GSA

GSA Office of Governmentwide Policy

Real Property Policysite

October 2001

EPA Sustainable Campus
Research Triangle Park
North Carolina

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 honored to publish the fifth Best Practices Special Edition of Real Property Policysite. This newsletter contains highlights of best practices, policies and success stories from across the Federal government. Each article summarizes a policy or practice that has substantially improved the management of the Federal inventory through:

- Improving financial performance
- Increasing efficiency and productivity
- Promoting sustainable development
- Reducing costs and time
- Saving energy
- Supporting strategic goals of Federal agencies

Most of the articles in this edition summarize the best practices that were candidates for the 2001 General Services Administration Achievement Award for Real Property Innovation. We are pleased to announce that the winning entries are the Department of the Army's, "Sustainable Army Communities," and GSA's Public Buildings Service's "Linking Budget to Performance." We are also acknowledging for the first time three honorable mention entries: the U.S. Department of Transportation's United States Coast Guard's "Shore Facilities Capital Asset Management," U.S. Postal Service's "First Straw Bale Post Office," and Environmental Protection Agency/U.S. Army Corps of Engineers/GSA's "EPA's New Sustainable Campus." Other best practices came to our attention through our partnership activities with the Federal and private sector.

I would like to thank those organizations that generously offered to share their best practices and policies with the real estate community. Through avenues of information sharing, such as this newsletter, we hope that you will gain access to information and resources that will lead to better management of your real property assets and world class workplaces.

I encourage you to consider submitting your own real property success stories for the 2002 Real Property Innovation Awards Program. We hope to include your accomplishments in next year's Best Practices Special Edition of Real Property Policysite.

We welcome your comments and suggestions for next year's award program. Please call Mr. Chris Coneeney at 202-208-2956 or send an e-mail to chris.coneeney@gsa.gov.

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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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Space Utilization Process

United States Air Force, Malmstrom Air Force Base

Housing units donated to "Operation Walking Shield," Malstrom AFB, MT

The Chief of Staff of the U.S. Air Force directed his commanders "to consolidate activities into fewer, more efficient facilities." Embracing the fundamental principles of quality organizations, the Malmstrom Real Estate Management Office initiated a long-term strategic plan to implement a scaled back, highly efficient and high-quality facilities program aimed at making Malmstrom Air Force Base (AFB) the finest community in the Department of Defense. The Malmstrom Space Utilization Process (MSUP) was initiated to address this task.

MSUP was created to ensure that the critical issues pertaining to facility consolidation, facility demolition and relocation, facility construction, environmental compliance, and energy conservation were properly considered during the management of real property. Based on these five guiding principles, this partnering technique has resulted in significant savings while substantially improving the quality of life for the Malmstrom community. All real property requests are critically evaluated prior to implementation. A significant spin-off benefit resulted in the relocation of excess family housing units to needy Montana Native American reservations by partnering with the Operation Walking Shield program.

For additional information, please contact Ms. Cindy L. O'Connell at 406-731-6209 or by email at cindy.oconnell@malmstrom.af.mil. ■

Housing units donated to "Operation Walking Shield," Malstrom AFB, MT

Jury Members

The Office of Governmentwide Policy would like to thank the members of the jury who selected the award winners and the honorable mention designees. Their time and efforts are greatly appreciated.

- Dr. Martha O'Mara, Lecturer, Executive Education & Special Programs, Harvard Design School.
- Ms. Lynda Stanley, Director, Federal Facilities Council, National Research Council
- Mr. Normand Coutour, Regional Director General, Public Works and Government Services Canada (PWGSC)
- Mr. William Yontz, Board of Directors, International Development Research Council

Warehouse Consolidation Project

Government Printing Office

The Government Printing Office (GPO), Materials Management Service, Stores Division, undertook a major consolidation of leased warehouse space with the relocation of the Springbelt warehouse paper storage operation in Springfield, VA to the Laurel, MD publications storage warehouse. This move ended GPO's need for 180,000 square feet of space, saving GPO approximately $5.3 million over the next five years while providing for more efficient use of the Laurel warehouse space. GPO began to scale down its space in Springbelt by vacating 100,000 square feet in March 2000.

GPO Warehouse, Laurel, MD

GPO currently leases a warehouse in Laurel, MD for its Superintendents of Documents publication storage, order fulfillment, and other related sales activities. This warehouse had approximately 70,000 square feet of space available due to reorganization of current functions. Even though GPO continued to purchase significant amounts of paper annually for its in-plant operation and for sale to Federal agencies in the Washington, DC area, the need arose for less paper storage space due to the rise in use of electronic information products. A team was formed to determine the feasibility and practicality of moving the Springbelt Operation to the existing space in the Laurel warehouse.

Ribbon-cutting ceremony, GPO Warehouse, Laurel, MD. The Honorable Michael F. DiMario, Public Printer of the U.S., cuts the ribbon as Assistant Chief Stores Division Harry Wilson holds.

Many factors had to be reviewed before this move was presented for further consideration including:

- Lease agreements
- Space requirements for the Springbelt Operations
- Space availability in the Laurel Complex
- Suitability of the Laurel Complex
- Suitability of present materials handling equipment
- Cost of transferring the inventory
- Impact on Springbelt employees

All of the above factors were addressed in a Feasibility Study completed in January 2000. These findings were presented to and approved by the Joint Committee on Printing. As a result, the move was completed in late August 2000, earlier than originally projected, and has been a complete success.

For additional information, please contact Mr. Larry Hall at 202-512-0895 or by email at ldhall@gpo.gov. ■

Investing & Divesting for Future Savings

U.S. Coast Guard

The Coast Guard's Maintenance and Logistics Command Atlantic and its three Civil Engineering Units manage the Coast Guard's Atlantic Area shore plant. Within this area the Coast Guard operates 148 multi-mission stations. Many of these stations were built decades ago for the Lighthouse or Lifesaving Service prior to their merger to form the Coast Guard in the early 1900's. Mission changes, technological improvements, and streamlining initiatives have rendered many of these historical structures functionally obsolete and/or oversized for current requirements. Most of these stations are nearing the end of their service life and will soon require recapitalization or divestiture efforts. Due to the historical nature of these structures, demolition or downsizing is often impossible.

The Coast Guard has implemented a practice of actively pursuing innovative solutions to the management of its shore portfolios. The Coast Guard has worked closely with local and state officials, as well as other federal agencies, to divest or outlease these facilities in order to renovate or construct new, low-maintenance, purpose-built structures. This is an innovative change over past practices where facility decisions were primarily based on engineering and architectural factors. Now, Coast Guard planners match facility requirements with mission requirements and utilize real property expertise to look for solutions to problems both on and off current Coast Guard property.

This practice has been applied at seven sites throughout the Atlantic Area. At the Coast Guard Station in Scituate, MA an oversized and aging facility was replaced by a smaller, new facility constructed on town property, while the existing property was transferred to the National Oceanographic and Atmospheric Administration (NOAA). Another example involved a grossly oversized facility located on nine acres in Ft. Trotten, NY that is being divested while a new station is being relocated a short distance away to the Federally-owned U.S. Merchant Marine Academy.

The Coast Guard Station located in Beach Haven, NJ was moved to a newly renovated, smaller building on base while the remaining buildings and grounds are being leased to the town saving significant maintenance costs. In replacing the Coast Guard Station in Brunswick, GA the Coast Guard worked closely with the State of Georgia to build the new Station at a State facility, realizing significant savings by utilizing the existing waterfront facilities. Operational, economic, and environmental factors are being considered simultaneously and balanced to identify the right facility for the Coast Guard.

In all these cases, the Coast Guard replaced existing oversized facilities with new or rehabilitated structures more appropriately sized for mission requirements. Furthermore, locating the structures on existing sites or partnering with other Federal or local officials negated land acquisition costs. Overall, these efforts enabled the Coast Guard to divest or outlease over 81,000 square feet of excess space, while saving approximately $2.6 million in initial construction and acquisition costs, $300,000 per year in routine maintenance and operating expenses, and avoided $4.8 million in backlogged non-routine maintenance costs.

For more information, please contact Mr. Don Scopel at 401-736-1750 or by email at dscopel@ceuprovidence.uscg.mil. ■

Commercialized Utility Services

Department of Energy

Utilizing authority from the Atomic Energy Act, the Department of Energy (DOE) is transform one of the original World War II secret cities, Oak Ridge, TN, into a new and vibrant technology center by transitioning underutilized government assets to the private sector. The enhanced availability of utility services to industrial development and residential areas is vital to Oak Ridge's transformation. Recognizing this, DOE is transitioning an infrastructure of utility distribution and generation facilities, equipment, and roads to local government and private business in the name of economic diversification and area self-sustainability.

The transition of assets is being accomplished in a cooperative effort between DOE, the Community Reuse Organization of East Tennessee (CROET), and Bechtel Jacobs Company. This partnership effort to accelerate cleanup and rejuvenate the regional economy is known as the Oak Ridge Reindustrialization Program. The goal of the program is to accelerate cleanup of the Oak Ridge Reservation while at the same time reducing the area's dependence on federal jobs and funding by returning underutilized or idle government assets to productive use in private businesses. This is accomplished through innovative contracting approaches, leasing of assets, and transfer of facilities.

DOE identified two opportunities for transitioning its utility systems and services to the private sector:

- DOE Water Treatment Plant, now operated by the City of Oak Ridge
- Heritage Center utility systems, now operated by Operations Management International (OMI) under contract to CROET.

DOE transferred ownership of the Water Treatment Plant to the City of Oak Ridge. In return, the City is charging DOE reduced rates for water use. The City is also benefiting from a lower rate than it was charged when the plant was under DOE operation. City

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Alteration, Investment and Repair (AIR) Process

General Services Administration, National Capital Region

The Alteration, Investment and Repair (AIR) Process is a three-level analysis of the capital assets in GSA's National Capital Region (NCR) to establish work and funding priorities at each step of the capital asset program: planning, approval and execution. The three levels of analysis serve to establish the NCR's investment, maintenance and customer-driven needs in its capital assets, prioritize these items by asset, and prioritize funding needs across the portfolio.

