

The background of the entire page is a photograph of a large, multi-story building with a prominent arched window on the upper level. The image is rendered in a light blue, semi-transparent style, allowing the text to be overlaid clearly.

Real Property Policysite

December 2000

**EPA Regional
Office Building,
Kansas City, MO,
Incorporates GSA's
"Building Green"
Best Practices**

Best Practices

Special Edition

In this issue:

A Message from David Bibb

**Deputy Associate Administrator
for Real Property**

The Office of Governmentwide Policy (OGP) is pleased to publish the fourth Best Practices Special Edition of Real Property Polycysite. Inside you'll find highlights of best practices, policies and success stories from a wide array of Federal agencies. Each article summarizes a policy or practice that substantially improved operations by reducing costs and time, increasing efficiency and productivity, saving energy, improving financial performance, and/or helping to achieve strategic goals.

Many of the policies and practices described in this newsletter were candidates for the 2000 General Services Administration Achievement Award for Real Property Innovation. Others came to our attention through our partnership activities with the Federal and private sector communities.

I would like to thank those organizations that generously shared their ideas for this newsletter. We hope that Real Property Polycysite will provide information and resources that will lead to better management of your real property assets and improved workplaces.

I encourage you to start thinking now about submitting your agency's real property success stories for the 2001 Real Property Innovation Awards Program. We hope to share your achievements in next year's Best Practices Special Edition of Real Property Polycysite.

We welcome your comments and suggestions. Please call Mr. Chris Coneeney at 202-208-2956 or send e-mail to chris.coneeney@gsa.gov.



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policyworks.gov/realproperty

Welcome
to the Government
of the 21st Century!

Our 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.

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Facility Management

Facility and Property Inventory Reconciliation System

The Bureau of Indian Affairs (BIA) implemented a facility and inventory management system to better manage their real property assets. The Great Plains Region of the BIA manages 1,200 buildings with a total of 5,800,000 square feet of space in Nebraska, South Dakota, and North Dakota. The BIA identified some inconsistencies that existed in two separate information systems.

A group was created that developed a process to reconcile the facility data. The group created a report for each of the 1,200 buildings it manages. The reports were then compiled and copies were sent to each of the 12 field offices, which then verified the data and reported any discrepancies to the Regional Office. Once the discrepancies were corrected, a new set of facility

First Impressions

The General Services Administration's (GSA) Public Buildings Service (PBS) began the First Impressions initiative in 1999 to balance public access and the need for security in Federal buildings. The group identified 5 factors influencing a visitor's first impression of a building:

- Reduce clutter
- Consolidate functions
- Unify signage
- Streamline security
- Transform the image of the building

The group also sampled Federal facilities across the country to recommend a first set of improvements that could be made. Many of these modifications were

made with little or no cost. Projects with larger modifications were funded with existing repair and alteration funds.

In 2000, the group identified four large-scale renovation projects where the concepts from First Impressions will be applied:

- William S. Moorehead Federal Building in Pittsburgh, PA
- Peter H. Rodino, Jr. Federal Building in Newark, NJ
- Wilbur J. Cohen Federal Building in Washington, DC
- Byron Rogers Federal Building in Denver, CO

For additional information, contact Mr. Alan Camp at 303-236-7250 ext. 257 or via e-mail at alan.camp@gsa.gov. ■

reports was created that served as the baseline data for both the facility and the inventory information systems. This reconciliation will aid not only the facility management

personnel, but also the organization that awards various utility and facility contracts for these facilities.

For additional information, contact Ms. Cora Jones at 605-226-7343. ■

Idaho National Engineering and Environmental Laboratory (INEEL) Life Cycle Capital Planning

Diverse programs, the number of very old buildings, extreme distances between facilities, and special features needed presented challenges for capital planning at the Idaho National Engineering and Environmental

Laboratory (INEEL). INEEL is comprised of over 500 buildings contained within 890 square miles. The Life Cycle Asset Management Process that was developed emphasizes customer input within eight regional areas of INEEL. The

final product, INEEL Infrastructure: Life Cycle Capital Plan, forecasts all infrastructure capital needs for program life cycles. All major upgrades and replacements were

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Facility Management

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cost-estimated and planned through the year 2070.

The most significant result is that facility and maintenance managers focus on their future needs. Issues surface earlier, providing time to better set priorities, solve problems, and optimize capital dollar allocations.

For more information, contact Mr. Daniel B. Shirley at 208-526-9905 or via e-mail at shirledb@id.doe.gov. ■

INEEL Research Center, Idaho Falls, ID



Mail Presort

GSA's Heartland Region is benefiting from innovative processing of federal mail. After outgoing letters are metered and placed in trays, a presort company picks up the mail on a daily basis, transports it to the presort company facility where it is scanned by an optical character

reader, imprinted with a barcode, and sorted by zip code. The sorted mail is then tagged, and often sent directly to the airport, bypassing the main post office. Mail is sent out the same evening it is received. The Kansas City federal community is served by a "user friendly" contract, guaranteed savings on postage costs, and no paperwork. The new process has saved the Kansas City federal community over

two million dollars in postage costs since its inception in November 1994. By bundling government requirements, agencies can achieve greater economies of scale while utilizing the most current technologies of the industry.

For additional information, contact Ms. Sallye Benecke at 816-926-5016 or via e-mail at sallye.benecke@gsa.gov. ■

Mail Presort, Kansas City, MO

Facility Management

Privatization of Army Utilities Systems

The U.S. Department of the Army has improved the management of real property assets by privatizing an extensive network of government owned and operated utility systems. This initiative was honored by being named one of the winners of the 2000 GSA Achievement Award for Real Property Innovation in the Best Policy category.

With a national network of over 125 military bases, the Army had an existing inventory of over 320 separate utility systems. A workforce of 650

and a one billion dollar budget was required to operate, maintain, and repair an extensive real property inventory of electric, water, wastewater and gas distribution systems.

By the late 1980's and early 1990, the condition of the Army's infrastructure reached a state of crisis due to a combination of factors:

- Aging systems built during World War II had reached the end of their useful life (extensive repairs, modernization or replacement were necessary),

- Lack of funds to fully maintain, repair and re-capitalize the systems,
- Workforce cutbacks and retention issues,
- Compliance with an increasing number of environmental laws requiring clean air, water and safety standards.

The Army responded by reviewing their internal management procedures and evaluating new alternatives. Development of a new, innovative policy transitioned the Army from

continued on next page

Pictured front row left to right: William Eng (Award Recipient); Richard Dubicki (Award Recipient); John Krajewski (Award Recipient); Major General Robert L. Van Antwerp, Assistant Chief of Staff for Installation Management, U.S. Army; Regina Larrabee (Award Recipient); Staish Sharma (Award Recipient). Back row left to right: G. Martin Wagner, Associate Administrator, Office of Governmentwide Policy, General Services Administration; John Nerger, Director, Facility and Housing Division, Office of the Assistant Chief of Staff for Installation Management, U.S. Army; Thurman Davis, Deputy Administrator, General Services Administration. Not pictured: Carey Klug (Award Recipient) and Qaiser Toor (Award Recipient).



Facility Management

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being an owner and supplier of utility services to being a customer. The Army obtained Congressional approval for the privatization of utility services. Between 1991 and 1998, 31 Army owned utility systems were privatized.

The Army's successful privatization of its utility systems and the resulting benefits led the Department of Defense (DOD) to issue Directive #49 in December 1998, requiring privatization of all military owned and operated utility systems by September 2003. The DOD program is modeled on the successful policies and procedures developed by the Army. This will ensure the reliable, safe, environmentally compliant, and cost effective provision of electric, water, wastewater and gas utility services.

For additional information, contact Mr. John J. Krajewski at 703-428-6170 or via e-mail at john.krajewski@hqda.army.mil. ■

The Office of Real Property would like to thank its jury members for the 2000 Achievement Award for Real Property Innovation: Heather Peden, Regional Director General, Western Region, Public Works and Government Services, Canada. Other jury members included Todd Lewers, Vice President, Apex Site Management, Inc., BOMA; Robert Synowiec, Vice President/Portfolio Manager, Grubb & Ellis Management Services, Inc., IFMA; and James Toothaker, Director, Bureau of Office Systems and Services, Pennsylvania Department of Environmental Protection

Federal Office Building 4, Suitland, MD



Continuous Operations During Asbestos Abatement

GSA's National Capital Region (NCR) developed an innovative approach to abatement of asbestos at Federal Office Building (FOB) 4 in Suitland, MD, to allow the tenants to continue operations during the process.

