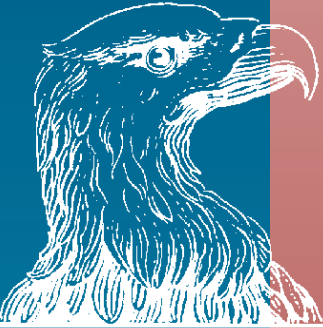
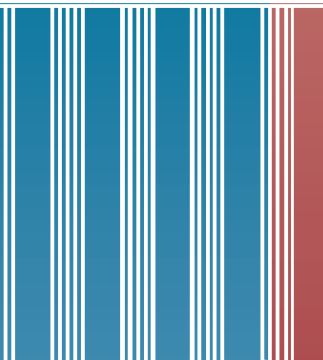


Office of
Governmentwide
Policy



*Amor Patriae
Ducit*



U.S. General
Services
Administration

News and Views on Real Property Policy

Special Edition

REAL PROPERTY POLICYSITE

US General Services Administration (GSA)

OGP - Office of Governmentwide Policy

A Message from David Bibb

Deputy Associate Administrator for Real Property

The Office of Governmentwide Policy (OGP) is pleased to issue this Special Edition of Real Property Polycysite. It focuses on practices and policies, creative insights, and success stories from both the public and private sectors. In each case, an innovative approach substantially improved operations by reducing cost and time, increasing efficiency and productivity, improving financial management, and/or helping to achieve strategic goals. These are solutions that worked!! We hope that you will seriously consider putting them into practice in your organization, too.

OGP's Office of Real Property coordinates Governmentwide policy related to real estate asset management and work environments. Our goal is to add value to these activities by developing sensible policies, disseminating data on best practices and performance, and encouraging professional development. Many of the practices described here were candidates for the 1997 GSA Achievement Award for Real Property Innovation. Others came to our attention during the course of our ongoing activities and special initiatives involving the Federal and private-sector real estate communities.

I would like to extend sincere appreciation to all of our partners who generously shared what they are doing and how it has worked in their organizations. We want to be a valued resource for you, and one way to achieve this goal is to continue our collaborative efforts. Flexibility is one of the prevalent themes of many of the practices described in this newsletter. These policies and practices may provide considerable opportunities for adaptation and benchmarking, leading to improved business operations. Since no one knows your organization like you do, we encourage you to review this Special Edition for useful ideas.

The Office of Real Property plans to issue additional Special Editions of Real Property Polycysite on other subjects. We also urge you to submit nominations for our 1998 Achievement Award Program. We would like to harvest another bumper crop of great ideas from your entries and get them out to you this fall.

We welcome your suggestions and comments. Please call Shirley Morris at (202) 501-1145 or send an e-mail message to Shirley.Morris@gsa.gov.

David L. Bibb

The notion "BEST PRACTICES" refers to methods, processes or practices about which one or more of the following pertain: it produces superior results; it leads to exceptional performance; it is recognized by an industry expert; it is deemed so by an organization's customers; and/or it is clearly a new or innovative use of manpower, resources or technology. Another way to sum up the concept of "Best Practices" is to say that they are those specific business processes which work for one organization and create ideas, options and insights for other organizations. The innovative policies and practices on pages 2-11 were submitted for the

1997 GSA Achievement Award for Real Property Innovation. For more information on the entries submitted by GSA, contact Sheila Kische on (202) 501-1061 or Sheila.Kische@gsa.gov. Contacts for innovations submitted from other agencies are contained in the individual articles.

In addition, the Call for Entries for the second annual GSA Achievement Award for Real Property Innovation has been issued. Entry information is available on the Office of Real Property Homepage at <http://policyworks.gov/realproperty> or by contacting Pat Rubino at (202) 501-1457 or Pat.Rubino@gsa.gov. The deadline for entering is July 31, 1998.

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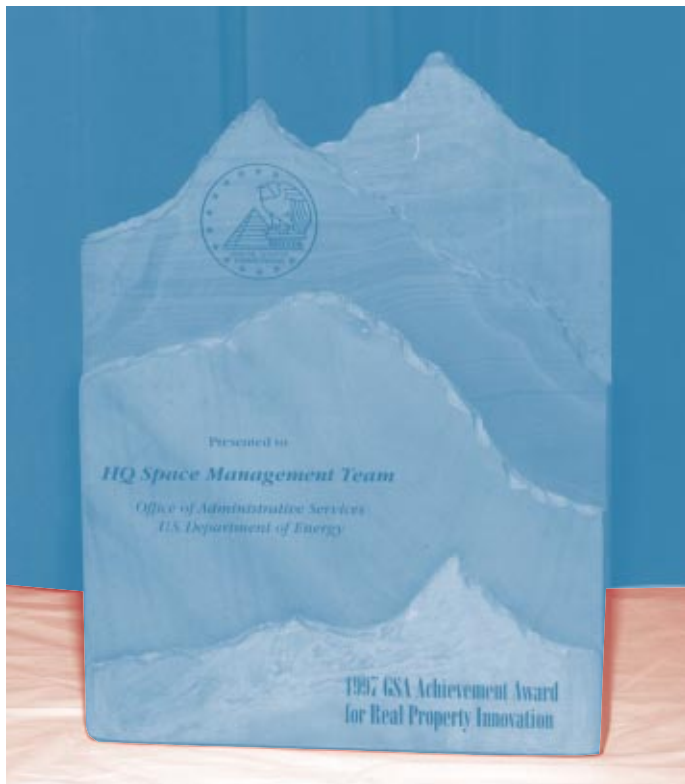
In this "Special Edition" of Real Property POLICYSITE, we share best practices identified as a result of:

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- International Development Research Council 19

Asset Business Plans

- In **GSA's Great Lakes Region** headquartered in Chicago, IL, an Intranet serves as the primary communica-

tions vehicle for the Asset Business Plan for each real property asset in the inventory. Every employee has access to it.



Building Managers and other responsible officials can more easily identify how their work impacts building performance. This new business practice has resulted in improved financial management, reduced operating costs, increased efficiency and productivity, and less waste.

Asset Management

- A significant initiative identified in the **Department of Energy (DOE)**'s strategic plan was the Headquarters (HQ) Space Consolidation. DOE's Headquarters staff developed a phased-in consolidation from 16 different locations in the Washington, D.C., metropolitan area to just four locations by FY-2000. This consolidation will reduce leasing expenses and increase efficiencies through greater integration of the Department's workforce. DOE's HQ Space Management Team set out to

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This **BEST PRACTICES** report is a special edition of our **REAL PROPERTY POLICYSITE** newsletter. The newsletter is a quarterly publication of the Office of Real Property (MP), Office of Governmentwide Policy, U.S. General Services Administration, Washington, DC, David L. Bibb, Deputy Associate Administrator. To be placed on our mailing list, please fax your name, complete address, fax number, and e-mail address to (202) 219-0104, attn: Office of Real Property Newsletter Mailing List. Please indicate whether you prefer to receive the newsletter by regular mail, fax, or e-mail.