At the Project/Work Item level, work items are identified for input into the Public Buildings Service (PBS) automated repair and alterations database. This information is used to complete the Asset Business Plans (ABP's) which are prepared for each capital asset. At the Asset level, projects within each ABP are prioritized within three tracks (Investment, Management and Customer), according to the source of the requirement. Finally, at the Portfolio level ABP's are reviewed and projects prioritized for funding. This three-level approach takes the subjectivity out of prioritizing the capital program, ensuring both that assets are properly cared for and that analysis generates the greatest return per dollar and hour spent.

For more information, please contact Mr. Joseph Lawler at 202-205-2371 or by email at joseph.lawler@gsa.gov. ■

Asset Management and Planning

OAKRIDGE
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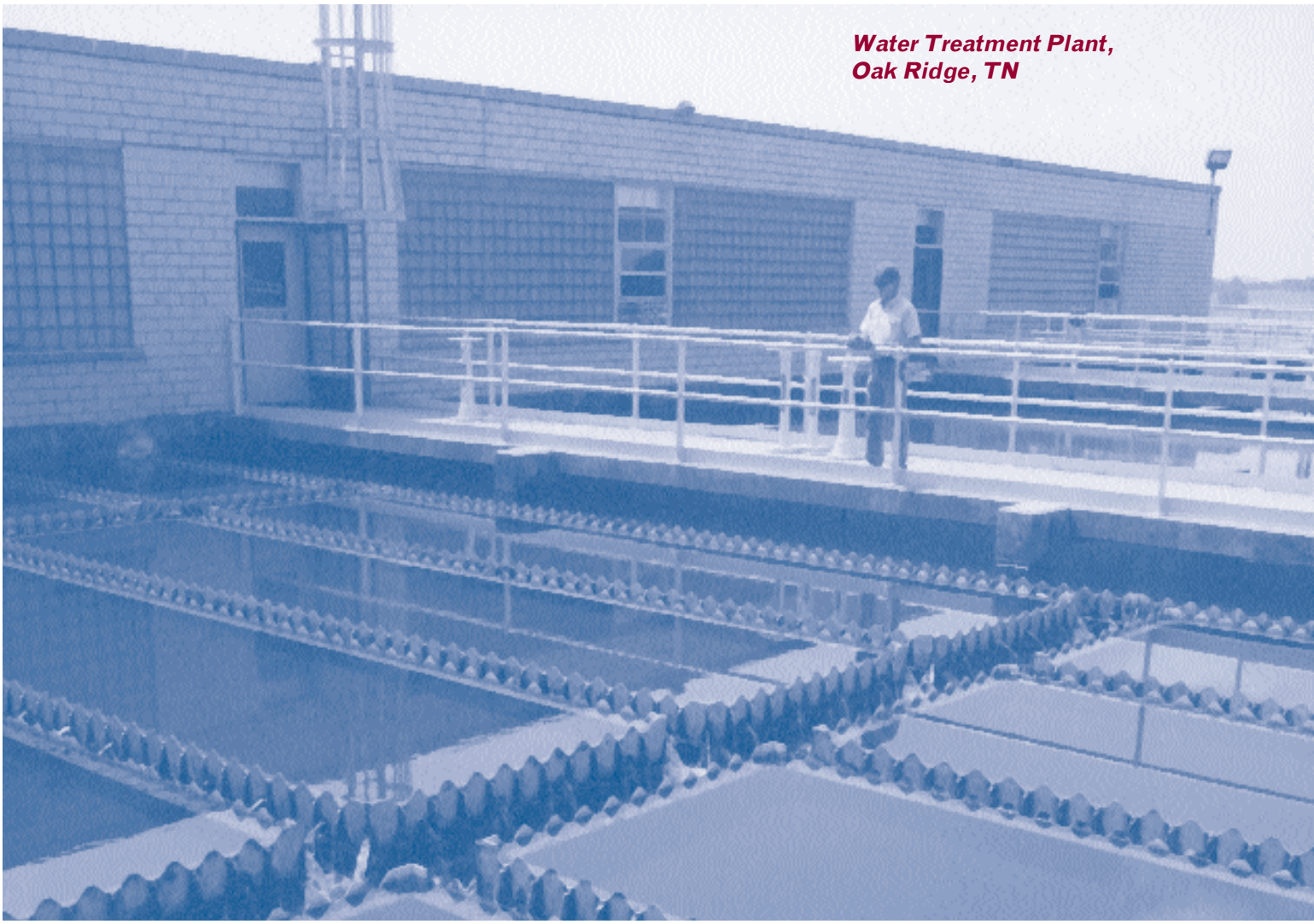
employees now run the plant, with the labor costs being fully recovered by the sale of water. The plant capacity is 28 million gallons of water a day, twice as much as is currently pumped daily and more than enough to address future residential and industrial growth. The DOE Water Treatment Plant transfer is expected to save the City of Oak Ridge approximately $270,000 per year. DOE expects to save $1.2 million annually.

OMI is under contract with CROET to operate certain utility and infrastructure support activities at Heritage Center, a former DOE production facility being redeveloped as a Brownfield industrial park. Utility services provided by OMI include steam generation, compressed air production, nitrogen distribution, natural gas distribution, and potable water and sanitary sewage treatment. OMI also maintains roads, sidewalks, and parking areas; the storm-water and fire protection water systems; and buildings leased to CROET.

The equipment, land, and materials needed to provide these services are leased to CROET from DOE. Overall, this contract saves the taxpayer as much as $3.25 million annually and $58 million over the 10-year life of the contract as compared to site utility services being provided through a DOE contractor.

For more information, please contact Ms. Susan Cange at 865-576-0334 or by email at cangesm@oro.doe.gov. ■



Water Treatment Plant, Oak Ridge, TN

Building Relationships for Results

General Services Administration, Greater Southwest Region

GSA has established a relationship with the Albuquerque community (City of Albuquerque and the Downtown Action Team) through the strategic planning and implementation process. The GSA Team realized the Albuquerque District was not meeting business performance and policy objectives. The District suffered losses of $2 million in fiscal year (FY) 1998 and had low customer service ratings (74 percent satisfaction rate). To address these issues, the Team created a Strategic Performance Plan and worked with the community to improve and implement it.

The Plan identified real property problems and planned solutions. It also analyzed and projected portfolio financial and operational performance. In the development process, the Team and the community shared each other's organizational goals and strategic plans. As a result, both parties adapted the plans to incorporate new information gained in the process. In addition, both parties identified areas to collaborate for mutual benefit and to optimize downtown Albuquerque real estate value and performance.

Successful initiatives performed in the context of an effective relationship with the community and an effective strategic plan included the following:

- Outleasing a historic building to the University of New Mexico and the All Indian Pueblo Council
- Relocating the Federal Bureau of Investigation to a new leased facility in Albuquerque
- Relocating the District Courts to a new downtown courthouse
- Relocating the Social Security Administration (SSA) to a new lease facility in downtown Albuquerque
- Creating additional downtown parking and improving GSA portfolio performance through a real estate exchange with the City of Albuquerque
- Reversing the negative image of the central business district, attracting new customers and increasing sales, occupancies and property values through the Downtown Business Improvement District.

This innovative practice produced the following results:

- Increased net income for the Albuquerque District portfolio from a loss of $25 million in FY1998 to a loss of $1 million in FY1999 to net income of $6 million in FY2000
- Increased customer satisfaction for the Albuquerque District portfolio from 74 percent in FY1998 to 84 percent in FY1999 and FY2000
- Met policy objectives to be a "Good Neighbor" to assure the viability of historic buildings and to improve the livability of urban areas.

For more information, please contact Ms. Maria Conley at 817-978-4230 or by email at maria.conley@gsa.gov. ■

Albuquerque, NM

Idaho National Engineering and Environmental Laboratory Long-Range Infrastructure Planning

Department of Energy

The purpose of the Idaho National Engineering and Environmental Laboratory (INEEL) Infrastructure Long-Range Plan is to identify all laboratory infrastructure and services necessary to support the mission and vision identified in the INEEL 2001-2005 Institutional Plan. Achieving that vision requires INEEL revitalization, which calls for enhanced infrastructure. The INEEL's infrastructure and support functions will improve business processes in order to reduce costs and ensure safe and compliant facilities and services. This plan covers the long-lived mission of the INEEL and will provide a path forward for infrastructure spending in the future. For the first time, any information pertaining to the INEEL infrastructure can be found in a single document, eliminating at least ten separate documents. In addition, the INEEL Infrastructure Long-Range Plan has been converted to an electronic medium available in PDF and HTML formats that are available via the company intranet.

Not only does the plan analyze infrastructure from a geographic site area, but also provides a very detailed analysis by space classification; e.g. laboratories, offices, storage buildings, etc. This analysis forces INEEL management to avoid the stove-piped decision making that can occur when limiting your vision to a geographical area. Thinking in terms of assets across the site results in the optimum decision making.

The INEEL Infrastructure Long-Range Plan articulates the condition of existing facilities. The plan is to satisfy the difference between the infrastructure that exists today and what is required in the future to support long-term INEEL missions and initiatives.

The INEEL Infrastructure Long-Range Plan provides stakeholders information regarding the current condition and future direction of the INEEL infrastructure. The INEEL Infrastructure Long-Range Plan supports definition of the INEEL infrastructure resource requirements consistent with DOE's FY2003 budget and the detailed work planning for FY2002. Needs were integrated from across all of the INEEL programs and business lines thus allowing the organization to more effectively prioritize and plan infrastructure resources. The overall objective with the INEEL infrastructure program is to anticipate, deliver, and maintain facilities, equipment, and services important to INEEL in achieving its programmatic and compliance goals on behalf of DOE.

