property Reform

by Ron Whitley, GSA Office of Real Property

n June 5, 2003, General Services Administrator Stephen A. Perry testified within a panel of witnesses before the House Government Reform Committee, on the urgent need for real property legislation reform. This matter has received much attention over the past years and has taken on heightened importance since the General Accounting Office (GAO) placed Federal Real Property on its list of High-Risk programs. The GAO report indicates that the

government's inventory of real property is deteriorating rapidly, incapable of meeting technological demands, is confronted with a growing list of health and safety issues, and agencies are unable to leverage the equity that is tied up in these assets. Since then, several meetings have transpired between GSA and OMB to address property reform and changes to the A-11 scorekeeping guidelines. As a result of these meetings, GSA is pursuing additional modifications with OMB

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Winter 2002/2003 13

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"Public Private Partnership Act of 2003," was introduced by Representative Stephen LaTourette (R-OH), and passed by the House

Committee on Transportation and Infrastructure. On June 13, GAO provided a letter to the Comptroller of OMB, outlining specific steps to address and remediate the problems identified in the high-risk report. H.R.

2548 was amended on July 17 to be more consistent with H.R. 2573.

What are some of the other day-today pressing issues the Council will

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that would make the A-11 guidelines less restrictive.

Committee Chairman Thomas M. Davis III (R-VA.) stated that of the 8,000 buildings managed by GSA alone, more than half are deteriorating and need repairs that would cost an estimated \$5.7 billion. The dismal situation was explained further by Rep. Henry A. Waxman (D-CA.) when he commented, "we could be looking at \$100 billion or more in needed repairs governmentwide." On June 19, H.R. 2548, "Federal Property Asset Management Reform Act of 2003," was introduced by Representative Pete Sessions (R-TX). On June 24, H.R. 2573, "Public Private Partnership Act of 2003," was introduced by Representative Stephen LaTourette (R-OH) and passed by the House Transportation and Infrastructure Committee. Congressman LaTourette is Chairman, Subcommittee on Economic Development, Public **Buildings and Emergency** Management, House Committee on Transportation and Infrastructure. H.R. 2548 was amended on July 17 and reported out of committee, and is now more consistent with H.R.

The panel of witnesses included Stephen Perry,

GSA Administrator; Bernard Ungar, GAO; Linda Springer, Office of Management and Budget; Mark Catlett, Department of Veterans Affairs; Major General Charles Williams, State Department; and Brent Bitz representing the Building Owners and Managers Association.

Administrator Perry included in his remarks an example of a Federal complex that would benefit from one tool, the public-private partnership (or long-term groundlease). The example was the Federal Center South, in Seattle, Washington, which has appeal to developers due to its size, water front exposure, and proximity to downtown Seattle. Also, the new Hotel Monaco (in the historic Tariff Building) in downtown Washington DC was mentioned as a

derived from engaging private developers for selected real property assets. The property was developed under Section 111 of the National Historic Preservation Act. This limited authority enabled a private developer to acquire and develop the property into a Hotel in exchange for paying GSA annual ground rent for the next 60 years. The authority can only be used for Federal property that is either on or eligible for listing on the National Register of Historic Properties. In addition, the property is no longer required by the Government.

Administrator Perry plans to testify before the Senate Governmental Affairs Committee on this same issue.



2573.

### BOMA President Supports GSA on Congressional Stage

by Noah Gunn, GSA Office of Real Property

uring an April 2nd Congressional hearing before the House Appropriations subcommittee on transportation, treasury, and independent agencies, Building Owners and Managers Association International (BOMA) President Larry F. Soehren testified on behalf of the General Services Administration (GSA), Public Buildings Service (PBS).

In an effort to support the GSA-PBS 2004 budget request, Soehren explained the importance of granting the GSA flexibility to initiate innovative practices, such as public private- partnerships and leasebacks, in the interests of maximizing the profitability of the federal real estate portfolio ultimately funded by taxpayer dollars.

Soehren explained that building owners and managers in the private, as well as the public sector, are facing increasing operational costs especially in the provision of security measures. General office safety has become a critical issue. In a society where terrorist threats have become frequent, building tenants are requiring secure workplaces. As an overseer of federal real property, the GSA has identified this need, but faces an aging real estate portfolio without the funds to modernize it. The GSA is seeking permission to engage in contractual real estate relationships with the private sector, in accordance with sound property

management practices, to provide mutually beneficial financial outcomes to both parties through the utilization of federal real property that may currently be unoccupied or in need of repair.