In March 1999 asbestos was discovered inside the air handling units and ductwork of FOB 4. GSA completely shut down the air handling system to avoid contamination. However, with the cooling season starting in early May, GSA faced the possibility of not being able to provide air conditioning to its tenants. To heighten the problem at FOB 4, one of the tenants, the Naval Ice and National Weather Operations required uninterrupted air conditioning.

GSA developed a unique approach to the asbestos abatement process that kept the facility fully air conditioned

and allowed the tenants to remain in the facility during the abatement. GSA sealed off the contaminated ductwork and above ceiling areas and installed new ductwork on the exterior of the building with temperature controls to distribute air throughout the building. Then the contaminated air handling units were cleaned. The work was performed at night and on weekends to minimize disruption to the tenants of FOB 4.

The cost was \$3.1 million to isolate the above ceiling contamination and to provide temporary ductwork on the exterior of the building. This cost was more than offset by the \$10 million it would have cost to temporarily relocate Naval operations to Virginia and Colorado.

For additional information, contact Mr. Garner Duvall at 301-457-6000 or via e-mail at garner.duvall@gsa.gov. ■

Facility Management

Creating Incentives for Space Efficiency

The Central Intelligence Agency's (CIA) Office of Facilities Management (OFM) transformed the manner in which CIA managers value space by turning its operating budget over to space tenants and charging them rent in return. This creative "giveback" scenario facilitates the movement of space between components by providing additional dollars to acquire space to those organizations that are in substandard configurations and by providing fewer dollars to components that historically hoarded space. Previously, space was budgeted, paid, and maintained by OFM. As a result, space utilization was often inefficient, and new space requirements invariably exceeded available space.

The program is a success:

- Over 86,000 square feet of space was made available for mission critical needs.
- Savings of over \$1.9 million annually were achieved.
- Maintenance and repair has been built into the square foot rental charge for office space to fund the modernization and replacement of aging building systems.

Now, space is managed as effectively as any other resource. The CIA is able to reduce the space occupied and match space function with space type (e.g. moving

Spatial Data Integrity Project

An audit in February 1998 revealed inaccuracies in GSA's PBS rent billings, resulting from space variations of more than 5 percent when compared with actual space remeasurements. Inaccuracies resulted in substantial underbillings and loss of revenues. The Spatial Data Integrity (SDI) project was launched, with the objectives of correcting data, maintaining data, and sharing data.

This initiative:

- Re-measures PBS owned and leased buildings that produce up to 80 percent of the revenue in each region.
- Prepares building plans using computer aided drafting and maintains them using a computer aided facility management system.

- Establishes new business practices to maintain changes in building drawings and data accuracy.

PBS Central Office developed the SDI model system using commercial off-the-shelf software, and deployed it to the eleven regional offices. Recoupment of initial project cost of \$13.73 million is projected to occur in approximately 1.5 years. Additionally, each region has the potential to recoup millions of lost rental income annually. For example, Region 7, the lead SDI region, remeasured 46 buildings for a cost of approximately one million dollars. However, PBS expects to recoup approximately \$3.2 million in rental income annually in these buildings.

For additional information, contact Mr. Hal Piper at 202-501-9096 or via e-mail at hal.piper@gsa.gov. ■

Space Verification Factor

GSA's Northwest Arctic Region ensured that the rental rates derived from the conversion of square foot measurements would lead to consistent rental charges to the tenants.

PBS has changed the unit of measurement from usable square feet to rentable square feet, the office building standard. This necessitated a remeasurement of government-owned facilities for this new standard. As a part of this process, the Region captured the

rentable/usable factor of the building, which is the ratio of common areas in the building to the size of the building in rentable square feet. This factor is an input that can alter the rental rate derived for the building.

By capturing this information, the Region has assured that the rental rates charged its tenants are consistent and comparable with similar facilities in the area.

For additional information, contact Mr. Kenneth Smith at 253-931-7615. ■

storage to warehouse space). For additional information, contact

Mr. Volner S. Robertson at 703-874-4800. ■

Facility Management

Backfill Team

GSA's Great Lakes Region formed a team to reduce the amount of vacant space in government owned buildings in one of its Property Management Centers (PMC). The backfill team was comprised of representatives from the Office of Portfolio Management, the Property and Realty Services Office, and the PMC.

The team initially identified potential backfill tenants based upon lease expirations and the square footage requirements. The team then matched this information against pockets of vacant space in government owned buildings in the vicinity.



(above) Minton-Capehart Federal Building, Indianapolis, IN



(left) U.S. Courthouse, Indianapolis, IN

The team is negotiating with 3 agencies to backfill 40,000 square feet of vacant space in the Minton-Capehart Federal Building and the U.S. Courthouse, both of which are in Indianapolis, IN.

For additional information, contact Mr. Richard Heimlich at 217-492-4279 or via e-mail at richad.heimlich@gsa.gov. ■

Information Sharing

GRPIS Program Best Practices

GSA's Office of Real Property has further expanded its Governmentwide Real Property Information Sharing (GRPIS) program to include Phoenix and Albuquerque. The following Best Practices have been identified by the GRPIS Team during the studies of these locations. The practices have been using the same nine categories that are found at the GRPIS Web site under "Best Practices." Some of these Best Practices may fit more than one category.

Contracting

- GSA was able to negotiate a favorable base rental rate for the Phoenix Bankruptcy Court that included 24-hour cooling of the agency's computer room.
- The Albuquerque District Office of the Army Corps of Engineers use of the Government credit card and direct delivery of supplies has resulted in a decrease in the amount of space needed to store office and building supplies enabling the agency to use the available space more efficiently.

- Due to Kirtland Air Force Base's (AFB) runways being used predominantly by commercial airlines, the Air Force has turned control of the airfield over to the City of Albuquerque. In exchange, the Air Force rents the runways back for approximately \$50,000/year. The Air Force also provides crash and rescue support. The city is responsible for maintenance of the airfield.

Cooperative Services

- The U.S. Forest Service has developed a memorandum of understanding (MOU) with the Federal Bureau of Prisons for "low-risk" prisoners nearing the end of their sentences to perform simple facility maintenance (trash, fence repair, and campground maintenance). The Tonto National Forest is one of only three using this program. Prisoners benefit by gaining work experience and receive certificates of appreciation upon release.
- Luke AFB, NM provides aerial photography on a reimbursable

basis and itself uses aerial photography to determine impacts of changing, adjacent land uses on the facility.

- The Albuquerque Department of Veterans Affairs, Clinical Research Pharmacy Coordinating Center partners with the Department of Health and Human Services and the DOD in doing medically related research to address the needs of America's veterans.
- The Department of Labor, Albuquerque Job Corp Center has worked with Federal, State and local agencies to provide manpower to accomplish trade related work such as basic electrical, plumbing, masonry, concrete and other general maintenance skills and trades.
- The Department of the Interior's BIA, Santa Fe Indian School has developed direct working relationships with other Government agencies such as the Department of Energy's Los Alamos and Sandia National Laboratories. In addition, they have developed relationships with

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GRPIS

Information Sharing

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the private sector (Intel) to provide for student internships, use of excess equipment, and in some instances funding to upgrade the school that was built in 1890.

Real/Personal Property Disposal

- The Navy Marine Corps Reserve Center in Phoenix recently donated some excess trailers to a state agency. The Navy used the installation of these trailers at the new site as a training opportunity for Seabee Reservists.
- The Department of the Interior's Bureau of Reclamation in Santa Fe has been able to avoid stockpiling older, excess computers and other personal property items by donating and transferring them to the Bureau of Indian Affairs.
- The Department of the Interior's Bureau of Reclamation in Santa Fe has been able to donate its excess computers to the local school systems. This reduces the storage problems we have seen at other agencies that have not been able to streamline the process of disposing of their excess personal property.

Space Use

- The U.S. Forest Service (USFS) has leased two modular buildings to house the offices and workshop of the District Ranger Station at Tonto National Forest. The station had been located in the nearby town, but land development and rental rates became too high for the USFS. USFS plans to sell some parcels of land and use

funds to construct a small facility on land already owned (involving special legislation). This process has enabled the USFS to maintain its presence on parkland and within reasonable cost. The current plan is to have a permanent facility constructed during FY2002.