For more information, please contact Mr. Daniel Shirley at 208-526-9905 or by email at shirledb@inel.gov. ■

INEEL Research Center, Idaho Falls, ID

Elimination of Barriers to Persons with Disabilities

Department of Energy

In an effort to continue to improve the workplace environment for persons with disabilities at DOE Headquarters, DOE conducted an audit of the Forrestal and Germantown facilities, the two federally owned Headquarters facilities. Numerous accessibility improvements for persons with disabilities had been implemented at the Forrestal and Germantown facilities in response to laws and regulations regarding accessibility and eliminating impediments to persons with disabilities. However, there was no direct communication with the DOE Community of Persons with Disabilities (CoPwD). DOE completed the improvements with no follow-up mechanism to ensure customer satisfaction.

The audit team was composed of not only subject matter experts, but also CoPwD members. The team adopted a two-pronged approach to accomplishing the audit. First, a request was posted asking for employee assistance in identifying possible barriers at the two facilities for persons with disabilities.

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Department of Energy, Forrestal Federal Building, Washington, DC

That's the Ticket Program

General Services Administration, Mid-Atlantic Region

In 1996, a customer satisfaction survey of the tenants of the William S. Moorhead Federal Building in Pittsburgh, PA revealed that tenants were only 66 percent satisfied with the services they received from GSA. GSA Building management personnel implemented improvements and the 1997 survey showed a satisfaction rating of 73 percent. However, there was still room for improvement. GSA analyzed the survey results and determined that improving its procedure for responding to customer service requests presented the greatest opportunity for further improving tenant satisfaction.

There were times when GSA had attempted to provide a "fix" to a customer complaint and assumed the "fix" worked because it heard no more complaining, when in fact the customer did not experience an improvement and assumed nothing else would be done. There was no follow-up practice in place, creating a disconnect between building management and the tenants.

GSA developed and implemented a new procedure for responding to customer service requests in the Moorhead Federal Building. The new procedure, referred to as That's the Ticket, includes the opportunity for the tenant to explain the nature of their complaint directly to the on-duty mechanic and includes a follow-up with the customer by a GSA manager on every service call to ensure that the customer is satisfied. After this program was implemented, the 1999 survey showed that customer satisfaction had improved to 80 percent.

For more information, please contact Mr. Bill Lawlor at 412-395-4988 or by email at william.lawlor@gsa.gov. ■

William S. Moorhead Federal Building, Pittsburgh, PA

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Members of the audit team also met with employees to share information on the audit and to solicit their concerns and suggestions. Second, the audit team conducted a physical survey of the facilities to verify employee concerns and identify other potential barriers to persons with disabilities. The audit team met to review and analyze the list of impediments identified for both facilities as well as to identify remedies. One hundred twelve actions were found, which were listed on a chart and separated into categories:

- Immediate (less than 1 year)
- Near Term (2 years or less)
- Long Term (3-5 years)

Each action included cost data where known, compliance with laws and regulations, responsible organizations and present status within their respective categories.

As of May 31, 2001, 55.4 percent of the actions had been accomplished in 38.3 percent of the allotted time and another 2.7 percent are currently in progress. The recommended actions are tracked until completed and a re-survey is conducted every year with a re-audit conducted every two years.

For additional information, please contact Mr. Louis A. D'Angelo, III at 202-586-6080 or by email at Louis.D'Angelo@hq.doe.gov. ■

Outleasing and Partnership Initiatives

Department of the Navy, Naval Sea Systems Command

Taking advantage of recent improvements in the military leasing statutue, 10 U.S.C. 2667, which provide a greater use of underutilized real property by non-DOD organizations the Naval Sea Systems Command (NAVSEA) has developed an outleasing initiative and a public-private partnership to:

- maximize utilization of installation capacity
- reduce cost of ownership of installation property
- leverage private sector investment in installation plant and equipment
- reduce cost of installation provided products and services
- foster cooperation with NAVSEA private sector partners

The Outleasing initiative uses the statutory authority to outlease non-excess industrial and administrative property located at NAVSEA field activities. The ability to receive in kind consideration, such as maintenance, protection, and other services, provides a most effective way for installation commanders to leverage their property assets, reduce their cost of ownership, lower the price of installation provided products and services and establish mutually beneficial commercial links with the business community.

The Public Private Partnership initiative uses the statutory authority from 10 U.S.C. 2667 and 10 U.S.C. 2474 to establish partnerships to provide for employees, private industry or other entities to perform work, or for private industry of other non-Department of Defense (DOD) entities to use facilities or equipment. Consideration may be received in any form or in cash. If consideration is received in cash under a partnership, the cash may be used for facility operations, maintenance and environmental restoration directly by the installation. This initiative is just now being implemented by NAVSEA.

For more information, please contact Mr. Dave Anderson at 202-781-3267 or by email at AndersonDW@navsea.navy.mil. ■

Photovoltaic Array Project

General Services Administration, National Capital Region

The Suitland Federal Center (SFC) Photovoltaic Array project showcases renewable energy technology. As the largest installation to date in the Million Solar Roofs Initiative, this highly visible demonstration serves as a working model for future photovoltaic installations.

Within this unique setting, GSA is demonstrating a promising, cutting-edge solar technology: multi-celled thin film photovoltaics. In fact, the SFC demonstration facility is now the largest multi-celled thin film solar power system in the United States. Thin film devices hold the promise of inexpensive, easily manufactured solar electric power. The host of unique challenges surmounted was more than simply technical in nature. Among other innovations, requiring subcontractors to take the initiative in developing new construction, installation, and construction management procedures represents a significant culture change from conventional construction methods. Yet this project clearly demonstrates that organizational, cultural, and institutional changes can be implemented successfully in a large-scale construction project, without detriment to budget or schedule, while achieving stated environmental goals.

For additional information, please contact Mr. Steve White at 202-260-9716 or by email at steve.white@gsa.gov. ■

Stormwater Management Program

General Services Administration, National Capital Region

NCR has seized the opportunity to promote environmental excellence through its newly designed "stormwater pollution prevention" initiative. The objective of this initiative is to import a basic understanding of the causes of stormwater pollution and the types of activities that require stormwater permits, as well as to provide an invaluable reference tool for GSA facility managers.

Training on implementing the stormwater management plan was provided to NCR property and project managers. NCR is integrating this environmental initiative throughout the organizational culture by actively encouraging everyone in the region to consider the impact of their projects, activities and operations on stormwater and the environment. NCR's comprehensive management plan compiles and disseminates best management practices and stormwater pollution prevention measures for all GSA facilities within NCR.

[F]ull implementation of this stormwater management plan will contribute significantly to overall improvement of water quality...

As the program is still in its infancy, it is too early to assess the results in terms of reduced runoff and/or pollution. However, NCR believes that full implementation of this stormwater management plan will contribute significantly to overall improvement of water quality in local streams, rivers, and the Chesapeake Bay. Furthermore, the program is designed to be easily adapted and implemented within other GSA regions nationwide.

For more information, please contact Ms. Kelly Holland at 202-708-5236 or by email at kelly.holland@gsa.gov. ■

Public Buildings Service Guilds

General Services Administration, National Capital Region

On October 1, 2000, NCR chartered six occupational guilds. Derived from the medieval practice of tradesmen united by common work and purpose, NCR's guilds were intended to act as clearinghouses for identifying and implementing best practices in major work areas. In addition, guilds were expected to facilitate lessons learned, to air and resolve key workplace issues affecting occupational groups, and to be a means to the end of professional-ization of major NCR work disciplines. Six guilds now exist:

- Procurement
- Property Management
- Financial Management
- Realty
- Project Management
- Security

Each guild is intended to be a recognized professional association, representing and assisting its members in increasing their knowledge, skills and abilities both in performing and administering the performance of work. In FY2001 and for the foreseeable future, the guilds will be prime movers as the region forecasts its "force structure" in a new era of Government work. Founded on the basis of essential work, not organization structure, the guilds provide a new way for NCR - and potentially GSA - to view its work, which focuses on the best way to get the task accomplished, regardless of personnel level or the organization chart.

For additional information, please contact Mr. John Bates at 202-205-2322 or by email at john.bates@gsa.gov. ■

Building Engineer Program

General Services Administration, Northwest Arctic Region

The Northwest Arctic Region Building Engineer (BE) program is designed to move the operation and maintenance (O&M) of buildings from the tactical to the strategic arm of the organization. The BE is a technical management position designed to assist Property Managers with the following tasks:

- Assistance in the development of O&M budgets
- Support and consultation for repair and alteration and construction projects
- Planner/estimator services
- Assistance in asset planning
- Client interaction
- Contract oversight in buildings where maintenance is outsourced

At present, only the larger Property Management Teams (PMT's) have a BE. However, the Region is in the process of expanding the BE program to all the PMT's to strengthen the maintenance program and ensure that the integrity of the inventory is not compromised as the Region moves towards outsourcing maintenance services. In addition to improving the management of real estate assets, the BE program allows the Region to invest in its human capital by retaining and advancing successful employees. The program can be easily transferred to other regions or agencies. The Region has developed core competencies for current employees and new hires.

To learn more, please contact Mr. Ross Buffington at 253-931-7261 or by email at ross.buffington@gsa.gov. ■

National Tax Appeal Program

U.S. Postal Service

The United States Postal Service (USPS) established, for the first time in its history, a systematic and comprehensive national tax appeal program for approximately 13,000 properties within the USPS's leased portfolio, for which reimbursement of real estate taxes is mandated by the applicable lease agreements.