Pictured from left to right: G. Martin Wagner, Associate Administrator, Office of Governmentwide Policy; Administrator David J. Barram, Marlene Snyder, Gary Kimmel, Carole Hoffman, Linda Sye, Director of Administrative Services; and Douglas Belin, Director of Operations. Not pictured are Louis D'Angelo III and Donna Scott.



ASSET MANAGEMENT from page 2

implement this initiative through a plan that was consistent with the Federal Real Property Asset Management Principles. Through the end of FY 1997 (the second year of the plan), the DOE HQ Space Management Team had overseen a reduction in the building inventory from 16 to 8 locations. This translates into 62,217 sq. ft. of space being released to GSA and a rental savings to DOE of \$3.87 million. This initiative won the FY-97 GSA Achievement Award For Real Property Innovation for "best practice" (see photo). For additional information, contact Louis D'Angelo on (202) 586-6081 or Louis D'Angelo@hq.doe.gov.

- The **Department of Commerce** has adopted an aggressive practice of justifying existing space needs and a comprehensive approval policy for major real estate projects. It's called the Space Savers program. Each bureau conducts reviews to identify opportunities for realignment and consolidation of leased and Government-owned space. The program was instituted to share innovative ways that asset managers have used to trim space costs. An exhaustive guideline has been developed to facilitate the decision-making process. Major components of the guideline include: increased communications via conferences and publications about major programs, and partnering with the Department of

the Interior and the Department of Transportation, Federal Aviation Administration to assess customer expectations. For additional information, contact James Andrews on (202) 482-3580 or JAndrews@doc.gov.

- **GSA's Heartland Region** transferred a Federal Courthouse to the City of St. Louis for use as additional local courthouse space, using authority in 40 USC 345b that was enacted in the Depression Era. The authority allows the Federal Government to transfer its public buildings to State and local public bodies. Since there was no record or knowledge of this legislative provision being used before, a presentation was provided to GSA's Congressional Oversight Committees.

Energy

- The **Department of Commerce** (DOC) entered into an agreement with the **Potomac Electric Power Company** (PEPCO) to implement four energy conservation projects at the DOC headquarters. These projects were implemented at no initial cost to the Government. They included improvements to the Heating Ventilation and Air-Conditioning (HVAC) system, installation of energy motors, and retrofit of chilled water pumps. Project costs will be repaid from future energy savings. For additional information, contact James Andrews on (202) 482-3580 or JAndrews@doc.gov.
- **GSA's New England Region** initiated its participation in the Energy Conservation Opportunity Program during the design phase of the US Courthouse in Boston, MA. The **Boston Edison** utility consultant analyzed and made recommendations on the design approach. Following negotiations, Boston Edison agreed to contribute \$1,850,000 to the design and construction of the ice storage system. The Architectural-Engineering contract was amended to include the ice storage system. As a result of Boston Edison's financial support to the project, GSA acquired a \$2 million ice storage system for only \$150,000. The system will save GSA approximately \$100,000 per year or about \$5 million over the life of the building.
- **GSA's Northeast and Caribbean Region** has entered into a series of partnerships with Federal and private organizations to provide services, conserve time, pool resources, and reduce costs. For example, a Federal Utility Energy Resources Partnership between GSA, the **Department of Energy**

and **Consolidated Edison Company of New York, Inc.** provides information and training on energy management for Federal employees. Training targets agency employees that are responsible for energy program management. Comprehensive energy audits are conducted to identify waste and make recommendations.

- Under the Energy Service Agreement (ESA), **GSA's National Capital Region** and the **Social Security Administration** (SSA) ordered \$9.65 million in energy projects. In 16 months, two comprehensive energy audits and an energy study were conducted that provided recommendations for future actions in specific buildings. The ESA allows GSA to buy the energy projects up-front without up-front funding, by providing **Baltimore Gas & Electric** (BGE) with energy savings estimates.
- **GSA's Rocky Mountain Region** Property Management Center successfully replaced a 30-year obsolete HVAC system, over a two-year period, using in-house staff

resources for about one-third the cost of contracting out this service. Because a contractor was not used, the region saved costs for contract procurement, administration, and contractor overhead.

- **GSA's Pacific Rim Region** HVAC Project Team cost-effectively renovated the Prince Jonah Kuhio Kalaniana'ole Federal Building and Courthouse after the project's budget was cut by 50 percent. The bulk of contract negotiations was conducted via electronic mail with the **Hawaiian Electric Company**. By using technology to conduct negotiations, and relying on the results of the energy audit performed by the **Department of Energy**, the Federal Government saved travel dollars, time, and limited personnel resources. This is the only project of such magnitude and complexity that has been successfully negotiated using Internet technology. Added to this accomplishment is improved customer satisfaction, and provisions that allow other Federal agencies to participate in similar utility rebate offers.

Finance

- Custody and control of the Pentagon Reservation was transferred from GSA to the **Secretary of Defense** in 1991. The Defense Authorization Act of 1991 provided for the establishment of a revolving fund to support the day-to-day operation, maintenance and renovation of the Pentagon Building, and a system of user fees to be charged to the building tenants to recover the costs

incurred by the fund. The fund's manager was instrumental in coordinating the development of the budgetary, financial and operational infrastructure essential to its effective management and operation. The fund is flexible and has useful reporting capabilities. It has proven to be a reliable and highly innovative real property management tool. For additional information, contact Harry Gerlach on (703) 693-8613 or GerlachH@cmailgwire.osd.mil.



Innovative Procurement

- GSA's New England Region** implemented the owner controlled insurance program (OCIP) or wrap up insurance program in the construction of the Federal Courthouse in Boston, MA. GSA's general practice of selecting a contractor that subsequently assumes full responsibility for loss often resulted in increased insurance costs. The region reduced insurance costs once the project was underway by consolidating all major insurance coverage required for the project into one program. The Construction Manager hired an experienced construction broker as a subcontractor to develop and administer the program. Acceptable insurance carriers presented oral proposals that were reviewed by the contractor and GSA. GSA's subcontractor simultaneously negotiated with the construction contractor and his subcontractors. The estimated cost for insurance was lowered by about \$4 million by implementing OCIP.
- Using electronic procurement, **GSA's New England Region** advertised and competitively procured electrical services and the supply and transportation of natural gas as commercial items. In order to accomplish the two procurements, GSA coordinated the needs of the Federal community in the New England States. The participating agencies included: the **Department of Agriculture**, the **Department of Veterans Affairs**, the **US Air Force**, the **Internal Revenue Service**, the **National Archives and Records Administration**, and the **US Coast Guard**.
- GSA's National Capital Region** and the **Food and Drug Administration (FDA)** partnered to solicit prospective private developers/partners to develop the former Naval Surface Warfare Center at White Oak, MD, into the new FDA Headquarters. This asset, controlled by the Federal Government, was developed creatively when appropriated funds were not forthcoming from Congress, creating a new approach to procurement. The request for qualifications defined requirements for an experienced developer that would create value for owners and tenants.