- The Forest Service Fire Fighters in the Tonto National Forest have been able to accomplish several unfunded projects during "down time" while between actually fighting forest fires. Using the additional seasonal staff during the "down time" the agency has been able to level and pave an area around a helipad, to install lighting around the helipad, and to erect an 18x45 Butler Building.
- Because of the distance to the nearby town, the Tonto National Forest Ranger Station has installed a large gas-storage tank for fueling government vehicles. This has saved both staff-hours and vehicle usage in commuting to and from town for fuel.
- Shifting demand of base supply from warehouse to direct order using the Government credit cards has resulted in excess warehousing space at Luke AFB, AZ. The Air Force is redesigning the excess space to house more efficient and much needed supply functions that must be maintained on base.
- In Phoenix, the alignment of several Bankruptcy courtrooms within the same corridor provides for the efficient and effective use of shared public space.
- The Phoenix Bankruptcy Court is part of a pilot project to reduce the number of hard copy documents and corresponding requirement for

storage space needed by having its library and records stored electronically. Future research will be conducted not in libraries but at computer workstations. This will significantly reduce the number of hardcopy books being printed and the corresponding need for space and shelving to hold them.

- The Albuquerque NWS operates 24 hours a day and relies on the use of computers and other electronic equipment. For its purposes, and because of the rapid developments in technology, the NWS must be able to make equipment changes without major impacts to its ongoing operations. To accomplish this, the NWS has incorporated a raised floor system throughout most of its operational office space. This flooring system enables the agency to change data and other wiring components without major space renovations.
- The Department of the Interior University in Albuquerque maintains a training facility in Albuquerque. The director of this facility is a member of a local Federal Interagency Training Council which enables the local Federal agencies to identify, inventory and schedule conference and training space in the Albuquerque area.
- The Department of Veterans Affairs (VA), Albuquerque Medical Center is located adjacent to Kirtland AFB. The VA and Air Force share use of the facility. The Air Force contributes funding for the emergency department. The Medical Center also houses a clinic for the personnel housed and working at Kirtland AFB.

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Information Sharing

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- The Firing Range located at Kirtland AFB, NM is shared with other Federal agencies as well as local law enforcement agencies for small-arms live-fire training.
- The mission of the Department of the Interior BIA is to serve the Native American community. In Santa Fe, BIA's Indian School has permitted the Department of Health and Human Services, Indian Health Service to construct and operate a hospital on its land. While not a direct function of the Indian School, this joint operation by two agencies represents a successful integration of two agencies' functions to better serve their target clientele.
- Due to recent downsizing, the Department of the Interior's Bureau of Reclamation (BOR) in Santa Fe entered into an agreement with the USFS, allowing them use of the excess space. This arrangement has worked well and USFS has been able to share some common function areas such as mail, supply and copier space. USFS has indicated that it would like to

collocate with BOR when the agency's lease expires in the next couple of years.

- The Albuquerque Department of Veterans Affairs, Clinical Research Pharmacy Coordinating Center was specifically designed with an area devoted to small work stations for each employee that works within the laboratory areas. This allows a safe, quiet place for workers to complete supporting paperwork, as well as collaborate with colleagues. In addition, this space which is located in the central part of the building, uses skylights to bring the benefits of daylighting to this area.

Environmental Issues

- Luke AFB, AZ has established a central control point for tracking and managing hazardous materials on base. This single control point has allowed for more efficient inventory management and effective control of regulated materials.
- In 1998, Luke AFB began a transformation to a total use of xeriscaping (native plants with

low watering requirements). This change has been effective in reducing water usage on base.

- GSA has created a landscaping project at the Phoenix Federal Building/U.S. Courthouse involving the introduction of mature, desert trees in a concrete plaza space and the conversion of mesic (requiring moderate watering) landscaping to xeric or xeriphytic (plants with low watering needs) to conserve water and minimize maintenance and pest control requirements
- The new U.S. Post Office in Corrales, NM was completed and occupied in late 1999 using environmentally friendly and energy efficient materials. Construction of the outside walls includes the use of "straw bale construction." The bales of straw serve to improve the insulating properties of the building. Gas consumption to run the HVAC has been reduced from an average of \$300/month in the former facility to approximately \$40/month at this newer facility. To further highlight the efficiency, the former Post

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The GRPIS Team:
Michael Mulloy, Bob Harding, Sheldon Greenberg, Gary Jordon

Information Sharing

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Office was approximately half the size of the new one.

- The interior ceramic floor tiles of the new U.S. Postal Office in Corrales, NM are made of recycled glass and the use of permeable concrete pavers in the parking areas allows water to percolate through and minimizes rain runoff. Avoiding the use of asphalt in the parking areas also reduces heat radiation from the parking surface material.

Good Neighbor

- The Navy Marine Corps Reserve Center in Phoenix recently completed some renovation work at its facilities. It was more efficient to clear the building while the work was done. As an interim measure, the Reserve Center leased space on weekends at a local elementary school, and as part of the lease agreement the Reservists did some grounds work and painting at the school. The Reservists were able to gain training experience, and due to the close proximity of the school, the Reserve Center's parking lot was used.
- The Phoenix Bankruptcy Court is using electronic case filing and processing over the Internet. The use of this technology has reduced the number of people that

need to come to the building and makes the process available 24 hours a day.

- All the bureaus of the Department of the Interior in Albuquerque use volunteers at their public sites to supplement limited staffing.
- Kirtland AFB personnel are working with Rehabilitation Services and Veterans Programs (RSVP), a non-profit organization, to provide training and jobs to homeless veterans who have been treated and released from the Veterans Hospital. RSVP will fund and construct a training facility on the air base. After completion of training, the Air Force will employ the veterans on base.
- The Department of Agriculture, USFS and Department of Interior, Bureau of Reclamation in Santa Fe co-sponsor a non-profit Public Lands Information Center on the first floor of this location. The Public Lands Interpretative Association provides free information on all facets of public land access and use, including Federal, state and local government land areas. The office manager has access to a wide database of contacts and provides one-stop shopping including the issuance of hunting and fishing licenses. The organization has a web site at www.publiclands.org.
- The BIA Santa Fe Indian School located at 1501 Cerrillos Road, has

incorporated the focus of the local community plan in its long range operations plan to better serve the Native American population's needs for training and education.

Building Utilities

- The Department of Veterans Affairs, Clinical Research Pharmacy Coordinating Center uses magnetic flashlights that are attached to the metal doorframes of individual storage areas. This allows for quick access to remote rooms without having to wait for the sodium vapor ceiling lamps to achieve full power.

Information Sharing

- GSA has formed a task force in Phoenix, AZ, that meets with representatives of the State, County and City governments on a quarterly basis to discuss issues of mutual concern within the Capitol District and adjacent areas. This collaborative relationship helps to ensure ongoing communication among multiple levels of government with similar interests.

For more information on the GRPIS program or any of the best practices mentioned above, please contact either Mr. Gary Jordon at 202-501-1219 or via e-mail at gary.jordon@gsa.gov or Mr. Bob Harding at 202-501-1411 or via e-mail at bob.harding@gsa.gov. ■

Tools and Models

Web Building Engineering Report

GSA's NCR developed a web based building condition assessment system, named the Web Building Engineering Report (BER). The web based system allows NCR to prioritize, schedule, and complete the backlog of repair and alteration work.

- prioritizes the work to be done based on physical condition, amount of investment versus projected income, and life cycle analysis.

The Web BER:

- provides a multi-level assessment of GSA owned and operated properties;
- identifies building deficiencies;
- develops budgets to correct the deficiencies and;

The Web BER contains 3 levels of analysis. The first level provides the basic physical characteristics of the building, such as its size, number of floors, tenants, and security level. The information is retrieved directly from the GSA facility management information system. The Level 2

Building Number	Building Name	Address	Facility Type	Level 2 Status	Level 2 Index	Level 3 Status	Level 3 Index
000792	1724 F STREET NW	1724 F STREET NW	Office - Normal Construction	CONE	0.5940	0.0001	0.5940
000922	1951 CONG ST AVE NW	1951 CONG ST AVE NW	Office - Normal Construction	CONE	0.5800	0.0001	0.5800
000716	2400 E ST NW CENTRAL	2400 E ST NW	Office - Normal Construction	CONE	0.5798	0.0001	0.5798
000536	2400 E ST NW EAST	2400 E ST NW	Office - Normal Construction	CONE	0.4650	0.0001	0.4650
000534	2400 E ST NW SOUTH	2400 E ST NW	Office - Normal Construction	CONE	0.7361	0.0001	0.7361
000752	300 FIRST STREET NW	300 FIRST STREET NW	Office - Normal Construction	CONE	0.8735	0.0001	0.8735
000962	400 L STREET SE	400 L STREET SE	Garage - Low Rise Construction	CONE	0.8167	0.0001	0.8168
000977	5400 OLD BRANCH AVE	5400 OLD BRANCH AVE	Office - Normal Construction	CONE	0.9888	0.0001	0.9888
000952	6000 WOODBURN RD	6000 WOODBURN RD	Office - Normal Construction	CONE	0.0390	0.0001	0.0390
000028	ADAMS BLDG - BLDG "F"	1000 ADAMS BLDG	Office - Normal Construction	CONE	0.2474	0.0001	0.2474
000372	CONGRESS SYSTEMS BLDG	1200 CONGRESS SYSTEMS BLDG	Office - Normal Construction	CONE	0.2909	0.0001	0.2909
000007	400 KANGAS	1475 KANGAS STREET SW	Office - Normal Construction	CONE	0.0004	0.0001	0.0004
000952	1475 L STREET SW	1475 L STREET SW	Office - Normal Construction	CONE	0.9411	0.0001	0.9411
000852	1475 M STREET SW	1475 M STREET SW	Office - Normal Construction	CONE	0.9535	0.0001	0.9535