The USPS crafted an overarching contract document that defined the scope of the task to include a wide range of over-assessed properties, including not only mammoth urban processing centers and distribution centers in excess of 1,000,000 square feet but also a multitude of smaller rural leased properties. The contractor completed an integrated Atlas tax database, comprising the entire USPS leased portfolio, with the capability to provide detailed property specific tax information and possessing a powerful range of software applications for analytical use. The contractor also instituted an internal payment and reporting system that satisfies contingency fee obligations resulting from successful appeals and provides an efficient means of tracking the progress of this national initiative.

Success indicators of this initiative to date are:

- Filing of approximately 2,000 real estate tax appeals during the initial two years of the program
- Documented first year tax savings during this time period of approximately $3,000,000
- Enhanced capability to pursue multiple complex major appeals as evidenced by successful actions in Kearny, NJ, Des Moines, IA, and Oakland, CA
- Compilation and entry of property specific information for over 90 percent of the database
- Facilitation of the payment of tax bills by USPS Facilities Service Offices in the field, via access to the tax parcel master list within the customized database developed for this program

For more information, please contact Mr. Edward J. Rynne, Jr. at 703-526-2856 or by email at erynne1@email.usps.gov. ■

Governmentwide Real Property Information Sharing (GRPIS)

The following Best Practices have been identified by the GRPIS Team while conducting the Kansas City and New England GRPIS Studies. The best practices have grouped using the same nine categories that are found on the GRPIS Web site (http://policyworks.gov/grpis) under "Best Practices." In addition, there are added categories for Benchmarking and Equipment. Some of these Best Practices may fit more than one category.

Kansas City GRPIS Study

Adaptive Reuse

- The National Archives and Records Administration (NARA) archival records storage facility is located underground in an abandoned limestone quarry where the environment is ideally suited for providing long-term storage. The operating costs are also very favorable.
- NARA saved approximately $75,000 by reusing shelving from its closed Bayonne, NJ facility, even after taking into account disassembly, shipping, and re-assembly costs.
- The USPS uses the GSA Furniture Center to both buy and excess used furniture.

Benchmarking

- The Veterans Administration (VA) provides management benchmarking on a quarterly basis that always relates to their mission. Some of the benchmarking strategies are:
  - Nationwide adoption of detailed, but user-friendly, contractor maintained database system for housekeeping. The program, provided by Environmental Services Consultants, includes a training package that includes testing.
  - Standardization of its linen and laundry products for ease of processing and benchmarking.
  - Benchmarking of maintenance and health care related services against the private sector to justify operating expenses.
  - Contracting out for additional staff during peak workload periods based on benchmarking results and staffing levels.
  - Use of common cost mapping and off the shelf software - Hospital Care Benchmarks Service Inventory.

Building Utilities

- NARA is able to greatly reduce its utility costs by locating its archive storage in underground caves, where the cost of utilities is $0.25 per square foot.

Contracting

- NARA uses computer equipment provided by Fed Ex to facilitate and expedite shipping needs.
- The VA has special approval to use 75-year enhanced leasing authority to provide its services to communities outside the hospital area. Other areas can piggyback on this contract.
- VA has a national bio-hazardous waste management contract that can be used by other agencies and could result in cost efficiencies versus individual contracts.
- VA has a partnering agreement with a private company for the destruction of confidential material.

Cooperative Services

- GSA has collaborated with the COE and its union on the hiring of industrial hygienists for monitoring air quality during renovations. These open communications have fostered a cordial and respectful relationship.

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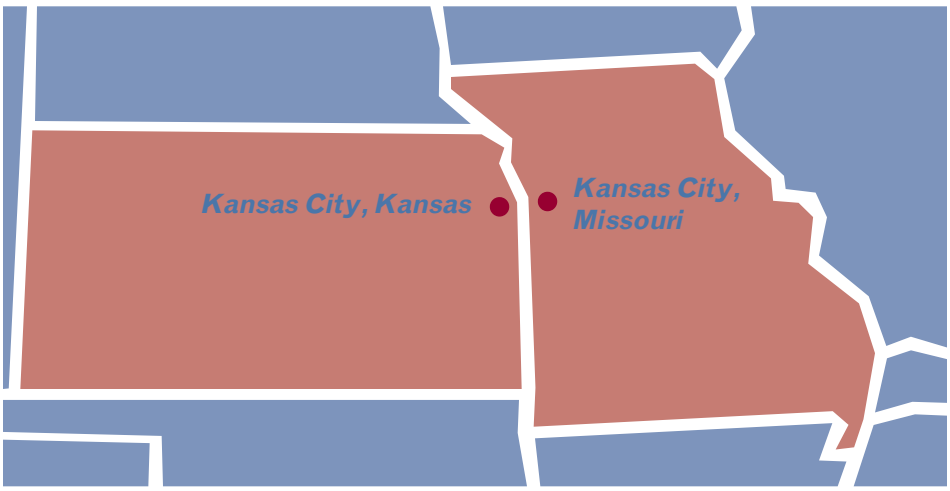

Governmentwide Real Property Information Sharing (GRPIS)

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- The USPS has an agreement with the COE for appraisal services. COE inspects USPS's government-owned properties for repair and alterations estimates, including buildings, grounds, equipment, and HVAC conditions in order to develop repair versus replace scenarios. USPS's agreement with the U.S. Army Corps of Engineers (COE) has resulted in considerable savings, compared with using a commercial contractor.
- The Job Corps Program can enter into partnership projects with Federal agencies to provide work service and expertise in a number of trade fields, while Federal agencies provide the necessary project materials. The Job Corps also has a "School-to-Work Program," where they can provide clerical personnel on a temporary basis to Federal agencies, allowing the students to get on-the-job training.
- The USPS makes use of the Kansas City Cooperative Administrative Support Unit (CASU) - an entrepreneurial Federal enterprise providing efficient and cost effective services to Federal agencies. CASU serves as a broker by providing administrative support and workplace services at reduced costs through national contracts.
- The VA uses the USPS to process its Workmen's Compensation Claims.

Environmental Issues

- The Environmental Protection Agency's (EPA's) Regional Headquarters building was specifically designed to be a new "green" office building that incorporates environmentally responsible "off the shelf" building products and practices that could be incorporated into the building without significantly impacting the cost or schedule of the project. The project won the GSA Environmental Award for design, as well as, for documentation of the project in Off the Shelf. Some of the many environmental design considerations included:
  - Providing an abundance of natural light in the building that allows for the reduction of electrical light usage through the use of frittering on the glass atrium roof that is designed to dissipate UV radiation, but allow in sunlight
  - Using light shelves around the outside of the building
  - Using only recycled aluminum
  - Using only wood from non-endangered forests
  - Using carpet made from 100% recyclable material
  - Incorporating 12 fichus trees in the atrium to help maintain air quality
  - Using the fountain in the atrium to provide white noise
  - Using light sensors to provide light as needed
- At NOAA's National Weather Service Training Center/National Aviation Weather Center:
- The original light fixtures did not supply sufficient light. Rather than changing light fixtures, the Center changed light lenses, at a lower cost, that limit reflection and increase brightness, thus allowing for lower wattage use.
- Each room has its own thermostat, which allows rooms not in use to be set at lower settings.
- The USPS makes an effort to utilize environmentally friendly products at their facilities.

Equipment

- VA now leases medical equipment, which calls for the contractor to supply maintenance, remove any excess/old equipment, and provide the VA with a rebate for salvage value. This arrangement allows the VA to keep pace with modern medical equipment, while avoiding the budgetary implications associated with a capital purchase.

Good Neighbor

- The Lake City Army Ammunition Plant is a partner with the local community in a Restoration Advisory Board (RAB) that meets on a regular basis to inform the surrounding area of what actions are being taken within the facility to support its remediation efforts. Although the plant has been a stable presence since 1940, the RAB has proven a useful tool to share information with a surrounding community that has changed.
- The EPA's Regional Headquarters building is designed with the loading dock and dumpster shielded from the neighbors' view.

Information Sharing

- GSA keeps tenants in the Whittaker Courthouse and the Bolling Federal Building informed of facility news with newsletters respectively called the Whittaker

continued on next page

Governmentwide Real Property Information Sharing (GRPIS)

KC GRPIS from previous page

Sentinel and the 601 Newsletter published by Building Management. These efforts by GSA serve to develop effective communications with tenant agencies.

- GSA provides tenants with tours of mechanical rooms in its buildings to exemplify the measures GSA has taken to ensure a safe environment for tenants.

Space Use

- The Farm Services Administration's Kansas City Management Office was designed to reflect the use of new technology and the changing workplace, for example:
  - All rooms have the capability for satellite hookup;
  - Each floor was designed with punch-down boxes for telecommunication and computer needs. This eliminates the need to go down to the source of the service, usually the basement or first floor, to accommodate changes. This approach greatly reduces the cost and time associated with making telecommunication and computer access changes;
  - Dedicated lactation room is provided within the health unit.
- NOAA's National Weather Service Training Center/National Aviation Weather Center has incorporated numerous facility amenities that are the result of the forethought that went into the planning and operation of the center, as well as adaptive changes upon completion of the facility. The following are examples of some of the amenities:
  - All walls are sound proof
  - All rooms and corridors are color coordinated for appearance and easy identification
  - NOAA uses the same chair throughout the facility, but varies the color
  - Front walls in the classrooms are color coordinated for easy identification
  - Light controls are located at both ends of the rooms to facilitate instructor control
  - All art in the building has been created by NOAA employees
  - Utilize depressed floors instead of raised floors (a one story building)
  - Coat racks are located in the backs of all rooms
  - No projectors are hung from ceilings, due to the constant improvements to projector technology
  - Uninterrupted power source (UPS)
  - Extra power capabilities built into rooms for unanticipated and evolving technological needs
  - White boards are canted to eliminate sun spots from overhead projectors
  - Sliding tracks allow for the mounting and use of multiple white boards and other boards in each classroom
  - Utilizes mobile tele-video conferencing units with rooms equipped for hook-ups
  - Storage cabinets use plastic bins to neatly arrange and label contents
  - Building egress doors have screen catch-alls to limit dirt and water from entering the building
- The EPA's Regional Headquarters was constructed with:
  - Punch-out walls along one side of the building to allow for ease of future expansion
  - Recycling bins for paper, glass, and batteries located next to the freight elevators. This facilitates ease of collection and keeps the bins out of sight without sacrificing accessibility

For more information on the best practices from the Kansas City GRPIS study, please contact Mr. Gary Jordon at 202-501-1219 or by email at gary.jordon@gsa.gov. ■

New England GRPIS Study

Building Utilities

- EPA's laboratory is being designed with a complete building monitoring system that can identify problem areas or non-functioning equipment that need adjustment or repair. For example, the monitoring system will be able to detect and identify a burned out ceiling fan that needs to be replaced.
- VA's Medical Center-Brockton partners with an adjacent Army Reserve Center to allow reservists use of the Medical Center's athletic fields and facilities, including swimming pools and gym and locker facilities.
- The Department of Transportation (DOT) Volpe Center is working with Johnson Controls to reduce the cost of facility operations. The contract has been written with incentives for the contractor for savings and financial penalties when the targets are not realized.
- The DOT Volpe Center uses the "Ice House" philosophy with its electric chillers that chill water during off-peak hours when the cost of electric power is lower.