Soehren provided the subcommittee with a description of the leaseback program by stating on record, "The benefits to all parties are obvious. A private sector company undertakes the management of the building, filling it with tenants to the benefit of both the private sector and the taxpayer. The government would retain ownership rights to a structure that it could bring back into its operational portfolio, in enhanced condition, at the end of the lease. The risk of cost overruns is borne by the private sector or shared with the federal government." At this time there is no legislation in existence allowing the GSA to freely exercise the usage of profitable property management tools like the leaseback.

» » »

deal with this year? Well, Council members set a course for the future to address three top priorities (according to a member survey) -- Funding, Asset Management, and Security.

The Council also welcomed its new Co-Chair, Debra Sonderman, the Director of the Office of Acquisition and Property Management in the Department of the Interior. She told the Council she is particularly looking forward to the opportunity to work on real property issues from a governmentwide perspective.

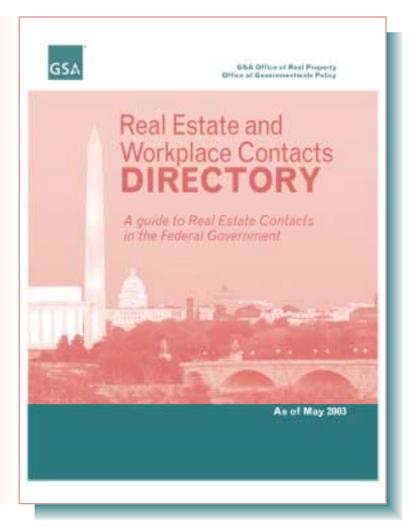
The FRPC fulfilled its chartered role

today, that of providing a governmentwide platform for executives to review and seek action on significant asset management issues challenging agencies. Council members also voted in the meeting to support a resolution on the innovative GRPIS program, a common sense approach to local planning which facilitates informal networking and the sharing of real property information among agencies at the field level. This leads to better decision making. The council also will vote on two resolutions in the planned September 24 meeting, on the integrated workplace and sustainability. David Bibb noted that these two issues will be mainstays of

the Federal workplace in the future.

The Council meeting wrapped up with a presentation by John Mandell of GSA's Public Buildings Service's (PBS) Office of Property Disposal on its new asset management strategy. PBS proposes a proactive, early collaborative approach with agencies, maximizing utilization, identifying unneeded properties, and seeking portfolio management/ disposal tools --- a good fit with OGP's real property reform initiative effort.

The next Council meeting is planned for September 24 and will be hosted by the Department of Energy. Contact Pat Rubino, 202-501-1457 for more information on the FRPC. ■



### Your Asset Management "Who's Who"

onducting business is your primary mission. Finding out who to contact is not. GSA's Office of Real Property has taken on the charge of providing the "Real Estate and Workplace Contacts Directory" for agencies as part of our mission to ensure governmentwide communication. This is critical as we build a highly effective, worldclass government. This guide includes real estate contacts in the Federal Government, Agency leaders and decisionmakers, and members of the Federal Real Property Council (FRPC). The FRPC is a senior-level Federal council that reviews, evaluates and makes Governmentwide recommendations about major Federal real estate and workplace policies and actions. The recently updated directory is available exclusively at http://policyworks.gov/realproperty. Contact Haydee Iglesias at (202) 208-2531 for more information.

### Agencies Dialogue on Public-Private Partnerships at Forum

SA's Office of Real Property convened a June 19 meeting at the GSA headquarters as a first step in improving information sharing and networking among the disparate Federal agencies that have, or are interested in, authorities to enter into Public-

Private Partnerships or Joint-Ventures. The featured speaker for the forum was Joseph Sikes, Director, Housing and Competitive Sourcing, Department of Defense, who spoke on military housing privatization. There was an impressive showing of 30 participants from 14 agencies, bureaus and services with each agency provided a summary of its particular authority and examples of usage. We anticipate the forum will generate interest in establishing an on-going dialogue and mutual support in devising and implementing effective strategies that will assist us all to improve Federal asset management.

Contact: Bob Harding on (202) 501-1411.

### Environment

## What Is Your Agency Doing To "Clear The Air"?

by Rebekah Pearson, GSA Office of Real Property

id you know that the Federal Employees Clean Air Incentives Act, Public Law 103-172, is designed to reduce traffic congestion and improve air quality? In addition, Federal agencies are encouraged to support this goal by establishing employee programs that promote commuting to work by mass transit systems and other alternatives aimed at reducing pollution. Do you know what programs are available to you?