assessment consists of a web-based series of 26 questions that assess the building systems. The survey is simple enough that buildings management staff can complete it. Based on the information provided in the first 2 levels, the Portfolio Management staff can determine which buildings require a more detailed level 3 analysis. The level 3 assessment, which is a series of 37 questions, is completed on the Web by building engineers and technicians after a physical inspection of the building. A certain number of level 3 buildings are then identified to have a complete level 4 assessment, which entails a comprehensive Building Engineering Report, that is performed by professional architects and engineers.

The Web BER allows managers to analyze the inventory and its repair needs by type of building, type of deficiency, age of the building, and building systems. The Web BER and other technical advances have cut in half the cost of completing these inventory assessments.

For additional information, contact Mr. Joe Lawler at 202-205-2371 or via e-mail at joe.lawler@gsa.gov.

PMT Exec

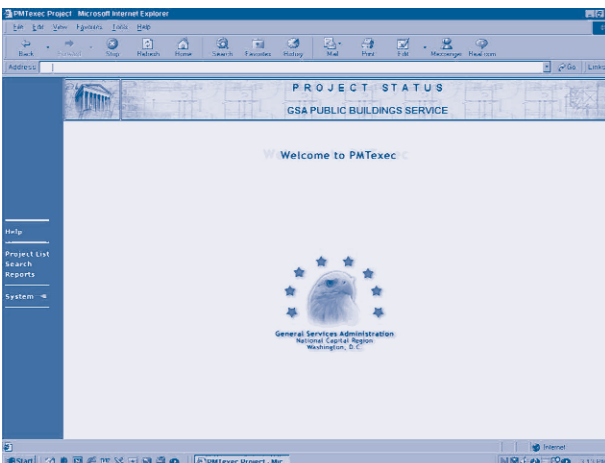
GSA's NCR developed a web based project information system that tracks the schedule, budget, and status of major capital projects in the Region.

The system provides real time

project information that can be accessed by employees throughout the Region. The summary reports and forms serve as the basis for management and project review meetings.

The PMT Exec has significantly reduced the administrative time and cost of compiling and producing weekly reports, since they can now be accessed real time via the Internet. NCR estimates that the system has paid for itself during the first year of implementation.

For additional information, contact Mr. Stephen Hagan at 202-260-3400 or via e-mail at stephen.hagan@gsa.gov.



Tools and Models

GSA's Telework Model

GSA's New England Region developed a telework model that is being implemented throughout the Region. Telework program developers, researchers, and advocates are always on the lookout for effective new practices that advance the telework movement. The Region recently reported the telework model to be a success. The telework program is built upon some interesting new practices:

- The telework program was developed and operated by a cross-functional committee with representatives from the executive committee, human resources, legal, systems administration, union, and employees.
- The Region hired a professional facilitator to conduct an in-depth meeting with managers to gauge reactions and prepare recommendations.
- The Region conducted a region-wide exercise in which they "turned the normal telework equation on its head." Employee groups were asked to justify why their work should be performed at the (main) office (as opposed to an alternate/remote worksite). Based on this, each work group developed its own telework plan and protocols.

Was all this successful? The Region surpassed its own telework goal (10 percent) and report 23 percent of eligible workers participating in telework. During the time the program has been in operation, the region has been recognized for outstanding performance in a number of areas. After beginning

with significant skepticism, managers in the Region agreed to continue and expand the program. And, of course, the teleworkers are highly positive about the program.

For additional information, contact Mr. Pat Halley at 617-565-5862 or via e-mail at pat.halley@gsa.gov. ■

Retail Tenant Services Desk Guide

GSA's Retail Tenant Services Center of Expertise (RTS) developed and published the RTS Desk Guide to enhance both the Outleasing and Concessions sides of PBS's real property portfolio.

Using clear and concise language, the guide explains the rules and processes governing both programs and provides asset management tools. As a result, the guide instructs land-owning agencies in methods to increase revenue for their properties, primarily through retention of proceeds from disposal and outleasing. The guide provides benefits to GSA, as well as other

federal agencies with real property management responsibilities.

This initiative has resulted in reinterpretation of the legal authorities available for outleasing. By using the National Historic Preservation Act of 1966 and/or the Public Buildings Cooperative Use Act of 1976, agencies may deposit all proceeds generated from outleasing into the Federal Buildings Fund. This initiative has increased income from outleasing by 83.7 percent from FY 1998 to FY 2000.

For additional information, contact Mr. Joseph Nickerson at 617-565-6727 or via e-mail at joe.nickerson@gsa.gov. ■

Management/ Process Improvement

Real Property in the New Millennium

GSA's Office of Real Property has completed work on its Real Property in the New Millennium report. The report provides Federal real property managers with strategic information and data to help them prepare for future real property challenges in the next 10 years. The document focuses on unique trends that affect the design, construction, management and utilization of office buildings and workspace of the future. Information for this effort is based on the efforts of a project team and a contractor that collaborated with and interviewed 38 representatives from 34 global organizations.

Representatives included managers from selected Federal, State and local governments; professionals from real property management, information technology, realty investments and human resources; plus experts from economists, academia, futurists and fast track organizations.

In addition, the report has a model that forecasts the top 10 commercial office markets in the U.S. that will experience market growth in real estate during the 10-year period. GSA combines historical realty information and data from Torto Wheaton Research with other considerations such as absorption rates, office completions in the model.

Furthermore, we identify the 10 largest commercial office markets in the U.S. Included is a brief discussion that addresses how the

markets will change in the next 10 years.

In the future, we plan to conduct a second review that identifies how the changes predicted in this report benefit the Federal real property community. We will focus on what

types of changes were implemented in buildings and the workspace, and report on why some were chosen over others.

For additional information, contact Mr. Ron Whitley at 202-501-1505 or via e-mail at ron.whitley@gsa.gov ■

Good Practices

GSA's PBS created the Good Practices program to highlight the processes and

initiatives that have improved the organization's results in its nine performance measures:

Customer Satisfaction	Funds from Operations	Non-revenue Producing Space
Indirect Costs as a Percentage of Revenue	Cleaning Costs Compared to Industry	Maintenance Costs Compared to Industry
Leasing Costs Compared to Industry	Construction - Deviation from Budget	Construction - Construction on Schedule

For each of the 9 measures, the Good Practices program has identified regional offices, field offices, and specific facilities with superior results and has documented the processes and practices that led to their improvement. The goal is for other offices to use the Good Practices to improve their operations.

Thus far, PBS has documented over 100 Good Practices and has

established an internal web site dedicated to accessing and publicizing these Good Practices. In a survey of employees, two-thirds were aware of the program, while one-third had applied one of the Good Practices in their organization and had improved results.

For additional information, contact Mr. Henry Singer at 202-501-1447 or via e-mail at henry.singer@gsa.gov. ■

Management/ Process Improvement

Linking Budget to Performance

This nationwide program developed by GSA's PBS is based on achievement of key business goals referred to as the "Big Nine" after the nine performance areas that employees strive to meet or exceed by the end of the year. The object is for employees to think more creatively and try innovative ideas to better their performance. Regions are awarded with increased budgets and individuals receive cash. The result has been a shift in the way employees measure success. Instead of focusing on the process of doing their day-to-day job, they now focus on the quantitative measures of the outcomes and results. Employees are working across organizational lines and have become stakeholders in GSA's business, committed to maximizing performance. Linking Budget to Performance has resulted in an 85 percent customer satisfaction rate, an increase of 39 percent in funds from operations and revenues, and

additional income and savings to PBS of approximately \$400M since implementation in mid-1998. For

additional information, contact Mr. Peter Ford at 202-501-0514 or via e-mail at peter.ford@gsa.gov. ■

Evolution of the Realty Practice

GSA's PBS developed an initiative to address the changing role of the Federal real estate professional. Recently in PBS, the number of realty specialists had decreased, while their role has expanded. To address this gap in workload capability, PBS focused on identifying those activities that were decision-making versus task management.