Contracting

- Hanscom AFB is responsible for acquiring electronic equipment for the Air Force. Ordered products go from the manufacturer directly to the end users. This streamlined process reduces the time between submitting an order and receiving the product, as well as eliminating warehousing costs. As an outcome, Hanscom AFB is converting warehouse space it no longer needs to office space, as its vendors now ship orders directly to end users.

Cooperative Services

- Army Reserve is partnering with Navy and Marine Corps Reserves in the development and construction of a new consolidated training facility in New Hampshire. This partnership will reduce overall costs to all parties, as well as lead to more efficient programming for the facility.
- Fish and Wildlife Service works with DOD, COE, U.S. Forest Service, National Park Service (NPS) and other agencies involved in land related issues to ensure that land being converted to refuge status is safe for use. Land exchanges are reviewed to ensure that land is either not contaminated or that the amount and types of contamination are identified for remediation.

Environmental Issues

- EPA's new laboratory, currently under construction in conjunction with GSA, is based on performance specifications that encourage the contractor to develop state of the art concepts for use in the structure. Bidders were required to prove they could accomplish what they were proposing with examples of previous projects and the use of mockup models. In addition, the contractor has developed a Web site for EPA and GSA employees to expedite construction document review and action processes.

continued on next page

Department of Veterans Affairs, Brockton (MA) Medical Center

Governmentwide Real Property Information Sharing (GRPIS)

Salem Maritime National Historic Site, National Park Service, Salem, MA

NE GRPIS from previous page

- EPA's new laboratory has been designed to use:
  - Recycled-content products including steel, as well as concrete manufactured with fly ash
  - Existing rocks from site preparation that will avoid transporting offsite, both saving energy and reducing emissions
  - Scuba lighting, a skylighting system used to bring natural light directly from the roof of a building into interior spaces using flexible tubing, skylights, and light shelves to maximize daylighting
  - Six boilers as opposed to the traditional one or two; this multi-boiler set up will be phased to conserve energy
  - Clean power generated from renewable sources such as water supplied by the power company with the lowest bid
  - Photovoltaics built into the glass to light the building and to develop electric storage

Good Neighbor

- VA's Medical Center-Brockton has a program to outlease vacant space at the medical center for community-based uses including shelters for specific populations of the VA's community.
- NPS-Salem Maritime Historic Site has developed an effective partnership with the City of Salem and the Peabody Essex Museum that supports the missions of the three organizations in the downtown core area.

Information Sharing

- EPA's new laboratory project has a construction Web site that shows building progress to employees so they can monitor the progress of the new facility.
- The Navy uses a Web-based "Navy Facility Assets Database" to provide an effective inventory system for Navy shore installations.

Space Use

- The COE uses professional space planning techniques to analyze facility space needs and to make changes to work environments. The agency ensures the effectiveness of any space changes by including employees in the planning process. Asking employees what they do, what they need in terms of space to accomplish their mission and how they interact with one another encourages employee participation and reduces the perception that management has arbitrarily imposed changes. Using the employee questionnaire and including the employees in the process has enabled space planners to more effectively perform their tasks.

For more information on the best practices from the New England GRPIS study, please contact Mr. Bob Harding at 202-501-1411 or by email at robert.harding@gsa.gov. ■

Fish and Wildlife Service, Hadley, MA

Shore Facilities Capital Asset Management

Honorable Mention

U.S. Coast Guard

Shore Facilities Capital Asset Management Team (L to R); David Reese, LCDR Ed Tupay, Stan Walker, David Hammond, LCDR Jack Dempsey, Phyllis Clarke.

The Coast Guard's Shore Facilities Capital Asset Management (SFCAM) program offers a mechanism to integrate planning, investing, using and divesting decisions to better align the Coast Guard's portfolio of shore facilities with agency missions. For its efforts, the Coast Guard received an honorable mention designation for the 2001 GSA Achievement Award for Real Property Innovation in the Best Policy category.

The initiative will transform shore support from a decentralized traditional facility engineering maintenance focus, based on locally defined requirements to a capital asset management focus. The SFCAM system has been developed to ensure that the shore infrastructure is aligned with Coast Guard wide strategic outcomes and federal asset management principles. SFCAM is envisioned as a new tool to ensure that the right facility is at the right place, at the right time, and at the right cost. The SFCAM initiative is designed to provide sustainable shore facility and related infrastructure, which support Coast Guard missions involving the use and safety of the nation's waterways and coastlines.

The shore infrastructure consists of over 23,000 buildings and structures with an average age of 38 years valued at over $7 billion. It supports 43,000 personnel, 230 cutters, 1,400 small boats and 198 aircraft. Current and projected maintenance and recapitalization funding levels are inadequate to maintain the existing shore plant. At present funding levels, it will take 150 years to replace the shore plant vice the 50-year planned lifecycle. SFCAM will assist the Coast Guard in meeting these challenges.

The Coast Guard successfully used the concepts of the Beckhard and Harris organizational change process model to "kick start" a study group that was chartered in 1996. This study group was charged with identifying shore facility improvement opportunities and strategies to guide corporate level planning and management of shore real property assets. At the time that the study was charted, the Coast Guard's present state was that of a streamlined organization faced with decreasing budgets and increasing missions.

The study group determined that corrective actions were needed to:

- Link shore facility decisions to Coast Guard strategic goals
- Right size the shore plant
- Pursue divestiture of high maintenance facilities
- Better integrate shore maintenance and recapitalization efforts
- Leverage technology to reduce the shore facility maintenance burden
- Reinvigorate shore based preventative maintenance

In order to address these problems, they recommended an overarching strategy to transform the Civil Engineering program from a facility engineering focus to a shore facility capital asset management focus by using federal asset management principles. Three strategies were created to make SFCAM real.

1. The integration and improvement of planning, investing, using and divesting processes for the life cycle of a shore asset.
2. The transition to a capital management end state.
3. Coast Guard development of meaningful measures to assess SFCAM performance.

For additional information, please contact Captain W.P. Layne at 202-267-1913 or by email at Wlayne2@comdt.uscg.mil. ■

Energy Management Program

Department of Energy

The operation of two DOE Headquarters facilities, the Forrestal and Germantown buildings, has been made more efficient and customer focused through the use of a performance agreement for Energy Management. This policy includes energy efficient projects, initiatives, programs, partnerships, and surveys to meet specific performance objectives. The agreement is between the Director of Management and Administration and the Assistant Secretary for Energy Efficiency and Renewable Energy. They have developed and implemented a Performance Agreement to cost effectively meet or exceed all applicable laws, Executive Orders, and Federal regulations for energy efficiency, as well as the use of renewable energy and water conservation at the DOE Headquarters Federal Facilities.

Department of Energy, Germantown Federal Building, Germantown, MD

During FY2000 there was a 26.22 percent consumption reduction compared to the baseline year of FY1985. Executive Order 12759 required only a 20 percent by FY2000 when compared to the baseline of FY1985. The FY1985 consumption was 288.4 billion BTU and the FY2000 was 214.3 billion BTU for a total energy savings of 74.1 billion BTU or a direct dollar savings of $764,000 for the fiscal year. The overall monetary savings attributed to these projects are $8.65 million through the end of FY2000. This equates to eliminating from the atmosphere 965 tons of sulfur dioxide, 465 tons of nitrous oxide and 121,000 tons of carbon dioxide. This team has achieved this energy consumption reduction without sacrificing occupant comfort, health or safety.

For more information, please contact Mr. Louis A. D'Angelo, III at 202-586-6080 or by email at Louis.D'Angelo@hq.doe.gov. ■

Linking Budget to Performance

General Services Administration, Public Buildings Service

PBS established key business measures referred to as the "Big Nine" after the nine performance areas that employees strive to meet or exceed annually. As a result, employees are now thinking more creatively and trying innovative ideas to better their performance. Regions are awarded with increased budgets and individuals are awarded with cash. The Region achieving the best overall performance for the year wins custody of a traveling trophy until the next winner is announced. The practices found to contribute to excellent performance are disseminated. For its efforts, PBS is recognized as one of the recipients of the 2001 GSA Achievement Award for Real Property Innovation in the Best Policy category.

Big Nine Measures

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

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The result of Linking Budget to Performance is 100 percent verifiable as customer satisfaction has reached the PBS goal of 85 percent for the first time. Funds from operation - a barometer of how effectively PBS manages real estate assets for the American taxpayer - have increased 28 percent. One-third of the space that stood vacant in its portfolio two years ago is now occupied by Federal agencies and is producing revenue. PBS' operating costs have dropped 17 percent below comparable private sector levels.