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PROCUREMENT from previous page

- **GSA's National Capital Region** redesigned the solicitation for offers (SFO) form. The new form is one-half its previous size and is consistent with GSA's new rent pricing policy. Many prescriptive requirements were eliminated and some of the risks to contractors were removed. For example, the traditional operating cost and tax escalation clause were revised to save the Government money and to improve cost projections. The operating cost clause will tie escalations to a specific point in time that is similar for all leases. Operating costs will be electronically escalated and escalators will be linked to specific indicators that will be easier to project and will be the same for all new leases. This will eliminate most appeals and could save hundreds of thousands of dollars in escalations on an average lease. Also, SFOs now require that the lessor maintain Government equipment installed by the lessor after installation. This will help agencies better maintain their unique, mission-specific equipment.
- **GSA's National Capital Region's** Engineering Services Branch awarded its first base contract for a period of one-year with renewal options, with provisions for task orders from \$2,000 to \$1,600,000. Time frames have been substantially reduced, resulting in increased customer satisfaction.
- The Engineering Services Branch of **GSA's National Capital Region** initiated a new policy for the award of term contracts that shortens the contract award time from 365 days to 120 days, saving time, money and human resources. This was accomplished principally by limiting the number of pages permitted in a contractor's proposal, standardization of contract documents, delegation of a source-selection official, and holding a meeting on the evaluation process prior to receiving contractors' proposals.
- **GSA's Southeast Sunbelt Region** transformed a traditional cafeteria into a "food court" at the Atlanta Federal Center. GSA partnered with a private concessionaire, who contributed the necessary funds. The co-managers of the food court represent the private company and the Georgia Randolph-Shepherd Program, which provides concession opportunities in Federal facilities for blind vendors.
- Pre-qualification based negotiations were used by **GSA's Southeast Sunbelt Region** on the Covington, KY, Courthouse project. This is a process in which GSA solicits bids from prospective Architectural/Engineering (A/E) firms, reviews each A/E bid, and prepares a short list of A/E firms that are qualified and responsible to work on the project. This process enabled GSA to identify a qualified group of participants for the project, cutting out a major layer in the traditional procurement process. GSA could then allow price alone to be the determining factor for future awards to one or more of the A/E's on the short list. The process improved program management, drastically cut acquisition time, and reduced the cost of procurement and administrative efforts.
- Using an Indefinite Quantity Contract (IOC), **GSA's Great Lakes Region** designed and implemented a process to install a network of about 12,000 personal computers at about 250 regional locations to satisfy the unique requirements of the **Social Security Administration** (SSA). The process reduced cost and time, and increased efficiency and productivity. The traditional process to install the Intelligent Work Station Local Area Network (IWS/LAN) involved a contract with landlords in leased space or with local construction contractors in federally owned space. A full-time position was created for managing the IWS/LAN. About a dozen IQCs were obtained for installing the LANs. After only three installations, the initial inspection rate was about 98 percent, compared to the normal 50 percent for other similar LAN projects. Re-inspections cost an estimated \$2,500 each plus create delays to other projects. Projects that normally averaged \$1,400 before the use of IOC now cost \$900 per workstation.
- A Business Process Redesign Evaluation Team in **GSA's Heartland Region** combined 168 separate contracts from 94 cities and 15 States into five multi-State contracts. These contracts reinvented the way that GSA performs repair, maintenance, and contract administration on 610 elevators and escalators in 168 Federal office buildings, courthouses, post offices and border stations. Some technical benefits include 24-hour service coverage for emergency callbacks, full maintenance repair responsibility, and guaranteed one-hour response service except for some remote locations. Estimated savings are \$6 million over 15 years.
- **GSA's Pacific Rim Region's** Los Angeles Service Center combined a number of contracting programs and mechanisms to produce a term contract for computer system upgrades. The term contract allows Federal customers to upgrade their local area networks quickly and is flexible enough to meet specialized requirements. An early satisfied customer was **Social Security Administration**, which used the contract to upgrade 70 computer sites.

Leasing

- **GSA** completely overhauled its leasing program and made it more compatible with private sector leasing practices. Agencies can opt to use GSA or acquire their own space through a delegation of leasing authority when suitable Government-controlled space is not available. This change in policy has resulted in development of new strategies and retooling GSA's entire leasing operation in a program called **Can't Beat GSA Leasing**. As a result of this program, rent pricing is clearer, rent charged to agencies is based on GSA's rent plus service fees comparable to those charged in the private sector, and GSA now offers customized tenant allowances and flexibility in payment alternatives for standard items. Most important is GSA's "can do" attitude fostered by empowering its employees to respond to agency needs. For example, clients have one-stop shopping for all services related to occupying space, instead of dealing with multiple parties. Customer needs are addressed on an individual basis with less reliance on the completion of standardized forms.
- **GSA's Mid-Atlantic Region** engineered a Backfill/Marketing Lease Campaign for the Middle River, MD, depot. The depot, containing about 1.7 million square feet, had a significant amount of vacant space due to reductions by long-term clients. An interdisciplinary team was formed to attract new clients. New tenants were found to fill over 500,000 square feet of vacant space resulting in increased annual rent of \$500,000.
- **GSA's National Capital Region** developed a request for qualifications and used the process for outleasing underutilized assets under the authority of Section 111 of the National Historic Preservation Act. This process was used to outlease space at the General Post Office Building, Washington, DC. Three tools were created including a Preservation Notebook, a Historic Property Projects Database, and a Web Page.
- To facilitate the implementation of **Can't Beat GSA Leasing** in the **Southeast Sunbelt Region**, the satellite office in Ft. Lauderdale, FL, revamped several forms and developed others to reduce the time required to fill in the forms and to make them more user friendly. This office also became the first group in the region to pioneer the initiative and partner with other GSA regions. For example, in relocating an agency from Washington, DC, to Miami, FL, the office partnered with the **National Capital Region** and awarded a new lease that provided the agency with office space ahead of its 110-day schedule.
- **GSA's Great Lakes Region's** Space Occupancy Service (SOS) team reinvented the processes, functions, and services for approaching space delivery and space-related services. The SOS team acts as a central point of contact for all GSA services, facilitating one-stop shopping and seamless delivery of space. In one year, the project integrators managed 2 million square feet of projects, procured \$6 million of furniture and managed over \$8 million in other procurements in addition to lease acquisition and build-outs.
- GSA's Heartland Region aggressively markets the leasing of storage space in the limestone underground industrial parks in the Kansas City metropolitan area. The natural year-round temperature of the underground facilities is between 65 to 70 degrees Fahrenheit; therefore, heating is not needed and only minimal cooling is required for equipment heat-loads. Key tenants are the **National Archives and Records Administration (NARA)** and the **Immigration and Naturalization Service**.
- The **Railroad Retirement Board (RRB)** relocated from the first floor of its headquarters building in Chicago, IL, and renovated the excess building space. RRB outleased this space to commercial tenants, who provided amenities for workers in the building as well as the nearby community. This is the first Cooperative Use Outlease initiative by RRB. For additional information, contact Henry Valiulus on (312) 751-4520 or hvaliulus@rrb.gov.
- The **United States Postal Service** established a separate office to deal with lessors that own significant number of properties across the country. The office provides consistency in dealing with lessors for 145 facilities in matters concerning contractual obligations such as deferred maintenance, lease negotiations, and litigation. The master lease is the base document containing provisions for rental rate, duration of lease, purchase options, termination options, and maintenance and tax issues. It is also flexible regarding specifics for each individual facility. For additional information, contact Marcus Nielson on (801) 261-1080 or mnielse2@email.usps.gov .