PBS determined that its employees should make the decision-making activities, while the task management activities could be outsourced. The goal was to change the organization so it focused on the management of the Government's

business as opposed to the process to carry out specific project results. The emphasis was shifted to the customer relationship, and away from the contracts that delivered goods and products to the customer.

The other critical piece to the evolution was measurement as an indicator of success. PBS will use its customer satisfaction measures, and the cost of leasing and delivering space to its tenants to determine if the shift in focus was successful.

For additional information, contact Mr. Kevin Kampschroer at 202-501-4411 or via e-mail at kevin.kampschroer@gsa.gov. ■

Points of Contact

Facility Management

First Impressions

Mr. Alan Camp 303-236-7250 ext. 257
alan.camp@gsa.gov

Facility and Property Inventory Reconciliation System

Ms. Cora Jones 605-226-7343

Idaho National Engineering and Environmental Laboratory (INEEL) Life Cycle Capital Planning

Mr. Daniel B. Shirley 208-526-9905
shirledb@id.doe.gov

Mail Presort

Ms. Sallye Benecke 816-926-5016
sallye.benecke@gsa.gov

Spatial Data Integrity Project

Mr. Hal Piper 202-501-9096
hal.piper@gsa.gov

Privatization of Army Utilities Systems

Mr. John J. Krajewski 703-428-6170
john.krajewski@hqda.army.mil

Space Verification Factor

Mr. Kenneth Smith 253-931-7615

Creating Incentives for Space Efficiency

Mr. Volner S. Robertson 703-874-4800

Continuous Operations During Asbestos Abatement

Mr. Garner Duvall 301-457-6000
garner.duvall@gsa.gov

Backfill Team

Mr. Richard Heimlich 217-492-4279
richad.heimlich@gsa.gov

Best Practices 2000

Information Sharing

GRPIS Study Best Practices

Mr. Gary Jordon 202-501-1219
gary.jordon@gsa.gov

Mr. Bob Harding 202-501-1411
bob.harding@gsa.gov

Points of Contact

Tools and Models

Web Building Engineering Report

Mr. Joe Lawler 202-205-2371
joe.lawler@gsa.gov

PMT Exec

Mr. Stephen Hagan 202-260-3400
stephen.hagan@gsa.gov

GSA's Telework Model

Mr. Pat Halley 617-565-5862
pat.halley@gsa.gov

Retail Tenant Services Desk Guide

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joe.nickerson@gsa.gov

Management/ Process Improvement

Good Practices

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henry.singer@gsa.gov

Evolution of the Realty Practice

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kevin.kampschroer@gsa.gov

Real Property in the New Millennium

Mr. Ron Whitley 202-501-1505
ron.whitley@gsa.gov

Linking Budget to Performance

Mr. Peter Ford 202-501-0514
peter.ford@gsa.gov

Do you need to contact Federal and International real estate and workplace leaders?

The Office of Real Property announces the September 2000 Edition of the:

Real Estate and Workplace Contacts Directory

A guide to Real Estate Contacts in the Federal Government, International Organizations and Related Associations.

The Directory is available on the Internet at:

<http://policyworks.gov/realproperty>

Contact the Office of Real Property, U.S. General Services Administration, for more information at 202.208.2531.

Points of Contact

Partnerships

Community Outreach

Ms. Nancy Garrett 317-226-5731
nancy.garrett@gsa.gov

U.S. Marshals Service - Fannie Mae Partnership

Ms. Katherine Deoudes 202-307-9009
katherine.deoudes@usdoj.gov

El Paso Border Station

Ms. Shirley Rohmer 817-978-7096
shirley.rohmer@gsa.gov

National Intelligent Workstation and Local Area Network Installation Program

Ms. Mulchand Lala 410-965-4948
mulchand.lala@ssa.gov

GSA Memorandum of Understanding with Federal Occupational Health

Mr. Dan Shipley 202-501-1968
dan.shipley@gsa.gov

Civic Square II Project

Mr. Edward J. Rynne, Jr. 703-526-2856
erynne1@email.usps.gov

Canon City Service First Initiative

Mr. Paul Trentzsch 719-269-8554
paul_Trentzsch@co.blm.gov

USDA Collocation Initiative

Mr. Mark T. Stratton 202-720-3671
mark.stratton@usda.gov

Partnering for Performance

Ms. Maria Conley 817-978-4230
maria.conley@gsa.gov

Energy Efficiency/ Sustainability

Energy Team

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shirley.rohmer@gsa.gov

Commonwealth of Massachusetts Environmentally Preferable Products Procurement Program

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eric.friedman@state.ma.us

Environmentally Responsible and High Performance Building Guidelines

Ms. Hillary Brown 718-391-1371

Austin Energy Sustainability Rating System

Mr. Marc Richmond-Powers 512-505-3701
marc.richmond-powers@austinenergy.com

Building Green for the Future

Ms. Debra Yap 202-501-4373
debra.yap@gsa.gov

Planet GSA

Ms. Johanna Roark 202-219-0965
johanna.roark@gsa.gov

Renewable, Distributed, Electrical Generation

Mr. Roman Piaskoski 617-565-4693
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Points of Contact

Contracting

Construction Manager as Constructor

Mr. Brian Kimsey 404-331-5330
brian.kimsey@gsa.gov

Multiple Award Indefinite Delivery Indefinite Quantity Contract for Construction & Repair/ Alterations with Design Capabilities, Roofing and Paving

Ms. Shirley Rohmer 817-978-7096
shirley.rohmer@gsa.gov

Global Site Search and Appraisal Services

Mr. Keith Wilkie 703-516-1896
wilkiejk@state.gov

Disposal/Reuse

Streamlined Real Property Disposal

Ms. Laura Yeager 404-331-1142
laura.yeager@gsa.gov

Reindustrialization Revitalizes Assets

Ms. Susan Cange 865-576-0334
cangesm@oro.doe.gov

Partnerships

Community Outreach

GSA's Property Management Office in Indianapolis, IN has been an active member in the Indianapolis Downtown Cleaning Advisory Committee (IDCAC). The IDCAC has enabled GSA and its Federal tenants to form alliances with the local government as well as the private sector.

The IDCAC mission focuses on improving the "mile square" area of downtown Indianapolis. The group has been involved in activities to clean and beautify the area. These activities include:

- Developing a unified landscaping theme for public and private facilities in the downtown area.
- Litter reduction through promotion of anti-litter campaigns tied to special events, such as the NCAA Final Four.
- Development of "Direction Downtown," an effort to improve directional signage in the area.
- Representation in the Indianapolis Events Advisory Board that notifies tenants and facility managers in downtown buildings of upcoming community events, parades, and festivals.

GSA's active participation has improved and created relationships with the local government and the private sector. The IDCAC has also created savings for the government through reduced facility operating costs through the anti-litter campaign.

For additional information, contact Ms. Nancy Garrett at 317-226-5731 or via e-mail at nancy.garrett@gsa.gov. ■



Partnerships

El Paso Border Station

GSA's Public Buildings Service worked with the City of El Paso and the State of Texas to fund much needed improvements to the Bridge of the Americas Port of Entry in El Paso. Since the passage of the North American Free Trade Agreement, the traffic in goods and people at the Mexican border has risen dramatically. Several existing border stations are in need of modernization; however, the GSA lacks the available funding to address these needs.

The Transportation Equity Act of the 21st Century (TEA-21) appropriated funds to the Department of Transportation to make necessary improvements at border stations along the Mexican border. The State of Texas and El Paso had requested additional traffic inspection lanes and other improvements to ease the flow of traffic into the United States.

GSA obtained funding for a portion of the upgrade to the Bridge of the Americas Port of Entry. It then

U.S. Marshals Service: Fannie Mae Partnership

The U.S. Marshals Service (USMS) and Fannie Mae have partnered in the disposition of certain residential properties that have been forfeited to the USMS. Fannie Mae annually sells an estimated 22,000 pieces of residential properties nationally, using a network of licensed brokers, contractors, appraisers, and attorneys. The USMS became the first government agency to partner with Fannie Mae to dispose of real property.

Once the property is referred to USMS, Fannie Mae handles all steps in the disposition process, from the initial appraisal and inspection through the disbursement of funds after closing has taken place. After

the initial pilot of 10 USMS district offices, the agency has since expanded this partnership to 73 of its 94 district offices.