Overall, Linking the Budget to Performance has resulted in additional income and savings to PBS of approximately $650 million since its inception in 1998. This means that existing resources can be directed to the worthy aim of repairing, renovating and modernizing America's public buildings, instead of new dollars having to be raised.

For more information, please contact Mr. Eric Dunham at 202-501-1240 or by email at eric.dunham@gsa.gov. ■

Enhanced-Use Leasing Initiative

Department of Defense, Department of the Army

The Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001 enacted "enhanced-use leasing" amendments based on the DOD legislative proposal and comprehensive report. These amendments greatly improve opportunities for the military services to outlease real property and facilities on military installations. The most significant legislative change permits real property and facilities to be viewed as economic assets whose value should be maximized and not treated simply as assets to be used and then disposed.

Currently, a modest number of leases generate an income of $22 million annually, representing one quarter of one percent of the Department's annual $10 billion facilities capital improvement requirement. With this additional authority and increased emphasis, the Department expects to realize, on average, a tenfold increase in cash and in-kind services within five years.

Already, the Army is using the new authorities to enter into a 50-year agreement with a developer to enhance the development opportunities at Fort Sam Houston, TX. The Army expects to receive approximately $250 million in benefits over this 50-year period and over $40 million in renovations to these historic properties from what otherwise was idle real property. The Navy is using enhanced-use leasing authorities on a former seven-story prison at Portsmouth Naval Shipyard, NH. The lessee, stimulating the local job market by providing employment for hundreds of new workers will develop this 264,000 square foot historic property, vacant since 1974, for high-tech office use. Other new opportunities include joint-use opportunities for warehouses, hotels/temporary quarters, vehicle test tracks, wind tunnels, energy generation plants, recreational playgrounds, sports venues, etc. Additional benefits can accrue by accepting new facilities, base operating support or demolition services as in-kind consideration; thereby reducing the appropriations needed to fund those activities.

For more information, please contact Mr. Steven N. Kleiman at 703-604-5807 or by email at steve.kleiman@osd.mil. ■

Sustainable Army Communities

Department of the Army, U.S. Army Corps of Engineers

The Department of the Army developed and implemented a landmark policy to create Sustainable Army Communities that will improve the mission capabilities and quality of life for a worldwide network of over 180 Army bases that serve a population of over one million soldiers, civilians and family members. For its efforts, the Army is recognized as one of the recipients of the 2001 GSA Achievement Award for Real Property Innovation in the Best Policy category.

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Army Sustainable Communities Team (L to R); Harry Goradia, John J. Krajewski, Richard L. Schneider, Stephen N. Flanders, John A. Scharl, Fredrik W. Wiant

Accounting Controls for Real Property

Department of Commerce, National Oceanographic and Atmospheric Administration

NOAA Real Property managers were tasked with the responsibility of preparing the real property records according to accounting standards which were implemented in 1990 by the Chief Financial Officer's Act. These standards have become more encompassing each year with additional legislation and requirements of existing legislation. To meet this responsibility NOAA was not relieved of any existing responsibilities, its staff size did not increase, and its information systems were not equipped to meet the new requirements.

NOAA's Facilities and Acquisition Management Division has strived to establish and define accounting practices and policies relating to NOAA's Real Property portfolio. The division has implemented (with great reception and success) bureau-wide accountability reporting on the Agency's entire Real Property inventory. NOAA also developed a policy manual that is used by its employees, and can also be used by other agencies to account for their Real Property consistent with Federal accounting principles, and Federal Accounting Standards and Advisory Board's guidelines.

For more information, please contact Mr. Roy W. Eckert at 301-713-2227 or by email at roy.w.eckert@noaa.gov. ■

ARMY from previous page

The seminal Army Sustainable Army Communities Policy directs that the principles of Sustainable Design and Development be incorporated into all actions and decisions affecting Army bases, environmental planning, community operation and infrastructure projects. The Sustainable Army Communities initiative will ensure that there is a systematic consideration of current and future impacts of an activity, product or life cycle decision on the environment, energy uses, natural resources, the economy and quality of life of Army bases.

Fort Hood, TX

Fort Lee, VA

The goal of the Army Sustainable Communities Policy is to integrate sustainable design and development concepts into installation planning and throughout the project planning, programming, design, construction, operation, and maintenance process. The Army has a leadership and stewardship role in constructing and operating sustainable, environmentally responsible, cost efficient Army communities.

For more information, please contact Mr. John J. Krajewski at 703-428-6170 or by email at john.krajewski@hqda.army.mil. ■

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Enhanced-Use Leasing Initiative

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Modular Approach to Space Planning

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Master Space Utilization Plan

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Automated Lease Cost Escalation Tool

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Modular Approach to Space Planning

Department of Commerce, Patent and Trademark Office

The Patent and Trademark Office (PTO) is currently located in Crystal City, VA, spread out among 18 separate office buildings spanning a distance of over a mile. The current, fragmented configuration is the result of nearly 40 years of incremental procurement of space for short-term workload accommodation, rather than a strategic logical plan to facilitate organizational relationships. As a result, PTO now has 33 separate leases and considerable disparity and disproportion exists in the assignment and utilization of space.

For example, offices among similar positions, but in different organizations, range widely in size, shape, and condition. Amenities such as conference rooms, pantries, copy centers and vending machines are distributed inequitably throughout PTO's workforce. Because there are so many different office configurations and a large proportion of the employees have union agreements which mandate a particular office size, every time an organization grows, shrinks, reorganizes or promotes individuals, renovations are required.

Since forming in 1997, PTO's Office of Space Acquisition (OSA) has led the agency's space consolidation project, and is responsible for designing a new, more efficient and effective office environment. OSA has championed the concept of modularization and universal grid floor plans in order to standardize as much workspace as possible in its future headquarters facility in Alexandria, VA to create a quality work environment which will provide maximum flexibility and foster employee morale. This design offers equitable allocation of office and support space, maximum flexibility, less expensive build-out costs, and minimization of change orders.

For additional information, please contact Ms. Cathleen English at 703-306-2700 or by email at cathy.english@uspto.gov. ■

Patent and Trademark Office Rendering, Alexandria, VA

Master Space Utilization Plan

Department of the Air Force, Grand Forks Air Force Base

The Master Space Utilization Plan was developed by Grand Forks AFB to analyze all the organizations' space utilization requirements on the base, excluding housing. The requirement for the initiative began in 1995 when the Base Realignment and Closure Commission announced the disassembly of the 321st Missile Wing. Since the Missile Wing has departed from Grand Forks AFB and the hospital has converted to a clinic, there are many excess facilities and facilities that are not being utilized effectively. Thus, the plan was developed to find a solution to develop a "perfect-world" installation.

The team from the 319 Civil Engineer Squadron worked with all of the organizations on base to verify accurate space and user-friendly requirements. Many aspects of space utilization were considered such as an adequate square footage, squadron consolidation, the quality of the current facility, and correct land use.

The team developed a five-year plan, a ten-year plan, and the 15 to 20 year plan. All three plans together combine to make a perfect-world plan. The five-year plan includes mainly interim space moves that may require operations and maintenance (O&M) projects. Some of the moves in the five-year plan may be permanent if land use is correct and facilities are adequate. The ten-year plan includes permanent moves that are approximately five to ten years out. The moves in this plan must support Master Space Utilization Plan objectives. Investment is required by both O&M and Military Construction (MILCON) to complete this plan. In the 15 to 20 year plan, permanent moves were made to complete all of the master plan objectives. The majority of the moves in this plan require investment by MILCON.

The Master Space Utilization Plan was a large initiative to make Grand Forks AFB better organized and to improve operational efficiency. In this plan, a total of 699,094 square feet will be constructed on the base and 923,678 square feet will be demolished. This will result in an approximate decrease of 225,000 square feet on the installation. This decrease will provide the ultimate objective of realigning the base after the loss of the Missile Wing and the hospital to meet the user requirements.

For more information, please contact Lt. Teresa Sobolewski at 701-747-4712. ■

Combined Procurement for Mechanical Maintenance

General Services Administration, Mid-Atlantic Region

GSA had separate contracts for mechanical contracts at the Robert C. Byrd United States Courthouse, Elizabeth Kee Federal Building and Courthouse, and the Robert C. Byrd U.S. Courthouse Federal Building.

The maintenance costs as of September 1999 were $1.59 per square foot as compared with the industry benchmark of $1.45. The mechanical maintenance contracts were nearing the end of their performance periods so the GSA employees put their heads together to reduce maintenance costs.

The collaboration resulted in a plan to achieve significant cost savings by combining the mechanical maintenance services at the three buildings under one contract. By executing the combined mechanical maintenance procurement, the GSA team reduced the combined mechanical maintenance cost in the three buildings from $.94 to $.81 per square foot. The savings resulted in lower GSA maintenance costs in the West Virginia area, which dropped from $1.59 to $1.41 per square foot, bringing GSA's maintenance costs to $.04 below those of the private sector. Prior to the combined procurement, the total mechanical maintenance cost for the three buildings was $510,180 per year.

The total price of the newly awarded mechanical maintenance contract covering all three facilities was only $437,127 per year. This represents a cost savings of $73,053 per year or $657,477 over the nine-year life of the contract. GSA has since added a fourth building under the contract.

For additional information, please contact Mr. Robert Waring at 215-656-6149 or by email at robert.waring@gsa.gov ■

Creative Acquisition of Construction Services

General Services Administration, Mid-Atlantic Region

This GSA team creatively designed a procedure for acquiring construction services for the renovation/modernization of the Annex Building at SSA's Headquarter campus in Woodlawn, MD.

First, the procurement team narrowed the construction firm search to four potential contractors. The prospective construction firms were then asked to identify potential design deficiencies and recommend alternative solutions. The firms were asked to determine the present value of engineering ideas as part of their proposals, allowing the procurement team to conduct a technical evaluation of prospective contractors. Many of the value engineering recommendations presented during this technical evaluation were then implemented during the construction phase of the project, resulting in construction cost savings of $519,057. The recommendations have also reduced potential design deficiency delays and have helped keep the project delivery on schedule. The project is currently 75 percent complete with construction completion anticipated in September 2001.