Pictured from left to right: G. Martin Wagner, Associate Administrator, Office of Governmentwide Policy; Administrator David J. Barram; Public Buildings Commissioner Robert A. Peck; Award recipients Gerald Zaffos, Elaine Blender and Peter Ford.



Partnering

- GSA's Public Buildings Service** (PBS) formed a 50-member working group in January 1994 comprising PBS personnel from the Regions and Central Office, **NISH: Creating Employment Opportunities for People with Severe Disabilities**, the NISH-associated Community Rehabilitation Program, and the **Committee for Purchase From People Who Are Blind or Severely Disabled**. The working group reviewed and evaluated requirements that added value, were cost effective, and maintained quality. NISH agreed to provide services that are comparable to private sector commercial providers using less staffing, to re-examine the frequency of performing custodial tasks, to search for alternate techniques to accomplish existing work tasks more efficiently, and to work within a budget when preparing its scope of work. The first report of the working group was issued in December 1994. The partnership improved

communications, explored the pricing methodology of Javits-Wagner-O'Day Act (JWOD) contracts, improved the overall quality of contracts through measuring customer satisfaction, adapted requirements and processes to meet customer demands, and established a mechanism to resolve problems before they became conflicts. The partnership venture fostered a cooperative effort between all the entities to produce the *Guide to JWOD Contracting in PBS*. This initiative won the FY-97 GSA Achievement Award for Real Property Innovation in the "best policy" category. (see photo)
- GSA and the Small Business Administration** forged a unique partnership for JWOD negotiations when the New England Region's eight-member negotiating team launched several initiatives regarding janitorial services to reduce expenses. The team partnered with service providers to

achieve savings of approximately \$1.3 million. The service providers included **NISH** Workshops and 86 Small Business, Minority Set-Aside Contractors.
- GSA Northwest Arctic Region** partnered with **NISH** to establish six key principles under the JWOD Act that laid the foundation for its performance-based statement of work and a new estimating procedure. This has substantially lowered costs and saved time in getting the work done.
- GSA's National Capital Region's** Property Development Division, in collaboration with the **Environmental Protection Agency** (EPA), incorporated sustainable design principles in its headquarters building to achieve greater energy and resource efficiency, improved indoor environmental quality, increased occupant health and productivity, applied practical

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methods for waste and pollution mitigation, and improved transportation efficiency.

- **GSA's Southeast Sunbelt Region's** Office of Property Disposal led a partnership effort in coordination with other agencies in the disposal of real property. The partnership, called the Government Owned Real Estate (GORE) Team, included representatives from each region and Central Office and worked initially with the **Department of the Treasury**. The GORE Team held property fairs, sales seminars, roundtables, and sales events to improve efficiencies, promote best practices, and provide better customer service in the disposal of unneeded real property. Since the partnership began in 1993, GORE fairs and auctions have been held across the country. To date, 2,800 Federal properties have been sold for a total of \$136 million—a 10 percent increase in revenue with an estimated 50 percent decrease in costs.
- **GSA's Southeast Sunbelt Region** Federal Protective Service formed a partnership with the **Atlanta Downtown Development Association** to revitalize downtown areas by creating a safety umbrella. Activities of the partnership include: providing a personal escort service, joint safety training presentations, and an increased presence of walking safety patrols in the community.
- **GSA's Great Lakes Region** adopted two major programs to improve and reinvent the way it conducts business. The region partnered with internal and external stakeholders to conduct workshops to address key issues like contract scheduling concerns, conflict resolution, and action plan development. The region also prepared a newsletter on specific

prospectus level projects. The newsletter is published monthly and distributed among regional tenants in the Federal community, and to the private sector upon request. Both programs are designed to foster a new GSA presence and promote a positive and cooperative reaction to those projects.

- **The Office of Personnel Management (OPM)** developed a partnership with GSA to implement short and long-range strategic plans designed for making building improvements. Improvements are being phased in as a direct result of collaborative inputs from OPM's employees. The labor-management partnership hired a professional construction management facilitator to lead discussions on "human resources" and address issues on the development and management of building improvements at the

Theodore Roosevelt Building at 1900 E Street, NW in Washington, DC, as well as to survey all 1,800 building occupants to identify and try to understand the employees' priorities. These efforts were followed up by a town meeting to address building modernization, project funding, and survey results. The results: major building/system modernization is required and further incremental improvements will also be refined and implemented. Lesson learned: "Any partnership that does not involve active follow-up and a full sharing of information will quickly dissolve." The benefits will include further solidarity of the OPM/GSA partnership, and improved employee morale and productivity for building occupants. For additional information, contact Steve Van Reese on (202) 606-2220 or stvanree@opm.gov.

Records Management

- **GSA's National Capital Region**, with the assistance of a contractor, has developed a customized digital scanning process for regional lease documents. Special documents such as solicitations for offers, the lease form, lease clauses, riders,

and modification are safeguarded and readily available to leasing specialists without thumbing through endless records. Search costs are minimized and staffing resources are used efficiently.



Reorganization for Customer Focus

- **GSA's Rocky Mountain Region**, reorganized its regional office and field offices and created the Denver Property Management Center and the Colorado Property Management Center. These centers function as seamless organizations with on-site experts that provide customer support services (engineering, inspection, planning, etc.) for Federal projects located within their area of geographical responsibility. This has put resources closer to the customers while eliminating duplicative administrative and clerical duties, and has improved the timeliness and effectiveness of coordination between engineers, planner/estimators, and building managers.
- **GSA's Rocky Mountain Region** initiated and coordinated the development of an inter-regional Safety and Environmental Management Center of Expertise that includes the Heartland Region and Greater Southwest Region. The

western states all use the Uniform Building Code, making this an advantageous partnership. The Memorandum of Understanding (MOU) was worded so that the Pacific Rim Region and the Northwest/Arctic Region could join at a later date.



Space Alteration

- **GSA's Great Lakes Region** has developed a contract that incorporates the best elements of existing contracting processes, while rooting out those elements that were slow, inefficient, and ineffective. Under the contract, each successful contractor competes for individual delivery orders for performance of tasks. This procurement process allows GSA to award contracts based on best value rather than lowest price and to tailor individual orders to meet customers' exact needs. Best value considers what is most advantageous to the Federal Government by looking at both price and other criteria such as experience and past performance.
- **GSA's Great Lakes Region's** Streamlining Team revamped the repair and alteration process for Government-owned and leased space, from 17 steps to only five. The process was pilot tested in the Twins Cities Field Office. The request form was revised via partnering with the Rocky Mountain Region and a team of customers. Provision was also made to use IMPAC cards for micro-purchases during this time.
- **GSA's Heartland Region** developed a contract that selected a number of pre-qualified contractors that compete for space alteration work in a specific geographical area. The Indefinite Delivery, Indefinite Quantity Multiple Award Contract based competition on pricing for the total job, not on individual projects. This is accomplished in a two-phase process. As many as five technically qualified contractors can be included under the base contract.