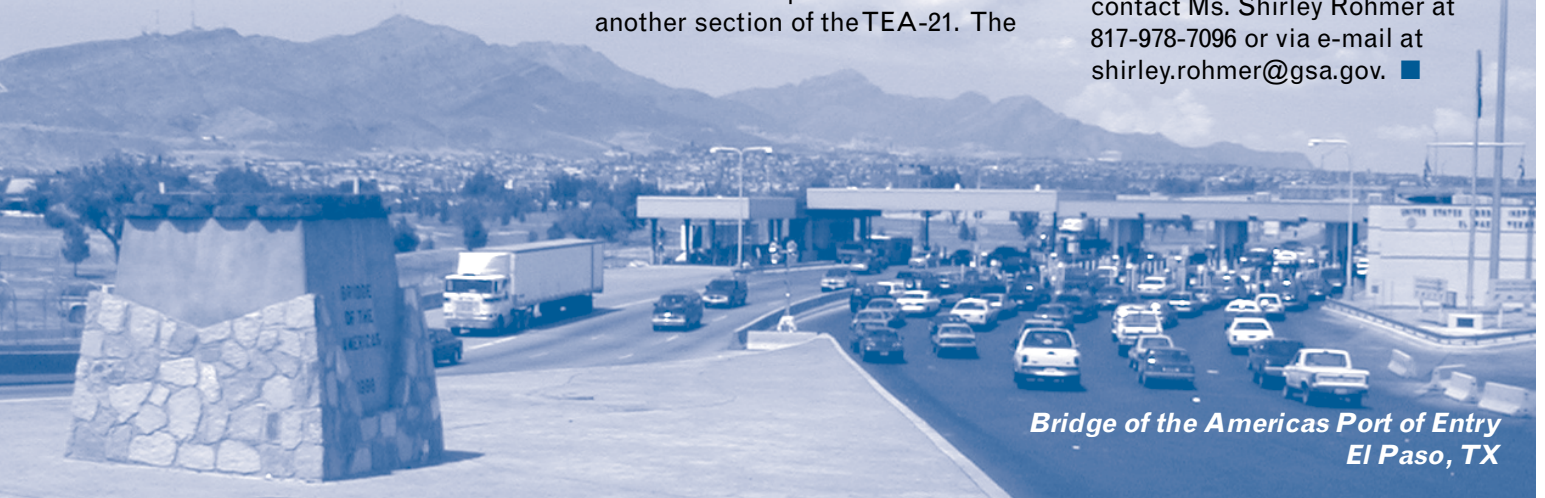
The partnership has allowed the USMS to focus on other critical areas and programs of its forfeiture program and reduced the amount of time spent on administrative property management functions. The partnership also decreased the average disposal time from 1 year to 142 days, while increasing the sales price as a percentage of the appraised value (from 85 percent to 91.2 percent).

For additional information, contact Ms. Katherine Deoudes at 202-307-9009 or via e-mail at katherine.deoudes@usdoj.gov. ■

entered into a Memorandum of Agreement with the State of Texas, by which the state would fund the remainder of the project, using funding from the Federal Highway Administration provided for under another section of the TEA-21. The

success of this effort can be seen by the fact that TEA-21 funding is being requested for other projects at several border stations.

For additional information, contact Ms. Shirley Rohmer at 817-978-7096 or via e-mail at shirley.rohmer@gsa.gov. ■



*Bridge of the Americas Port of Entry
El Paso, TX*

Partnerships

National Intelligent Workstation and Local Area Network Installation Program

The Social Security Administration (SSA) partnered with GSA to develop plans for the installation of intelligent workstations (IWS) and local area networks (LAN) at over 1,500 facilities nationwide.

The IWS and LAN were replacing outdated computer and furniture systems being used across the country. GSA and SSA also had to upgrade the data cables and power wiring to ensure that they would meet the distribution capacity and service requirements of the new computer system. The two agencies placed an emphasis on setting a consistent national standard, ensuring that the work would be done correctly the first time, and would be completed on time.

SSA was recognized recently for its efforts in

conducting this 6-year long installation project by receiving one of the Vice President's Hammer Awards.

For additional information, contact Ms. Mulchand Lala at 410-965-4948 or via e-mail at mulchand.lala@ssa.gov. ■

Civic Square II Project

The U.S. Postal Service (USPS) partnered with the City of New Brunswick on the development of Civic Square II, a four-story, 95,000 square foot structure housing a combination of federal, county and city users. It is the first public/private partnership of its kind in the State of New Jersey. The project creates a government district, providing a bridge between the city's nearby cultural, academic, health care and

business sectors. It is expected to be a catalyst for additional downtown revitalization, which is now dominated by the city's public housing complex and scattered and abandoned stores and houses.

The USPS Realty Asset Management Group acted as an internal consultant and contracting office by providing real estate expertise to identify, analyze and maximize the return on underutilized or excess postal real property assets. Based on previous development projects, the USPS determined that implementation of a long term, unsubordinated ground lease, with

continued on next page

*Civic Square II
New Brunswick, NJ*

Partnerships

Civic Square II, New Brunswick, NJ



PROJECT from previous page

participation by the developer and/or lessee, often provided the Postal Service with a financial return far exceeding that generated by the simple sale of a property. At the same time, USPS received improved operational space for its own needs, at either nominal or no cost.

Financial benefits are evident in this project. Rather than expending \$1.3 million to address a backlog of deferred maintenance items, USPS realized \$2.2 million from the transaction in prepaid ground rent and a temporary facility build-out allowance. Operations improved, as well as customer satisfaction and employee morale and productivity.

For additional information, contact Mr. Edward J. Rynne, Jr., at 703-526-2856 or via e-mail at erynne1@email.usps.gov. ■

GSA Memorandum of Understanding with Federal Occupational Health

The GSA Retail Tenant Services Center of Expertise entered into an MOU with the U.S. Department of Health and Human Services' Federal Occupational Health (FOH) division to provide nationwide sanitation inspection services.

In an effort to maintain acceptable levels of sanitation in retail food establishments operated in GSA-managed buildings, FOH sanitarians now conduct inspections, thereby providing an alternative source to meet inspection requirements.

This innovative practice has

produced immediate results and enabled Retail Tenant Services Center of Expertise to accomplish its goals and demonstrate the organization's commitment to protecting its customers. GSA and FOH worked together to assure a smooth transition and implementation of the program. The success of this venture demonstrates that partnering with other public and private sector organizations can result in the provision of better, cheaper, and faster services to our clients.

For additional information, contact Mr. Dan Shipley at 202-501-1968 or via e-mail at dan.shipley@gsa.gov. ■

Partnerships

Canon City Service First Initiative

The USFS and the Bureau of Land Management (BLM) have combined forces to deliver improved customer services. In Canon City, Colorado, the agencies have co-located visitor information services and fire management operations. In San Luis Valley, Colorado, three administrative geographical units have co-mingled staffs responsible for both BLM and USFS lands. Duplication is avoided by sharing employees, training sessions, equipment, warehouse and office space.

BLM and USFS have similar missions as stewards of 12 million acres of public lands in Southern

Colorado. By partnering, the agencies realized there were opportunities to provide better and more convenient service and to share resources for more cost-efficient delivery of services.

This partnership allowed both agencies to close two offices, warehouses and “wareyards” (one USFS facility in Canon City and one BLM facility in Alamosa). The big winner turns out to be the customer, who gets “one-stop shopping” and better service.

For additional information, contact Mr. Paul Trentzsch at 719-269-8554 or via e-mail at paul_Trentzsch@co.blm.gov. ■

Partnering for Performance

GSA and the Albuquerque community partnered to benefit both groups—improve GSA business performance and accomplish community goals through development of a real estate exchange. In order to effectively partner with the community, the GSA Partnering for Performance Team developed a strategic plan for the Albuquerque district.

The team sought to optimize downtown Albuquerque real estate value and performance. GSA wanted to improve portfolio performance and meet policy goals, and the City sought to increase tax revenue by revitalizing the downtown area. At the time, no GSA/City strategic plan existed, nor had there been any strategic collaboration efforts or real estate exchange agreements.

In the Exchange Agreement, GSA agreed to trade a federal historic building (which had losses of \$200K per year, needed \$3M in modernization, and had vacancy rates of 30-40%), a small surface parking lot, and a small parking garage for a large City parking garage located closer to other federal office buildings. In addition, the real estate exchange provides for GSA to lease City garage parking space and lease back the historic building until tenants are relocated to the other federal space. The exchange meets a projected Federal tenant demand for 450 additional City parking spaces and avoids future losses of \$200K per year and building modernization costs of \$3M

continued on next page

Co-located Offices, Canon City, CO



Partnerships

PARTNERING *from previous page*

on the historic federal building.