Find out more in the FY2002 Federal **Employees Clean Air Incentives Act** report which was signed by GSA Administrator Stephen Perry on April 1, 2003. This report is produced by GSA's Office of Real Property and tells what each agency is doing. It provides information on programs offered by Federal agencies. It contains information on the number of agencies offering programs under the Act, a brief description of each program, the extent of employee participation in the respective agency programs, an assessment of any environmental or other benefits realized from these programs and the costs to the Government associated with these programs.

There is information from the 60 agencies that responded to our request for data, covering a total of

732,528 employees participating in agency-sponsored programs at a cost to the Government of \$261 million.

These agency programs are aimed at encouraging commuting by means other than single-occupancy motor vehicles. However, the method of accomplishing this can vary by agency. Therefore, the report groups

management plans, seminars, special events and promotional campaigns.

Fifty-eight agencies reported that during fiscal year 2002 they spent \$208 million on transit fare subsidies for a total of 247,093 employees. An estimated 10,644 employees biked to work during the year. Fifty-two agencies provided some type of bicycle accommodations. The cost of providing bicycle racks, bicycle and motorcycle parking spaces, showers, and lockers totaled \$1.6 million. About 288,684 employees participated in alternative work schedules, and flextime

#### Find out in the latest Federal Employees Clean Air Incentives Act report!

information submitted by the 60 Federal agencies into 3 categories that are specifically mentioned in the legislation. These include: (1) transit fare subsidies (passes, vouchers, or other cash reimbursements), (2) accommodations for bicyclists (bike racks, number of spaces, shower facilities and lockers), and (3) nonmonetary incentives (alternative work schedule, flextime, carpool/vanpool parking spaces, executive parking spaces, shuttle services and other). In each group, "Other" includes parking for handicapped employees, after-hour employees, and special needs. Some agencies have programs that include intergovernmental networking systems, transportation

arrangements. Fifty-three agencies spent \$51 million on these programs during fiscal year 2002.

For the second year in a row, Federal agencies reported an increase to OPM in the number of employees who telework. Seventy-seven agencies reported a total of 90,010 Federal teleworkers.

See what your agency is doing for the environment and what programs might available for you. Check out the report on the Office of Real Property website at <a href="www.gsa.gov/realpropertypolicy">www.gsa.gov/realpropertypolicy</a>, and let's "clear the air." If you have any questions about the report, contact Rebekah Pearson at 202-208-1850 or Rebekah.pearson@gsa.gov.

## Security

### Use "Rampart-GSA" Tool To Assess Terrorism Risks

Article by Regina L. Hunter, Principal Investigator, Brent Melville, Sandia National Laboratories

andia National Laboratories
(SNL) developed RAMPART™
-- GSA (Risk Assessment
Method—Property Analysis and
Ranking Tool) to help the General
Services Administration (GSA) assess
the risks of terrorism, natural disasters
and crime to the nearly 8,000 federal
buildings it manages nationwide. The
software provides the first risk-based
approach to building management.

GSA turned to SNL, a Department of Energy national laboratory, in mid-1998 following the Oklahoma City bombing and several devastating natural disasters. GSA's Office of the Chief Architect asked SNL to create a screening-level software program that could analyze the risk of potential threats to buildings.

RAMPART™ — GSA is a new tool used to make a screening-level assessment of the risks associated with a given building in the face of certain hazards. It calculates the risk arising from five natural hazards (earthquake, tornado, hurricane, winter storm, and flood); crime (inside and outside the building); and terrorism. These hazards may cause losses of various kinds. RAMPART™ — GSA considers death, injury, loss of mission, loss of property, loss of contents, loss of use of the building, and first-responder risk.

The RAMPART™ technology encompasses a user interface, an expert system, and a database. The interface elicits information from the user about the building. The expert system is a set of rules that embody

corporate knowledge about buildings and tenants from the GSA and knowledge about risk analysis from SNL. The database contains both data entered by the user during an analysis session and a much larger data set on natural hazards and crime.

The software was designed to be intuitive and easy to use. Users point and click to enter basic data—property address, building construction, tenant population, and so on-into the RAMPART™ — GSA interface. Using these data and the rules found in the expert system, RAMPART™ — GSA consults appropriate sections of its database. The expert system determines the risk implications of the basic data. For example, natural hazards are closely tied to location. When the analysis is complete, the RAMPART' — GSA software evaluates and allocates the risk for each hazard, ranks the risks, and displays the results graphically. As part of the results, RAMPART™ — GSA presents suggestions for mitigation and further analysis of high and very high risks.