Security

- **GSA's National Capital Region's** Property Development Division consolidated the needs of multiple agencies to establish a unified exterior signage system. The context of the environment and the need for exterior security were instrumental in the development of an aesthetically pleasing design for the Federal Triangle buildings, while creating inviting pedestrian connections between the Triangle, downtown Washington, and the Mall.
- **GSA's Great Lakes Region's** Federal Protective Service incorporated the

enhanced security standards established in the **Department of Justice's** Vulnerability Assessment of Federal Facilities at 954 locations. Only 4 percent of the Region's construction money and 7 percent of its operating money were used to implement these enhancements. This was accomplished using a team approach and by partnering with an extremely diverse customer base.

- The combined Federal Protective Service and Property Management Division team in **GSA's Heartland Region** consolidated 54 separate guard service contracts in 80 locations into a single Region-wide contract.

Systems

- Using existing software and hardware, the **Department of Defense (DOD)** developed an automated system to assess the available amount of excess space on Army installations. This satisfies the requirement for identifying excess space to house DOD administrative functions, in lieu of remaining in leased space. The system serves as a valuable real property management tool and saves dollars and employee time. For additional

information, please contact Michael D'Agosta on (402) 221-4363 or mike.j.d'agost@usace.army.mil.

- The United States Postal Service** has moved from filling out contracting forms on typewriters to using computer-generated contracts in a user friendly automated Microsoft Windows environment. End users are able to customize and format the contracts to fit the specific project type. For additional information, contact Arthur Strange on (252) 925-9714 or astrang1@email.usps.gov.

Federally owned and leased buildings. The system uses high-quality photos directly from the World Wide Web and customizes the files for posting.

- GSA's Public Buildings Service (PBS)** established a Central Office Capital Project Investment Team to devise a more accurate methodology for evaluating the rate-of-return on investment for Repair and Alteration (R&A) and new construction projects. First, the R&A repair survey team was formed to determine the annual amount that GSA expected to spend on maintenance and repair of building systems over the next 15 years. Second, a modeling team was formed to formulate an electronic financial model to accurately represent the cash flows for GSA buildings over a 25-year period, and has inputs for the operations, general and administrative expenses, and rental rates. Finally, an integration team integrated the results of the repair survey team into the financial model to develop a "real world" tool, from theory to practice, and used the new tools to evaluate the fiscal year 1999 R&A and new construction program at a level of financial detail previously unattained.
- GSA's South Property Management Center (SPMC)** transitioned from a functional to a team-based organization to increase customer satisfaction, significantly reduce service delivery time, enhance collaboration, and shorten lines of communication. This served as a means to optimize the implementation of the Can't Beat GSA Space Alterations initiative. Group-ware tools like cc:Mail, teleconferencing, Internet, and Protrak were added to enhance and expand effective communications. Teams were created to facilitate the identification of building needs and to increase expertise in areas such as contracting, reimbursement, and administration.

Team Concept

- A special planning team was established for the management of all planning, design, construction, and moving related to consolidation of the **Environmental Protection Agency (EPA)** headquarters. The team focused on intervention strategies to ensure a quality office environment while eliminating a variety of environmental deficiencies that have plagued EPA for a number of years. The following were incorporated: alternate materials with low off-gassing potential; indoor air quality guidance; specified low-volatile organic compound paints, crystalline silica-free joint compound, low emissions furniture products, and four phenylcyclohexene-free carpets. For additional information, contact Donald Flattery on (202) 260-3581 or flattery.don@epamail.epa.gov.
- A five-person committee from the **General Accounting Office (GAO)** and GSA successfully planned, implemented, and managed the complete renovation of the 1.9 million square foot GAO Headquarters building. The renovation included total

demolition, asbestos abatement, and build-out of the interior space and total replacement of the heating, ventilation, and air conditioning, plumbing, and electrical systems—while maintaining a minimum of 70 percent occupancy of the building during the construction phase. For additional information, contact Mallory Andrews on (202) 512-5868 or AndrewsM.gsc@gao.gov.

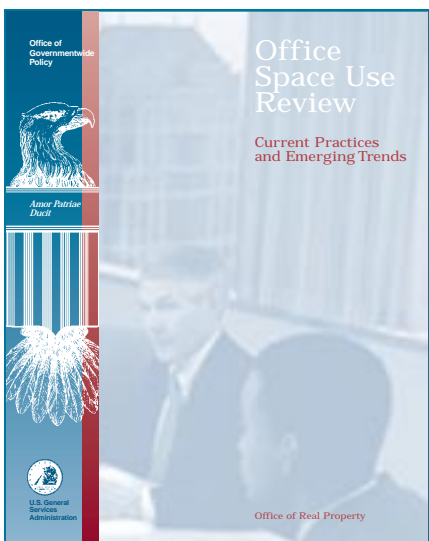
- GSA's Mid-Atlantic Region's Progressive Tasking Pilot Team** developed and implemented an initiative to hire an Architectural/Engineering (A/E) firm that would work under a base contract with options for all professional services related to a major construction project. This was accomplished through a negotiated contract for only Prospectus Development Studies (PDS) which is a preliminary planning and project feasibility study. Upon approval of the PDS, GSA had the flexibility to negotiate further work with the A/E firm on a phase-by-phase basis for design and post-construction—award services.
- Using existing equipment and systems, a **GSA** team developed a cost effective and efficient way to disseminate and post notices for the GSA Missing Children's Program in

The following are current practices and emerging trends featured in the *Office Space Use Review*. The review provides findings and recommendations as to how best practices may be used within the Federal community. For additional information on these items, please contact Sandy Brooks at (202) 501-1434 or Sandy.Brooks@gsa.gov.