In this win-win situation, GSA was able to divest itself of costly maintenance and modernization, meet customer needs, make funds available for reinvestment in property retained in its portfolio, and in the end, retain the proceeds (obtaining a parking garage of equal value) from the real estate transferred out of federal ownership. The City was able to move forward with its downtown revitalization plan and came out a winner, too.

For additional information, contact Ms. Maria Conley at 817-978-4230 or via e-mail at maria.conley@gsa.gov. ■



USDA Collocation Initiative

In 1992, the U.S. Department of Agriculture (USDA) decided to collocate its three California offices in order to increase efficiency of operations. The offices in Sacramento, Davis, and Woodland were collocated to Davis. GSA was involved as the leasing agent.

The major emphasis of the reorganization was to streamline operations by reducing the number of USDA offices, increasing use of shared resources, and

reducing paperwork requirements for clients (thereby becoming more customer friendly). Data and information are shared through a single LAN/Wide Area Network/Voice network, which saves money by reducing time for data input. At the same time, customer satisfaction is increased by eliminating the need for the same information to be supplied to each agency separately. Other savings include reduced travel time between offices, lower agency expenses since fewer vehicles are needed, greater sharing of information,

and sharing of office equipment and supplies.

Lease administration has been reduced for USDA and GSA by combining personnel who were previously housed in one USDA lease and four GSA leases. Sharing of common areas also reduced square footage requirements. Those involved state that the success of this project was due to top management commitment and careful planning to ensure cost avoidance/savings through resource sharing.

For additional information, contact Mr. Mark T. Stratton at 202-720-3671 or via e-mail at mark.stratton@usda.gov. ■

Albuquerque, New Mexico

Energy Efficiency/ Sustainability

Commonwealth of Massachusetts Environmentally Preferable Products Procurement Program

Massachusetts Operational Services Division (OSD) has developed an Environmentally Preferable Product Procurement Program. The program has established its own web site at:

[http://
www.magnet.state.ma.us/
sd/enviro/enviro.htm](http://www.magnet.state.ma.us/sd/enviro/enviro.htm)

OSD wrote specifications, sent out

the revised Request for Proposals for comments, and incorporated the comments in their new procurements. They also researched why people resisted switching to green products. The reasons given include stubborn brand loyalty, ongoing deals with suppliers, the fact that non-green products are not illegal - and therefore cannot be banned, and that the cost, availability

and functionality of green products can also affect willingness to employ them. Also, an "owner's manual" is essential for ensuring that green procedures are understood and implemented.

For additional information, contact Mr. Eric Friedman at 617-720-3351 or via e-mail at eric.friedman@state.ma.us ■

Energy Team

GSA's Greater Southwest Region created an Energy Team to implement innovative practices and initiatives

designed to reduce energy consumption throughout the Regional inventory.

The team developed several contracting tools and energy practices that have saved the Region

millions of dollars. By directly procuring an Energy Savings Performance Contract for the Region, a cost avoidance of \$15 million was created. The savings over the next year from these energy contracts are estimated at over \$32 million.

Austin Energy Sustainability Rating System

Austin Energy introduced a residential, five-star rating system that now results in higher profits for developers following their guidelines. The City of Austin's Green Building Program has encouraged construction professionals and consumers to incorporate sustainable building practices, systems, and materials into residential and commercial construction.

The city is preparing a commercial

office guide that can be accessed on the Internet at:

[http://www.greenbuilder.com/
sourcebook/contents.html](http://www.greenbuilder.com/sourcebook/contents.html)

For additional information, contact Mr. Marc Richmond-Powers at 512-505-3701 or via e-mail at [marc.richmond-powers@
austinenergy.com](mailto:marc.richmond-powers@austinenergy.com). You can access Austin Energy's web site at:

[http://www.electric.austin.tx.us/
environment/index.html](http://www.electric.austin.tx.us/environment/index.html) ■

The team began by identifying "energy hog buildings" that use excessive amounts of energy relative to other similar buildings and locations. The team then developed schedules and plans to prioritize energy upgrades to these facilities.

In addition to the reduced energy consumption these upgrades have created, the Region also improved their customer satisfaction scores in these facilities. These upgrades also improved the appearance of the facilities, complementing PBS's First Impressions initiative.

For additional information, contact Ms. Shirley Rohmer at 817-978-7096 or via e-mail at shirley.rohmer@gsa.gov. ■

Energy Efficiency/ Sustainability

Environmentally Responsible and High Performance Building Guidelines

The New York City (NYC) Department of Design and Construction developed a set of guidelines designed to bring awareness of green design to NYC's building procurement process.

These guidelines are also an excellent resource for anyone working to incorporate environmental principles into commercial buildings.

Through a series of initiatives undertaken over the last few years, New York City has begun to lay the groundwork for introducing energy and resource efficient attributes selectively into its public facilities construction programs.

Policy makers hope to capitalize on the economic and environmental benefits of green buildings now

better understood through exemplary demonstration projects across the country.

A copy of the guidelines can be located at:

<http://www.ci.nyc.ny.us/html/ddc/pdf/greentoc.pdf>

For additional information, contact Ms. Hillary Brown at 718-391-1371. ■

Building Green for the Future

GSA's PBS launched a comprehensive Sustainable Design Strategy to incorporate sustainable principles

into all of its business practices. These include siting, planning, design, construction, repair, alteration, leasing and

deconstruction of federal facilities. PBS was recognized for its efforts by receiving one of the 2000 GSA Achievement Awards for Real Property Innovation in the Best Policy category.

PBS was driven by their sense of stewardship and business imperatives, recognizing the interrelationship between the built

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Pictured front row left to right: Robert A. Peck, Commissioner, Public Buildings Service, General Services Administration; Lee Salviski (Award Recipient); Debra Yap (Award Recipient); David Eakin (Award Recipient); Donald Horn (Award Recipient). Back row left to right: G. Martin Wagner, Associate Administrator, Office of Governmentwide Policy, General Services Administration; Thurman Davis, Deputy Administrator, General Services Administration.

Energy Efficiency/ Sustainability

BUILDING GREEN *from previous page*

environment and the community. Equally important was providing customers with healthy, productive and environmentally benign workplaces.

Build Green features include:

- Reuse of existing space and materials
- Increased use of daylighting
- Reduced energy consumption
- Use of environmentally preferable building materials and maintenance products
- Quality indoor environments

PBS' strategy was to target three areas—commitment at the strategic level (top-down), processes, and people (bottom-up). Top-down commitment came from the PBS Commissioner. Short, middle and long range goals were developed,

including increased purchase and use of products made with recycled materials; reduction, reuse and recycling of construction and demolition debris, and incorporation of sustainable design principles into all capital projects. Pertinent documents and processes were identified and modified accordingly.

In a departure from traditional strategies, most of the efforts were focused on people. An incentive program aptly entitled “Demolition Derby” was developed to achieve the goal of construction waste management.

An extensive education and training program was undertaken and targeted at working level regional personnel. A sustainability matrix was developed to assist professionals in recognizing opportunities to Build Green. The web-based Whole Building Design Guide, which can

be accessed at www.wbdg.org, is a tool available to all interested parties in the federal community and in industry.

The most significant achievement has been the incorporation of the Build Green policy into PBS business processes. Notably, the Heartland Region developed a comprehensive regional plan for Build Green that was recognized at the White House Closing the Circle Award Ceremony and in a letter from the Vice President of the United States.

PBS has demonstrated that Build Green can be successfully incorporated into any organization and can be achieved without higher costs. As PBS states, “Sustainable design is good design—buildings that make sense, are responsive to the environment and have a lesser impact on the environment.”

For additional information, contact Ms. Debra Yap at 202-501-4373 or via e-mail at debra.yap@gsa.gov. ■

Renewable, Distributed, Electrical Generation

GSA's New England Region negotiated an MOU with Boston Edison to develop a benchmark solar project; a building integrated solar array, which is actually part of the roof and integrated with the building/utility electric grid. The J.F. Williams Federal Building in Boston, MA, which had been one of

continued on next page

David Skaggs Research Center (NOAA), Boulder, CO

Energy Efficiency/ Sustainability

Planet GSA

On Earth Day 1998, GSA announced a new initiative to protect the environment. It is based on the goals of:

- **Buying Green:** GSA promotes the purchase of recycled, energy-efficient, and environmental products and services, and encourages reuse of products.
- **Building Green:** GSA builds, modernizes and alters federal facilities using sustainable design principles.
- **Driving Green:** GSA promotes and expands the fleet of alternative fueled vehicles (AFV's) and promotes commuting strategies such as carpooling and telework.
- **Saving Green:** GSA promotes energy and water conservation in

federal facilities and use of renewable energy sources and emerging technologies.