The interface does not request any information from the user that a GSA property manager cannot reasonably be expected to have access to. For example, the user is not asked in any way to evaluate risk or to provide data on the probability of natural hazards in the area.

The results present risks graphically as very high, high, medium, low, and negligible. Qualitative descriptions are easy to understand, and they have the additional advantage that consequences with different levels of acceptability can be ranked as having the same risk at varying probabilities. For example, the most serious consequences (e.g., complete loss of mission capability) may be a high risk even at low probabilities, while the least serious consequences (e.g., loss of use of property) may be a low risk even at moderate probabilities. A bar chart shows the risk for the consequences analyzed for each hazard. The label on each bar gives the consequence, the length of the bar is proportional to the probability, and the color of the bar tells the level of risk. The graphical presentation allows the GSA user to see and distinguish at a glance both the infrequent high risks and the frequent low risks that the building presents.

RAMPART™ — GSA is available to any GSA employee by contacting Wade Belcher in the Office of the Chief Architect (wade.belcher@gsa.gov) or from Regina Hunter at Sandia National Laboratories (505-844-5837, rlhunte@sandia.gov). Training sessions may be arranged through the end of CY03 by contacting Regina Hunter. Other Federal agencies may get the software by completing an easy, fee-free liscense agreement with Sandia.

For more information, contact Regina Lee Hunter, 505-844-5837, or by email at rlhunte@sandia.gov. Ms. Hunter introduced RAMPART-GSA to the GRPIS (Governmentwide Real Property Information Sharing) New Mexico Property Council in April and will present it to the San Francisco Bay Area GRPIS Forum in August.

RAMPART™ --GSA (Risk Assessment Method—Property Analysis and Ranking Tool) Available to all agencies.

### **Best Practices**

### Partnerships Yield Bounty of Lessons Learned

by Chris Coneeney, GSA Office of Real Property

trategic alliances and partnerships formed with industry organizations to study and research various real estate and workplace issues can have the added benefit of bearing the fruit of useful practices and lessons learned. Sowing and reaping these lessons is critical to how an industry grows. As part of the Office of Real Property's goal to serve as a clearinghouse for leading edge information, it will release a report on the information, knowledge, and research it has gained by aligning itself with these organizations.

What are some of the lessons we've come across and from which organization?

### Advanced Building Systems Integration Consortium (ABSIC)

- Developed the Building Investment Decision Support tool that tracks "what if" variables for decisionmakers to evaluate when making real property investment considerations of the economic impact of building performance on individual and organizational productivity, health, and satisfaction.
- Released the ABSIC Guidelines for High Performance Workplaces, which outline how buildings can enhance worker effectiveness, communication, comfort, and productivity. The guidelines are grouped into four organizational goals and seven individual goals.
  - Organizational Goals

- Organizational Flexibility
- Individual Productivity and Comfort
- Technological Adaptability
- Environmental Sustainability
- Individual Goals
  - Fresh Air
  - Temperature Control
  - Access to Daylight and View
  - Lighting Control
  - Teaming, Privacy, and Quiet Work Areas
  - Network Access (Data/Voice/Power)
  - Ergonomic Furniture

#### **American Institute of Architects**

Studies show that daylighting has major benefits

- Improved health of occupants
- Improved productivity of occupants
- Reduced energy consumption

### National Association of State Facilities Administrators

 Free training recommended on counterfeit building construction materials that are being used throughout the construction industry.

### Mid-Atlantic Telework Advisory Council

- Technology Barriers and Solutions to Federal Home-Base Telework found that:
  - Telework must be endorsed by senior management to be successful.
  - Information technology organizations must be fully engaged during the early stages of telework planning.
  - As telework expands there will be increased need for higher capacity broadband residential services.
  - Information security assessments must be conducted during the early stages of telework planning.
  - The most successful telework programs place great emphasis and investment on manager and employee teleworker training.

#### Project for Public Spaces report on Ten Benefits of Creating Good Public Spaces

- 1. Support local economies
- 2. Attract business investments
- 3. Attract tourism
- 4. Provide cultural opportunities
- 5. Encourage volunteerism

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Lessons learned emerge from our strategic partnerships with real property and workplace organizations.