In order to ensure best value in their construction contractor selection and customer satisfaction with the successful contractor, the team included representatives from GSA, SSA, the construction management firm and the design firm on the source selection panel for the construction contractor. This created the foundation for a positive continuum between the design and construction phases of this project.

The procurement team built $120,000 in incentives into the procurement. Every six months during construction, the general contractor, construction management firm, and design firm have been evaluated as a team by the procurement team and given a chance to earn incentive bonuses. The are jointly evaluated (if one fails, they all fail) on factors such as schedule, quality, safety and response time. This is working as an incentive for contractors to work together to identify time and cost-saving ideas that don't compromise quality. The creation and implementation of these team evaluations has helped keep this $47 million project $1.2 million under budget.

For more information, please contact Mr. John Morrell at 215-656-5809 or by email at john.morrell@gsa.gov. ■

Team IOWA (Investigating Optimum Work Alternatives)

General Services Administration, Heartland Region

The PBS, Heartland Region, Team Iowa (Investigating Optimum Work Alternatives) developed an innovative practice to achieve three goals: reduce overall costs by a required minimum, allocate resources more effectively, and improve customer satisfaction. The practice plans for efficient and cost effective methods for managing PBS assets, both real and human.

The practice consolidates numerous property management services to a single provider. The practice will be implemented in the Iowa Property Management Center (PMC). The Iowa PMC manages approximately 1.2 million square feet of GSA-controlled space spanning 55,000 square miles in the State of Iowa. The Iowa PMC staff of 16 provides a wide range of property management services. Potentially half of the employees could retire in the next five years.

The innovation and originality of this practice stems directly from the extensive research and good practice gathering done by the team. This research dovetailed into a statement of work that requires the mandatory cost savings but also incorporates new contract incentives tied directly to the PBS Performance Measures. The practice also outlines a plan for a seamless transition from employees performing hands-on services to employees performing oversight of contractor provided services. The contracting practice manifests itself by consolidating numerous service contracts into one. This consolidation will reduce the number of daily transactions performed at the regional and PMC level. This approach also aligns the workforce with its future business by allowing it to become more proficient in core business activities - developing client relationships, managing projects, evaluating the PBS real estate portfolio, and assuring quality performance.

This strategy involved consulting with key stakeholders, real property companies, Government and industry leaders in the United States and abroad both before and during the development of the practice. The result is a contracting approach that reflects both industry and Government best practices. A cost reimbursement contract with incentives was developed to create partnership alliances by reducing the risk to the contractor while ensuring PBS Performance Measures are met. What makes this approach unique is that both the Government and contractor are striving to meet and maintain common goals.

For more information, please contact Mr. Jeffrey E. Neely at 816-823-2201 or by email at jeffrey.neely@gsa.gov. ■

To view an online version of this newsletter, as well as other publications, documents and reports from the Office of Real Property, please visit our new and improved portal website at

www.gsa.gov/realpropertypolicy

The portal contains links to the latest Real Property Contacts Directory, a listing of real estate officials in the public and private sectors, both domestic and international, as well as many of our office initiatives, such as:

- Telework
- Integrated Workplace
- GRPIS
- Performance Measurement
- Sustainability
- e-Real Estate

Real Estate Services Broker Team

General Services Administration, Southeast Sunbelt Region

After PBS awarded national real estate service contracts, it transferred them to the Regional offices for implementation. The Regional office attempted to train a maximum number of realty specialists to use the contracts and encouraged the specialists to contract out for services as needed to manage their assigned workloads. Realty specialists were not effective in managing large workloads while simultaneously managing projects sent to contractors for completion. With a shrinking workforce and increased workload, managers desperately needed to increase work capacity through the efficient utilization of these new real estate services contracts.

A decision was made to introduce the Broker Team that would manage all projects sent to the contractors. The team of highly qualified and dedicated personnel consists of three realty specialists and two contract specialists. The team was given the flexibility to perform their new duties.

1. Total projects sent to contractors in the Region increased from 27 in FY1998 to a projected 63 in FY2001.
2. Reduced the average costs for a broker project from $16,731 in FY1998 to a projected average cost of $4,094 in FY2001.
3. Implemented the broker's commission program that encourages contract brokers to collect commissions for real estate transactions. The commissions are refunded to the Government and are used to purchase additional work under contract. Contractors received $298,000 in commissions in FY2000, the program's first year. The team projects a return of $1.85 million in commissions for the $2.1 million of budgeted funds spent in FY2001.
4. Introduced volume discounting as a cost reduction incentive for contractors in FY2001. This effort will produce $191,000 in savings for 42 projects discounted in FY2001.

The Broker team also introduced many innovative practices and procedures to streamline and improve capacity for two national real estate contracts and a third regional contract awarded to a small disadvantaged business.

For additional information, please contact Mr. Guy Ingle at 404-562-7748 or by email at guy.ingle@gsa.gov. ■

Elevator Maintenance and Capital Planning

General Services Administration, Public Buildings Service

The Multi-Regional Elevator Maintenance and Repair contract provides services for vertical transportation systems throughout Regions 4, 6, 7, and 8. This partnership between GSA and four of the major elevator manufacturers has proven to be a significant cost saver for real property operations. The impact stretches beyond financial means by providing improved customer service by the contractors and increased customer satisfaction in GSA operated facilities throughout 23 states.

In addition to the aforementioned benefits, this method of partnering with contractors has expanded the possibilities of service. Due to the extended contract period, the vendors have a greater stake in the overall operation of the equipment. Annually the contractors provide GSA with capital planning for improvements to the operation and life expectancy of the equipment. All planning and designs are provided at no additional cost to the government. Any proposed repairs are received at a discounted price along with the volume discounts obtained for the required maintenance services.

For additional information, please contact Mr. Donald Rollins at 404-331-5338 or by email at don.rollins@gsa.gov. ■

Greenwork

General Services Administration, New England Region

Environmental Protection Agency

GSA recognized the need for an innovative approach to improve the sustainability of the design and construction for the EPA New England Regional Laboratory. EPA desired to have this project become a Leadership in Energy and Environmental Design (LEED) pilot project. EPA's goal was to achieve, at a minimum, a bronze LEED rating. If GSA was to thrill this customer on this project, additional sustainable design features, as well as energy conservation measures had to be identified, evaluated, and if possible within budgetary constraints, incorporated into the final design.

The developer expressed an interest in cooperating to satisfy the tenant's needs. Their "best and final offer" included many sustainable features, many of which were included in the solicitation. However, significant improvements were still needed to achieve a bronze LEED rating. EPA identified Architectural Engineering Corporation (AEC), which was under contract to DOE as available to review and evaluate the proposed design. AEC proposed potential energy savings opportunities as well as sustainable design features for consideration.

In order to complete the design in the given time frame while meeting the LEED rating, the project team needed "GREENWORK - Teamwork to Generate A Renewable, Energy-Efficient, Environmental Design Now. To improve communication the team determined that the addition of an Internet based project web site to act as a central repository for all team members to exchange ideas and information would prove invaluable.

Team members were identified, their roles and tasks were assigned and they are now on their way to a sustainable design and an LEED silver rating. The project team was able to reduce energy consumption by 45 percent over the original design, divert 200 tons of materials from the landfill, and improve the water efficiency and indoor environmental quality.

For more information, please contact Mr. John Buckley at 617-565-6207 or by email at john.buckley@gsa.gov. ■

Furniture Reuse/ Recycle Program

Department of Defense, Peterson Air Force Base

The Peterson Furniture Reuse/Recycling program is an innovative program that has drastically reduced the time required to procure furniture, as well as the cost associated with providing furniture. The program has also become self-sufficient, as a percentage of the savings from the program are reinvested to cover operational expenses.

The program establishes a central place to collect, repair/refinish, inventory and warehouse furnishings that meet current professional standards. The centralized collection of these items is available to all Air Force organizations and tenants, as well as any Government organization in the local area.

Once no other Government agency can be located to take possession of the furnishings, they are classified as demolition items and become the property of the reuse contractor. These items are then given a new life of usefulness among non-profit and/or charitable agencies in the local area. The cost savings and tax benefits established by the contractor in this process are relayed to the Government in the form of the removal of discarded items at "no cost" to the Government. Furniture items classified as broken or unusable are recycled through traditional disposal procedures.

The program has shown an immediate and tremendous opportunity for saving time and limited government funds. It also represents an incredible return on the small investment required to keep the reuse program running. With an initial $10,000 investment along with an additional $114,000 over a four-year period, the reuse program has established $1,453,018.79 in actual documented savings. These savings currently represent a 1,172 percent return on the government's investment.

For more information, please contact Mr. Jerry L. Sorensen at 719-556-6278 or by email at jerry.sorensen@peterson.af.mil. ■

First Straw Bale Post Office

Honorable Mention

U.S. Postal Service

The new Post Office in Corrales, NM was the first modern Post Office constructed using straw bales. For its efforts, the USPS received an honorable mention designation for the 2001 GSA Achievement Award for Real Property Innovation in the Best Policy category.

Straw is a sustainable, renewable resource and has an insulation factor two to three times better than standard wall construction. The straw-filled walls were covered with stucco on the exterior and gypsum boards on the interior to mirror the look of standard construction.