- **Managing Green:** Planet GSA recognizes other environmental activities that our

To meet the goal of environmental protection, GSA is partnering with its customer agencies. Twelve federal agencies and the United Nations have signed Memorandums of Agreements with GSA and discussions with additional agencies and private sector companies are in the works. In addition, a "Greening Small Businesses" initiative to encourage vendors with environmental products to get on the GSA schedule is underway.

Planet GSA

employees are involved in, such as recycling, environmental remediation, pollution prevention, and our Urban Livability and Good Neighbor Programs.

or additional information, contact Ms. Johanna Roark at 202-219-0965 or via e-mail at johanna.roark@gsa.gov. You can access the Planet GSA web site at:

<http://www.gsa.gov/planetgsa> ■

*J.F. Williams Federal Building
Boston, MA*



RENEWABLE from previous page

the Region's highest cost per square foot buildings, became the recipient of a U.S. Department of Energy "Million Solar Roofs" grant for \$150,000. The opportunity to retrofit the building occurred when the building's dilapidated roof was scheduled for replacement. In order to provide public information on the project, a kiosk was placed in the lobby. It provides energy, weather, historical data, and solar energy information. The kiosk provides a valuable educational resource, as numerous web sites are linked.

Not only has the solar array been able to provide roughly one-third of the

electricity demand charges at the site; additionally, the amount of air born pollutants has been reduced. GSA demonstrated a leadership role by showing that renewable energy can be incorporated into an existing structure during routine maintenance replacement or repairs. The project was recognized as a winner in both the Fourth Annual GSA Environmental Awards Program and the Department of Energy's program, and was submitted for consideration as a finalist for the prestigious White House "Closing the Circle" awards.

For additional information, contact Mr. Roman Piaskoski at 617-565-4693 or via e-mail at roman.piaskoski@gsa.gov. ■

Contracting

Construction Manager as Constructor

GSA's Southeast Sunbelt Region has used the Construction Manager as Constructor (CMc) for several new construction projects throughout the Region. The CMc is a company under contract to the Federal government to provide design review, cost estimating, scheduling and other general construction services. The company, which works directly for the government, serves as a member of the GSA project development team during the planning, design, and construction phases of the project. The CMc provides a wide variety of design and construction services that is often performed by the construction manager and general contractors.

The Region modified the CMc delivery approach to use Fixed Price Incentive or Fixed Price Successive Targets contracts. These contracts establish a "not to exceed" price, while placing the responsibility and risk on the CMc to deliver the project within the available funds. These types of contracts also include incentives for the CMc, so that it receives some share of the savings that would result from excellent management of the project. The Greeneville, TN, Courthouse is the first project to be constructed using this new model of CMc.

For additional information, contact Mr. Brian Kimsey at 404-331-5330 or via e-mail at brian.kimsey@gsa.gov. ■

U.S. Courthouse, Greeneville, TN



Contracting

Multiple Award Indefinite Delivery Indefinite Quantity Contract for Construction & Repair/Alterations with Design Capabilities, Roofing and Paving

Longer term, multiple award indefinite quantity contracts (IQC) provide an overall strategic business opportunity in terms of cost savings, workload reduction, faster purchasing cycle, and improved customer satisfaction. GSA's Greater Southwest Region devised an innovative approach to contracting. It was determined that an estimated five million dollars could be saved in administrative costs alone in the Region by instituting longer term, multiple

award IQC for construction, roofing, and paving. The business strategy was to operate more like the private sector and take advantage of recently implemented changes in federal contracting that provided an opportunity for growth.

The program adheres to the 1994 Federal Acquisition Streamlining Act, which emphasizes long-running delivery-order contracts rather than competing each buy and promotes multiple awards rather than single

ones. Generation of cash flow from usage is an additional benefit. This project changed the acquisition culture by providing the multiple benefits of cost savings, partnering, knowledge sharing, easy access to acquisition services, flexibility and responsiveness to customers, and increased client satisfaction.

For additional information, contact Ms. Shirley Rohmer at 817-978-7096 or via e-mail at shirley.rohmer@gsa.gov. ■

Global Site Search and Appraisal Services

The State Department was faced with the need to implement an expedited schedule to develop potential new sites for embassies and consulates around the world, as a result of the bombings of U.S. embassies in Kenya and Tanzania. A new approach to site searches was developed by using Global Real Estate Service Providers, with Basic Ordering Agreements (BOA) as the contracting vehicle. Previously,

Federal Buildings Operations personnel and U.S. Embassy or Consulate officials in the host country conducted site searches. Problems arose with consistency, level of expertise, regulations, etc. The new system has resulted in consistent, objective, and complete reporting on properties for potential acquisition.

In a matter of weeks, the scope of work and the BOA were developed

and agreements executed. Previously, traditional contracting methods used for the same services took four months. Costs, as well as time, are saved. The need for large teams and multiple site visits has been eliminated. The State Department is finding that the program more than pays for itself!

For additional information, contact Mr. Keith Wilkie at 703-516-1896 or via e-mail at wilkiejk@state.gov. ■

Publication Survey

Real Property Polycysite: Best Practices Edition

Your feedback is important to us. Please take a few minutes to complete this survey for this publication so we may better meet our customers' needs.

1. The publication is of interest to you.

Strongly agree ____ Agree ____ Disagree ____ Strongly disagree ____

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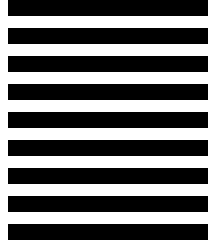
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Disposal/Reuse

Reindustrialization Revitalizes Assets

The Department of Energy's (DOE) Oak Ridge Reindustrialization Program is at the forefront of DOE efforts to reuse expansive amounts of government real property by seeking

private sector applications. These efforts have extended the life of underutilized assets and saved millions of taxpayer dollars. The combination of the end of the Cold War and declining federal budgets

left a legacy of underutilized facilities, equipment, and materials, many of which were chemically contaminated and awaiting disposition through DOE's Decontamination and Decommissioning (D&D) Program. Reindustrialization is an innovative method to accomplish D&D of underutilized facilities, equipment, and materials, and make them available for productive use by the commercial sector. The East Tennessee Technology Park (ETTP) is being transformed through reindustrialization into a self-sustaining private sector industrial park where commercial tenants lease DOE facilities and equipment. The goal is to deindustrialize ETTP by 2010, and give the site new life as a home to a wide range of commercial businesses.

To date, achievements include:

- Reuse of over one million square feet of building space through leasing (avoiding the high cost of utilities, maintenance, and in some cases, decontamination).
- Recycling of over 17,000 metric tons of materials and equipment at a cost savings of nearly \$15.5 million to the taxpayer.
- Lease of the Horizon Center's site infrastructure to the Community Reuse Organization of East Tennessee has resulted in a cost savings of nearly \$93 million.

Specific initiatives include fixed price and no cost D&D contracts, and lease-barter arrangements.

For additional information, contact Ms. Susan Cange at 865-576-0334 or via e-mail at cangesm@oro.doe.gov. ■

Streamlined Real Property Disposal

The U.S. Coast Guard (USCG) and GSA's Public Building Service partnered in the streamlined disposition of 24 lighthouse properties, in Puerto Rico, the Virgin Islands, and the Southern coast of the United States, that had been identified as excess. The USCG did not have the resources to complete 24 separate reports of excess (ROE) for each lighthouse property being excessed.

GSA eliminated unnecessary or repetitive steps in the ROE process. Normally, the agency and GSA would each inspect the property being excessed. Now the second inspection is eliminated and the two agencies split the costs for one inspection. GSA and the USCG also eliminated duplicative National Environmental Protection Act (NEPA) consultations. This reduced the cost for site inspections and environmental studies by 50 percent. The USCG estimates that the streamlined

process cut the disposal time of these lighthouses by one year and created a cost avoidance of \$285,000 per year in maintenance costs for these properties.

In addition, organizations consulted under NEPA and historic preservation laws are sent a single list containing all the properties for their review. This change has shortened response time dramatically. GSA's Regional office has also standardized and computerized several parts of the ROE process that further reduced the preparation time.

The USCG was so impressed that GSA has presented the streamlined disposal model to its offices in Alameda, CA and Providence, RI. GSA is also using the streamlined ROE process to dispose of its own properties in two other Regional offices.

For additional information, contact Ms. Laura Yeager at 404-331-1142 or via e-mail at laura.yeager@gsa.gov ■

Amelia Island Lighthouse, Fernandina Beach, FL

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