### **Best Practices**

#### » » »

- 6. Reduce crime
- 7. Improve pedestrian safety
- 8. Increase use of public transportation
- 9. Improve public health
- 10. Improve the environment

#### Workplace Consortium

 Corporate real estate organizations are shifting focus from providing a workspace to creating a work environment that

- Increases the productivity of the worker, thus improving the competitive advantage of the company as a whole
- Incorporates technological advances into the workplace
- Promotes innovative and alternative work environments
- Member survey revealed that on a given day approximately 30 percent of assigned workstations are unoccupied. Various reasons were

given as to why the work-station was unoccupied, including:

- Telework
- Travel
- Vacation or illness
- Meeting outside the workstation

Check out the full report to be published in late 2003 for more useful examples of the lessons learned from industry associations. For more information, contact Chris Coneeney at 202-208-2956.

## Record Participation for Best Practices Award Program

ince 1997, GSA has annually recognized and rewarded the best and the brightest in real estate and workplace development best practices. We established the GSA Achievement Award for Real Property Innovation to serve as a catalyst for all Federal real property associates to improve asset management in the Government.

And this year, the Award program has set a new record. As a result of the seventh annual Call for Entries which closed on May 30, GSA's Office of Real Property received 49 best practice or policy entries from the 21 Federal departments or agencies listed below. This is the highest participation by Federal agencies in the history of the Award program.

A distinguished four-member jury panel representing both public and private sector real property professionals selected this year's winners -- Department of Energy's "Energy Management at DOE Headquarters," GSA PBS's
"Environmentally Friendly Windpower,"
and National Aeronautics and Space
Administration's "NASA Ames
Development Plan." Honorable

Mentions go to Department of Health and Human Services' "ABC/M Charge-back System" and to GSA PBS's "PBS Project Information Portal."

Look for the entries to be published on *www.gsa.gov/realpropertypolicy*. Contact Pat Rubino on 202-501-1457 for more information.

**Dept. of the Air Force** 

Dept. of the Army

Dept. of Defense

Dept. of Energy

**Dept. of Health and Human Services** 

**Dept. of Homeland Security** 

Dept. of Housing and Urban Development

Dept. of the Interior

Dept. of the Navy

Dept. of State

Dept. of Transportation

Dept. of the Treasury

**Dept. of Veterans Affairs** 

National Aeronautics and Space Administration

National Archives and Records Administration

National Capital Planning Commission

Social Security Administration

Tennessee Valley Authority

U.S. Army Corps of Engineers

U.S. General Services Administration

U.S. Office of Personnel Management

## Planning

# GRPIS National Training Workshop Gets Positive Feedback

he first ever GRPIS National Training Workshop successfully brought together in Denver key members of GRPIS Councils and Forums from around the country for three meaningful days of training, networking and discussions. The March 2003 Workshop covered real property issues affecting Federal agencies:

- · Impacts of Facility Location,
- Contract Support/Outsourcing,
- Energy Strategies,
- · Water Management, and
- · Aging Infrastructure.

A highlight of the Workshop was an onsite visit, briefing, and tour of the Rocky Mountain Arsenal National Wildlife Refuge.

Most importantly, the Workshop provided the GRPISTeam the opportunity to get feedback and suggestions for improving the groundbreaking GRPIS Program. It gave both David Bibb, Real Property Deputy Associate Administrator, and Stanley Langfeld, Real Property

Policy Division Director, who sponsor and fund the GRPIS Program, a chance to observe, first-hand, what the impact of the GRPIS Program has been.

The Workshop's mission statement says it all: "The GRPIS National Workshop will examine current pressing real property issues and their implications for Federal asset management; identify other national real property issues; evaluate the effectiveness of the GRPIS Program and identify ways to improve the Program; and provide new networking opportunities that foster better communication and information sharing among Federal real property

professionals."

The feedback received indicates that our mission was accomplished:

- "Just wanted to send you a note of thanks for the great workshop you guys put on in Denver this week. The presenters and topics were very informative and valuable to all of our jobs. I think we had a great mix of people and agencies. There didn't seem to be anyone in attendance that wasn't willing to participate and share...which was great..." (MaryTreece, Assistant Chief, Administrative Services, Farm Service Agency)
- "Folks, again I would like to thank you for the unique opportunity we had to network and interact in Denver. I have been raving about the information obtained and learned..." (Carlos Escobar, Director, Capital Assets

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GSA conducts GRPIS (Governmentwide Real Property Information Sharing) National Training Workshop: "Federal Facilities: Challenging Issues, Changing Times" for Federal Customers







### Inventory

### GSA Discontinues "FIRM" Support

by Mac Peoples, GSA Office of Real Property

he General Services Administration (GSA) will end its financial support of the Foundation Information for Real Property Management (FIRM) system at the end of FY2003.