Alternative Work Arrangements

- The **Federal Railroad Administration** (FRA) currently has 125 field inspectors working full-time out of their homes. FRA anticipates that by the end of fiscal year 1998, all of its inspectors will be telecommuting. As a result, FRA has closed 10 field offices, saving thousands of dollars in facilities costs.
- Over the past two years, **GSA's Northwest Arctic Region** has expanded its Hotelling Work Station Program. Hotelling refers to work-space that is reserved on a first-call basis and not dedicated to any specific worker beyond a specified occupation time. Housed in the region's Public Buildings Service Customer Service Centers, the hotelling workstations offer full-service temporary space to GSA and other Federal agency employees on a daily reservation basis. Hotelling workstations are now available in Anchorage, Seattle, and Auburn.
- **The National Labor Relations Board** (NLRB) has initiated a pilot program under which 40 employees (including 5 judges) work at home. NLRB anticipates expanding this pilot program in conjunction with an agency-wide space reduction plan. Thus far, 21 judges have volunteered and received approval for participation in the program.
- **The Defense Security Service** (DSS) instituted a Work-From-Domicile program that is heavily used by its investigators. DSS recently reported 1,170 telecommuters working from home or alternative sites.
- Since the early 1990's, **GSA's Federal Supply Service** (FSS) has been employing virtual officing. Conducting FSS's quality assurance programs, approximately 85 Industrial Operational Analysts work/office anywhere through the use of computer technology. This has resulted in timely service delivery, increased productivity, reduced office space needs, and high retention of employees.
- Early in 1994, offering a direct and measurable benefit in responding to natural disasters, **GSA** established three emergency telecommuting centers in the Greater Los Angeles metropolitan area in response to the Northridge earthquake. In addition, GSA established two emergency telecenters in the Oklahoma City area within weeks after the bombing of the Federal Building and four telecenters in Atlanta in response to traffic congestion associated with the 1996 Summer Olympics.
- **GSA** has established 10 telecommuting centers, in the Greater Washington, DC, metropolitan area, and arranged for Federal participation in a regionally established center.
- Using alternative work sites, the **Department of Education** reduced facility costs and as a result, saved the jobs of 24 employees.
- The first **U.S. General Store** recently opened in Houston, TX. A **Federal Executive Board** initiative, the General Store serves as a model business center providing one-stop Government services to business owners, potential entrepreneurs, and individuals, thereby totally meeting the community's needs for Federal services.
- The **National Guard Bureau** established a program to convert armories and other facilities into distance learning centers for the Guard. Since Guard activities are typically limited to evenings and weekends, these high-tech centers are being made available for use during normal business hours for other activities such as Federal, State, and local teleworkers.
- **Arthur Anderson LLP** reported a summary of space use trends in the private sector. Some key points of the May 1997 report are:
 - The current approach to space management is more team oriented and egalitarian, promoting functionality over

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entitlement, as opposed to the past where workspace was typically assigned based on position, seniority, or status.

- Modern office layouts are designed to optimize the benefits of technology; foster knowledge sharing and employee interaction; and improve customer service.
 - Depending on the type of business the company is in, space utilization rates have decreased on the order of 20 to 30 percent.
 - By improving space utilization, companies can achieve occupancy and operating cost savings of up to 20 percent.
 - By implementing universal space plan concepts, companies can save “churn” costs (contraction, expansion and relocation of business units) resulting from tenant build-out and interruptions to business operations.
- An article in the November/December 1996 issue of the **Journal of Property Management** cited various real estate issues and trends. Some relevant highlights are:
 - 73 percent of the corporate real estate executives surveyed said they were charged with reducing square footage per employee, the goal being to cut space by 25 percent.
 - Three years earlier, the typical allocation was 350 square feet per employee, now the allocation can be as low as 150 square feet.
 - Many corporations are moving and consolidating office functions. The consequent reductions in administrative needs and telecommunications, and mailroom services are resulting in lower costs.
 - An important consideration is

that, in order to attain lower utilization rates, companies have moved to newer buildings with larger floor plates. Larger, more efficient floor plates allow companies to consolidate and pack in more people per square foot. Generally, floor plates smaller than 18,000 square feet do not lend themselves to today's more efficient, flexible office layouts.

- The November 1996 edition of **Facilities Design & Management** reported on the 1996 World Workplace, an event organized by the **International Facility Managers Association (IFMA)**. Some important points related to alternative office solutions include:
 - “Organizations are more customer-focused, deconstructed, team-based, geography-neutral, dispersed, lean on human resources, yet keen on the idea of

the workforce as intellectual capital.”

- Radical redesign of the workplace environment should be driven by business strategy with the twin goals to use design to increase performance and to optimize or reduce space use.
- Teleworkers are more productive because they spend less time commuting and dedicate one-third of that time to the job.
- Hotelling is highly effective with workers who already spend considerable time out of the office.
- A May 11, 1997 article in the **Washington Post** provided the following information regarding organizations' use of alternative work arrangements:
 - At **Tandem Computers, Inc.**, each alternative office, on average,

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accommodates three people. This means that the company leases less space, resulting in an estimated 50 percent reduction in leasing costs for people using the alternative offices.

- Savings from real property are not the only reasons to adopt the hotelling concept. **Big Six accounting firms** in the Silicon Valley (CA) are adopting hotelling more frequently due to the area's extreme traffic problems.
- **Hewlett-Packard Co.** is expanding its hotelling pilot from 6 to 23 offices as a way for employees to have greater

flexibility and improve their work-life balance.

- In April of 1995, **IFMA** conducted a mail survey of facility managers in the United States and Canada regarding alternative officing practices. Some of the key findings follow:
 - The primary barrier to implementing alternative officing practices is organizational culture.
 - On-site redesign practices (e.g., flexible work schedules, modified office standards, etc.) yielded cost reductions and productivity increases, while off-site practices

(e.g., telecommuting) often resulted in improved morale and higher productivity.

- Most organizations supply telecommuting and home-office employees with computers and modems. Six in ten companies provide other data lines and voice mail. Four in ten provide facsimile machines and telephones.
- More than half of the facility managers reported cost reductions after implementation (rental, lease and property costs) while almost one-fourth reported increased costs (technological equipment and supplies).

Realty Management Practices

- **Public Works and Government Services Canada** (PWGSC), the department responsible for the Canadian Government's general purpose office accommodation and facilities, undertook a groundbreaking analysis in 1994 to measure and report on the total and comparative use of office space across the Canadian Government. The analysis generated three measures of the office inventory: space per person (utilization rate), cost per square meter, and cost per person per annum. PWGSC benchmarked these numbers against the Canadian private sector, the U.S. private sector, and the U.S. Government sector. In response to downsizing and a mandate to reduce space use by 10 percent over a 5-year period, PWGSC used a spreadsheet analysis to establish customer-specific space-reduction targets. If a customer agency reduces space below the target, the agency receives the funds that

PWGSC would have otherwise spent on the space. If the agency fails to achieve the target, it must reimburse PWGSC for the excess space.

- **Kraft Foods, Inc.'s** cost-control efforts involve the comparison of facilities to identify best practices in the lowest-cost buildings. Kraft also monitors space on a monthly basis to identify opportunities for consolidation or expansion, and keeps track of various measures, such as operating cost per occupant. Kraft's facility management staff strives to help their operating divisions understand that it costs as much to house a temp or a consultant as it does to house an employee. As a result, they track contract workers and provide special smaller contractor workstations for them.
- **J.P. Morgan** uses an "Office & Work Station Annual Rent Cost Analysis" as part of its project planning process. This analysis calculates a

proposed project's area, annual rent, annual rent cost per square foot, square feet per workstation, and annual cost per workstation. Using a spreadsheet, the client can see how much money can be saved if all tenants keep their square feet per workstation below the J.P. Morgan benchmark of 130 square feet. The analysis quantifies the value of smaller workstations and the cost of "vanity space." In addition, J.P. Morgan measures the annual facility cost per usable square foot, seat, and occupant. The facility information is available on a Computer Aided Drafting system (CADD). Real property costs are captured in the accounting general ledger system, in accounts dedicated to this purpose. These accounts include cash items (salaries, taxes, insurance, utilities, materials) and non-cash items (depreciation and cost of funds or interest). The human resources system captures headcount by various categories, including employees and contract personnel. The various systems (CADD,

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accounting and human resources) although not integrated, all contain pertinent realty information that is manually entered into a spreadsheet for analysis.