In FY2002, GSA contracted with Graphic Systems, Inc. (GSI) to do an Analysis and Commercial Systems Review of the FIRM product. This review was one of the tools we used in our evaluation of FIRM and subsequent decision to terminate financial support for FIRM. The review revealed that FIRM was not as robust as many commercially available software packages. It also determined that there are sufficient commercially developed software

packages available to meet the needs of the Federal real property community. To be as responsive to our customer's needs as possible, we contracted with GSI for an update of the previous Analysis and Commercial Systems Review.

We shared the results of this updated review with our customers at a FIRM users forum held June 19, 2003. We hope that the information provided at the forum will assist agencies in obtaining asset management software alternatives.



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Operations, Department of Veterans Affairs)

 "I enjoyed this time and ability to participate. I received much helpful information and it was therapy for me to see that many other folks share my problems at work. It was refreshing to meet and talk with so many dedicated and knowledgeable people..." (Gabe Jacobucci, Chief of Facilities, Volpe National Transportation Center,



Department of Transportation)

"...I commend the GRPISTeam and Sponsors. I strongly support the efforts. I believe some of the benefits are yet to be realized and will be the successes resulting form agency networking. This group has a great benefit to a decreasing Federal real property workforce and is the catalyst for not only training synergy among agencies, but also a job sharing/support of real property activities such as appraisals, environmental audits, energy efficiency, security, etc..." (Steve Schiesswohl, Realty Officer, Department of Energy

### GRPIS Incorporates Pittsburgh Federal Community

n another front, members of the GRPIS team returned to the Pittsburgh, PA area in June to complete visits to Federal agencies prior to the preparation of a draft report and the formation of the program's 10th networking council. The team expects to develop and present a draft report to the Federal community by the end of FY2003. In addition to visiting Federal agencies, the team met with a representative of the Green Building Alliance to discuss the activities of the Alliance and potential areas of mutual interest. In an effort to promote opportunities to network with State organizations, the team met with representatives of Pennsylvania's Department of Transportation to get an overview of PDOT's real estate programs and activities and toured several PDOT facilities. Contact Sheldon Greenberg on (202) 841-4868 for more information.

## Inventory

### New Federal Real Property Profile Needs Your Input

by Carol Anadale, GSA Office of Real Property

he General Services
Administration (GSA)
maintains a comprehensive
database of all Federally owned and
leased real property throughout the
world, the Federal Real Property
Profile (FRPP). Pursuant to the
Federal Management Regulations, 41
CFR 102-84, Annual Real Property
Inventories, GSA requests that
Federal agencies submit FRPP data
within 45 days after the end of the
fiscal year, or the first working day
after that date. For FY 2003, the
deadline will be November 17, 2003.

The report must be current as of September 30, 2003. Letters announcing the FY 2003 reporting cycle were sent out June 13, 2003.

Upgrades to the Federal Real Property Profile Internet Application include improved reporting generation, map displays, archived data, trend reports and trend analysis reports from archived data, web based training function, on-line help screens, and English to metric conversion. FRPP-IA Version 3.0, scheduled for release on September 3, 2003, contains some of the upgrades. Others are planned for FY 2004 implementation. For more information, contact Carol Anadale at (202) 208-2970.



### E-RealEstate

### GSA Mainstreaming E-RealEstate With HHS

RealEstate continues toward mainstreaming the use of webenabled software in the management of Federal real property assets. Phase III of this on-going initiative is well underway. GSA's Office of Real Property is providing assistance to Federal agencies in the development of a Business Case in support of implementing Commercial-Off-The-Shelf (COTS) software for the management of real property assets.

The e-RealEstate program is proceeding with the development of business cases for various portions of the Department of Health and Human Services (HHS). The consultants from Graphic Systems, Inc. have completed their initial work with NIH and CDC, and have prepared draft reports of their findings. Other parts of the HHS family also will be reviewed in this phase of the project. The reports include an organizational overview,

web-enabling initiatives already underway in the agency, specific information needs, and current available technology in use at the agency.

Key findings and issues from these documents will be discussed in a final report that focuses on their business and information requirements for developing consistent standards for a web-based agency-wide real property management reporting system.

For further information on this initiative, please contact Dennis Goldstein on 202-219-0608. ■

U.S. General Services Administration GSA Office of Governmentwide Policy Evaluation and Outreach Division (MPE) 1800 F Street, NW Washington, DC 20405

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