- **Eastman Kodak** is moving towards what it calls alternative work environments, but what could also be described as space for teams. The team space planning addresses and coordinates issues of information technology, human resources, and space construction. Each person receives 70 square feet of office area while the emphasis is on providing the maximum amount of collaborative space possible. This philosophy for space use emphasizes flexibility while keeping individual space to a minimum. Utilization of team space emphasizes the work process, not individual functions. Kodak

believes this approach increases efficiency and also saves money on space. In addition, Kodak recently targeted its real property area for cost savings. The bottom line serves as real motivation for cutting costs since the local offices and functions are individual cost centers. Cutting back individual space was just part of the overall initiative, which resulted in annual savings of \$120 million in operating costs and raised approximately \$350 million in cash. For example, by re-stacking its 1.6 million square foot corporate headquarters, including the elimination of hard walls and phantom space, Kodak was able to free up 300,000 square feet.

- The **International Facility Management Association (IFMA)**, the **American Institute of Architects (AIA)**, and the **International Association of Corporate Real Estate Executives (NACORE)**

organized the 1996 National Summit on Building Performance. Many key conclusions and ideas were brought forth. It was found that high-quality buildings can increase employee productivity by 10 to 20 percent. With nearly 100 million white collar workers with an average salary of \$43,680, this amounts to \$437 billion annually from potential worker productivity improvement. According to research conducted by Fortune magazine, the largest impact on productivity would result from improvements in office layout, personal computers, and thermal comfort. Company size, industry and amenities offered can distort measures such as occupancy cost as a percentage of gross corporate revenues or cost per employee. These measures are best used as yardsticks within one's own company.

The following information was taken from the **Seattle-Everett-Tacoma Governmentwide Real Property Information Sharing (GRPIS) Study**. The GRPIS Study is intended to serve as a catalyst for ongoing interagency discussions in which information, best practices, and collaboration on cross-agency issues may be shared for mutual benefit. For additional information, contact Bob Harding on (202) 201-1411 or Bob.Harding@gsa.gov, or Gary Jordon on (202) 501-1219 or Gary.Jordon@gsa.gov.



Adaptive Reuse

The **United States Geological Survey (USGS)** has creatively accomplished the adaptive reuse of an old Navy munitions storage facility. USGS is also converting a modular structure, previously used as an administrative facility, to temporary housing for visiting students conducting research at its facility. Through these conversion efforts, as opposed to separate demolition and new construction projects, USGS has achieved both significant savings and more efficient use of time so as to minimize the impact on the agency's mission.

Contracting

One master contract, with a broker that administers the security, maintenance, and grounds keeping contracts, is utilized by the **Federal Aviation Administration (FAA)** to save money and reduce its workload. The

FAA has an exemption from the Federal Acquisition Regulation (FAR) to enter into such a contract. Other agencies could benefit from this type of arrangement.

Cooperative Services

Interagency agreements are used to the benefit of all parties, for the siting of communication facilities by the **Federal Aviation Administration (FAA)**. The FAA typically secures an agreement and permit to co-locate communication facilities on **Forest**

Service, Bureau of Land Management, and Department of the Interior land. In return, the FAA maintains the facilities while providing services to Federal agencies and local public service organizations.

Environmental Issues

Environmental stewardship is an ongoing issue with Federal agencies, especially with the larger landholding agencies. The broad spectrum of Federal and State laws impacting agencies requires an aggressive effort to maintain fully functional facilities that satisfy mission requirements and are in compliance with environmental regulations. As an example of such compliance, the **Environmental**

Protection Agency (EPA) provides transit subsidies to employees as a means of reducing automobile vehicle trips to a site. The EPA also provides locker and storage facilities for cyclists, walkers, and rollerbladers. These services lead to reduced hydrocarbon emissions and parking facility requirements, and result in happy employees.

Good Neighbors

GSA established the Good Neighbors Program as a means of collaborating and forming partnerships with local municipalities. This program is in place in Seattle and with 49 other downtown organizations and cities throughout the country. Through this program GSA is able to contract with improvement districts for common

public services such as grounds maintenance, street lighting, and street landscaping. Finally, this program allows GSA to contribute to a community's overall planning efforts by: participating in community meetings; inviting civic leaders to share in its processes; exchanging specific project information; and working with city groups as well as directly with cities and Federal agencies to provide services.

Information Sharing

One of the key recommendations set forth in the **GRPIS Report** advocates the formation of Regional Interagency Councils (RIC's) which would be designed to act as real property forums at the local level to identify best practices and issues confronting Federal agencies in the communities they represent. The idea is that once established in a community, the RIC could meet on a periodic basis at a different facility each time.

The process of conducting the **GRPIS Study** resulted in the development of Interagency Sharing Initiatives (ISI's) and Facility Location Principles (FLP's) that are recommended for adoption as a means of sharing community-based information and formulating sound real property asset management decisions. The ISI's have been identified to create and foster an information sharing environment in the Federal community that will encourage more collaborative decision making, which will lead to cost effective and timely solutions to agencies' real property, operational, and programmatic needs. The FLP's were developed, as a result of locational factors identified during agency site

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visits and interviews, to serve as a guide through which better-informed decisions may be made regarding real property asset management.

Some of the FLP's identified in the study are: shared space, public transportation access, land use compatibility, infrastructure support, facility security and environmental compliance. Another FLP is agency collocation, in other words, agencies with like missions should consider the benefits of collocation. The following example identified during the **GRPIS Study** illustrates the opportunity for the agencies involved to realize cost benefits and ease the burden on their customers while fulfilling their

programmatic mission requirements. The **Animal and Plant Health Inspection Service** has the need to inspect animals and plants entering the country. Consequently, inspectors must conduct their operations at points of entry into the Seattle region, which are the Sea-Tac Airport and the ship docks on the Puget Sound. The **Immigration and Naturalization Service** and the **U.S. Customs Service** officials also must conduct their related operations at the airport and docks. The customers needing inspection clearance have to receive it at different locations. In addition to operating at the same ports of entry and with like subjects, the inspectors often must cover for each other due to shrinking personnel numbers.

Space Use

The impacts of government downsizing and the related reduction in funding for real property uses can be seen in the Seattle-Everett-Tacoma Federal community. An analysis of vacant space available for occupancy demonstrates some of the impact of this capital funding reduction. Outleasing is one practice that can bring in a tenant on a short-term or temporary basis and maintain an income stream for the property. Innovative outleasing is being accomplished by the **U.S. Postal Service** at the Main Post Office in Tacoma. The three upper floors of the building are vacant as a result of the Courts moving to a new location. While the USPS is pursuing tenants, it is outleasing to a variety of interim users, including movie companies for filming purposes.

Public/Private Ventures

The 1996 Defense Authorization Act, signed by President Clinton in February 1996, includes a series of powerful legislative authorities to allow the **Department of Defense** (DOD) to form partnerships with the private sector to finance, design, develop, and manage military housing for the Navy, Air Force, Army, and Marines. DOD faces two significant housing problems: the poor condition

of DOD-owned housing and a shortage of affordable, good-quality private housing available to members of the U.S. Armed Forces and their families. The Navy has already proceeded with this initiative in the Seattle-Everett area. In addition, another 5 locations have undertaken the initiative and over 25 others have been nominated to participate in this housing privatization program.

Real Property Disposal

- The **U.S. Department of the Navy** has been making a number of real property adjustments as part of its consolidation efforts. Recently, the Navy excessed its holdings at Sand Point Naval Air Station to the City of Seattle and the University of Washington for use as parkland, transitional housing for the homeless, and educational facilities. The Navy is also
- scheduled to excess its Naval Reserve Training Center on Lake Union to the City of Seattle, for use as a parkland and a wooden boat museum.
- The **U.S. Army Reserve** manages its holdings in Washington, Oregon, and Idaho from its facilities offices at Fort Lawton. The Reserve plans to close two of its centers in the Northwest by 1999. In accordance



U.S. Naval Station - Everett

with this plan, the Army has conveyed major tracts of Fort Lawton to the City of Seattle and to Native American groups for a water treatment facility, park uses, and a culture and arts center. Fort Lawton originally contained 700 acres; only 85 acres remain under the control of the Army Reserve. The Army has also transferred Paine Air Field to Snohomish County.

The final entries in this publication are practices and policies derived from a number of sources. Contacts and source documents are listed with each entry.

Antennas

In response to concerns expressed by Federal agencies and the telecommunications industry about siting wireless antennas on Federal property, the **GSA/OGP's Office of Real Property (MP)** sponsored a series of forums on the subject. Attendees acknowledged the need for improved communication, education, and sharing of best practices to implement the President's Executive Memorandum, "Facilitating Access to Federal Property for the Siting of Mobile Service Antennas," and the Telecommunications Act of 1996 (Section 704). A joint Federal-industry working group was established to review major areas of concern, including site pricing, competition, and fees. The dialogue and information exchange made possible through the forums and the working group resulted in MP's issuance of revised implementing guidelines, which were

Electricity

In an effort to better prepare the Federal community for the impending nationwide deregulation of the electrical utility industry, **GSA/OGP** sponsored the Electric Industry Restructuring Forum on October 22, 1997. The ultimate goal of the forum was to facilitate the means by which the Federal Government can best position itself to take advantage of

Cooperative Administrative Support Unit (CASU) Program

The CASU Program was established jointly by the **Office of Management and Budget (OMB)**, **Office of Personnel Management (OPM)**, and **General Services Administration (GSA)** in FY 1986. During the past decade, CASU has evolved into a multi-agency program whose mission is to promote cooperative efforts among its members that result in the best value for taxpayers. Participating agencies are free to choose only the services that meet their needs. The CASU program helps to reduce the high costs that result when small agencies handle their own administrative services rather than

published for review and comment in the Federal Register in June of 1997. The primary issues addressed are: development of a uniform evaluation process; site pricing that provides flexibility; site competition; fee reimbursement to the Federal agency; site security and access; and a Governmentwide request and denial tracking system. (Contact: Sheldon Greenberg at (202-501-0856, or Sheldon.Greenberg@gsa.gov)

opportunities to obtain lower cost energy once the deregulation takes place. The forum allowed the sharing of lessons learned and explored the possibilities for future collaboration and information exchange (in terms of procurement, property, environment, and other pertinent policy issues) that are in the best interest of all Federal agencies. For more information, contact Beth Shearer at (816) 926-7231 or Beth.Shearer@gsa.gov.

benefiting from economies of scale. By promoting partnerships and offering reimbursable services, the CASU program also increases productivity, and improves the quality of services delivered.

By the end of FY 1996, CASUs provided services to 2,500 Government customers in 200 communities throughout the country. The cumulative savings achieved by re-invented CASUs since their inception is over \$200 million. These achievements are documented in The Public Manager (summer 1992); Government Executive (October 1995 and June 1996); and the Report of the National Performance Review (NPR) in September 1993.

The NPR and OMB used CASU as a model of entrepreneurial government in the design of the franchise fund pilot program, which was authorized by the Government Reform Act of 1994. Also, the **State Department** used CASU as a model for its International Cooperative Administrative Support Services (ICASS), which provides reimbursable services in 160 U.S. embassies and missions throughout the world.

Although the Office of Real Property is the host of the CASU national staff, local CASUs are operated by various lead agencies in their respective communities. The CASUs use the lead agency's annual appropriations or make use of a working capital fund. Each operation is designed to recover all costs, and income is placed in appropriate program accounts according to the nature of the local CASU's financial management system. For additional information, contact Glenn Woodley on (202) 273-4667 or Glenn.Woodley@gsa.gov.

FAI Online University

The **Federal Acquisition Institute (FAI), On-line University** delivers learning opportunities through various media using both self-paced courseware and live instructor-led classrooms, delivered to your desktop via your personal computer. It also serves as an on-line resource for information access and performance support. The On-Line University is built around the graphical metaphor of a campus map. The campus features multimedia tutorials, samples, forms, live audio broadcasts, on-line chat rooms for seminars, and instructor-led presentations. Also, there is a comprehensive library of text, audio, and video. An Individual Learning Center provides self-paced "mentoring" courses for Contracting Officer Representatives and, Contracting Specialists, and a course on IRS Form 1099. Price Analysis will be offered by an instructor. The FAI and **Defense Acquisition University** have partnered in developing a joint curriculum that complies with the Workforce Provisions of the Clinger-Cohen Act. Certification is student-specific, based on agency, office, and service. Courses that will be offered in the future include: Construction Contracting, Contracting for A&E Services, and Sealed Bidding. For more information, contact Gayle Messick at (202) 501-2980 or Gayle.Messick@gsa.gov.



FAI On-line University Virtual Campus Map.
(http://206.67.217.151/fai/register/main_frm.htm)

IDRC Award

International Business Machines (IBM) was recently recognized by the **International Development Research Council (IDRC)** for best practices in the area of globalization. Globalization here is defined specifically as its new worldwide real estate value management (REVM)

program. IBM's new real estate management tool provides a common methodology to assess the value of real estate fixed assets, identify conditions uniformly across the real estate portfolio worldwide, and provide a capital-allocation system that supports the company's business plan. REVM is a quantitative tool that gives managers a universal, consistent

language for evaluation. By making IBM's real estate management more process oriented and less transaction oriented, and by providing a consistent, worldwide methodology, REVM makes the evaluation of real estate strategic, financially sound, and global. REVM is accessible to IBM employees worldwide. Source: Site Selection Magazine Dec. 97/Jan. 98.

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