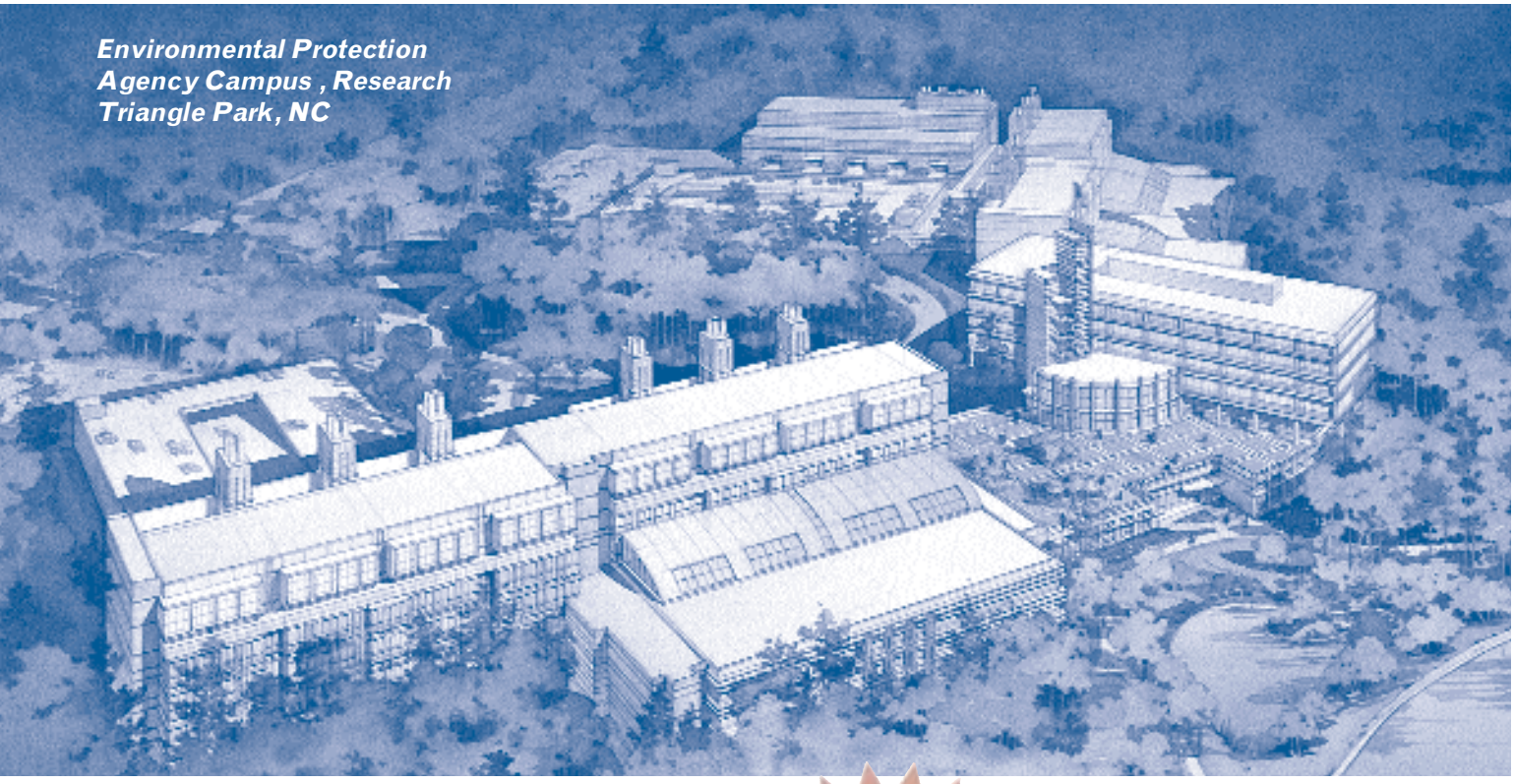
Other conservation measures used in the facility included installation of ceramic lobby tiles made of recycled materials, a roof rainwater collection system for landscape irrigation, energy efficient lighting, permeable concrete pavers in parking areas, and recycling of construction wastes. The Post Office in Corrales, NM serves as a showcase for sustainable development and a test of alternate construction techniques. It is a resource-efficient building that fits comfortably into its rural western environment.

For additional information, please contact Ms. Roberta Willis at 303-220-6575 or by email at rwillis@email.usps.gov. ■

Straw Bale Post Office Team: Roberta Willis and Jerry Soukup

Furniture Reuse/Recycle Program, Peterson Air Force Base, CO

U.S. Post Office, Corrales, NM



Environmental Protection Agency Campus , Research Triangle Park, NC

Sustainable Campus

Honorable Mention

Environmental Protection Agency

General Services Administration, Public Buildings Service

U.S. Army Corps of Engineers

EPA's new state-of-the-art research center in Research Triangle Park, NC is providing the nation with a model for a sustainable building. For its efforts, the EPA received an honorable mention designation for the 2001 GSA Achievement Award for Real Property Innovation in the Best Policy category. (See also cover photo of this issue.)

This new 1.2 million square foot complex will be one of the largest research facilities in the country. From the beginning, EPA has treated the project as a once-in-a-lifetime opportunity to lead by example.

By consolidating employees now located at seven different sites, EPA expects to save more than $100 million in rent-related costs over the first thirty years of occupancy. On an annual basis, EPA estimates about $3 million a year in previously lost productivity costs and another $1 million in energy costs.

EPA set out to build the most sustainable facility its budget would allow. It did so by drawing upon the knowledge and talents of its own environmental experts as well as the experiences of others. Refusing to settle for standard design and construction, EPA insisted that environmental impact be weighed equally with building cost and function. For example, one key feature of sustainability is minimizing the use of raw materials. So, EPA chose a lab design that cut the height of the building by 25 percent by placing utilities in corridors rather than between floors. Similarly, labs and offices are designed with modular walls, lights, vents, electric lines, pipes and cabinetry. These features will allow EPA to meet its changing space needs without the cost, productivity losses, and environmental impacts typically associated with building renovations.

For more information, please contact Ms. Wanda Allen at 919-541-7645 or by email at allen.wanda@epa.gov. ■

Recycling Air Force Housing

Department of the Air Force, Air Force Real Estate Agency

One of the largest recycling of housing units ever undertaken in the United States has been the relocation of excess family housing units at Grand Forks AFB, ND. Seven different Native American reservations in North and South Dakota have received over 400 housing units to assist in relieving the chronic and severe shortages of decent housing on these reservations.

The houses, each providing about 1,200 square feet of floor space, had been recently refurbished with new roofs, double-paned windows, and siding for use on the Grand Forks AFB. However, the reconditioned houses became excess to its needs due to military personnel reductions. At this point, the Walking Shield American Indian Society, a California based, charitable organization stepped in to urge the Air Force to make the houses available to needy tribal families, rather than dispose of the units through the normal process of demolition or sale for off-site removal.

This initiative has improved living conditions on the reservations while allowing the Air Force to save approximately $3,000 per house by transferring the units to the designated tribes. Through Air Force participation in this joint civil-military program, tribes have received desperately needed housing and infrastructure. Air Force civil engineering personnel have been provided an opportunity to train in construction techniques applicable to the remote and isolated regions of the world in which they now operate. This humanitarian effort is a win-win situation in the dollar savings to the Air Force and the improved quality of life for our nation's Native Americans.

For more information, please contact Ms. Carol M. Xander at 202-767-4034 or by email at carol.xander@bolling.af.mil. ■

Housing Unit Donated to Walking Shield American Indian Society, Grand Forks Air Force Base, ND.

Using Site Water Resources First

Social Security Administration

The Frank Hagel Federal Building located in downtown Richmond, CA was constructed in 1974 and sits on top of an underground spring. For years, the building sump pumps have been dumping this water into the storm drain at rate of approximately 65,000 gallons per day.

A network of drain tile installed beneath the building collects the ground water beneath the structure where it flows by gravity to collection sumps. From the collection point the water was pumped into the community storm drain system and treated as sewage.

The idea of recycling this water was discussed between the maintenance services unit and the building management. SSA Central Office was contacted for engineering support and funding in using this site water resource to perform the following functions:

- Building irrigation system
- Flushing waste water for use in bathroom fixtures
- Make-up water for the HVAC and refrigeration systems
- Assorted water make-up requirements in the system where water was required for other than washing or consumption

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Energy Team

General Services Administration, Greater Southwest Region

GSA's Greater Southwest Region is utilizing a new approach for promoting energy conservation, upgrading equipment throughout the region, and saving taxpayer dollars.

These efforts have resulted in innovative practices and have been accomplished through the work of the Greater Southwest Region Energy Team. The Energy Team is comprised of contracting officers, energy conservation engineers, equipment specialists, asset managers, project managers and upper management. The team members perform energy conservation work in addition to other responsibilities. The multi-disciplined nature of the team provides a valuable range of viewpoints, knowledge, and insights. The team works collaboratively, sharing all viewpoints and reaching consensus on all major decisions or actions taken.

The team focus is to provide better management of the real estate portfolio by assessing what is needed and in making sound business decisions to accomplish the energy reduction goals. The result is a win-win situation in which new equipment is installed, the infrastructure is improved, energy conservation measures are achieved and a financial savings is realized.

In FY2000 alone, the Energy Team completed two energy savings performance contract projects and one funded project, encompassing a total of 26 government buildings in central and south Texas. With a total construction cost of $6.9 million, the projects will save over 30,000 million

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Groundwater Recovery System, Frank Hagel Federal Building, Richmond, CA

GROUND WATER
from previous page

The project, consisting of three phases, was funded and design work began in 1997. In February 2000 the building flush water went into online operation. In March 2000, HVAC cooling tower make-up, began operation. In May 2000 the remaining systems designated for this conversion were brought online.

This recycling effort diverts approximately 45,000 gallons a day, or 16,425,000 gallons a year to support the building systems converted. Using this supply of water provides the government with an annual cost savings of $41,000 per year, based on local rates charged for water. An additional cost savings reduction from the diverted use of this water is apparent from the reduction for building sewage.

For more information, please contact Mr. Tim Corbett at 410-965-4865 or by email at tim.corbett@ssa.gov. ■

Sustainability

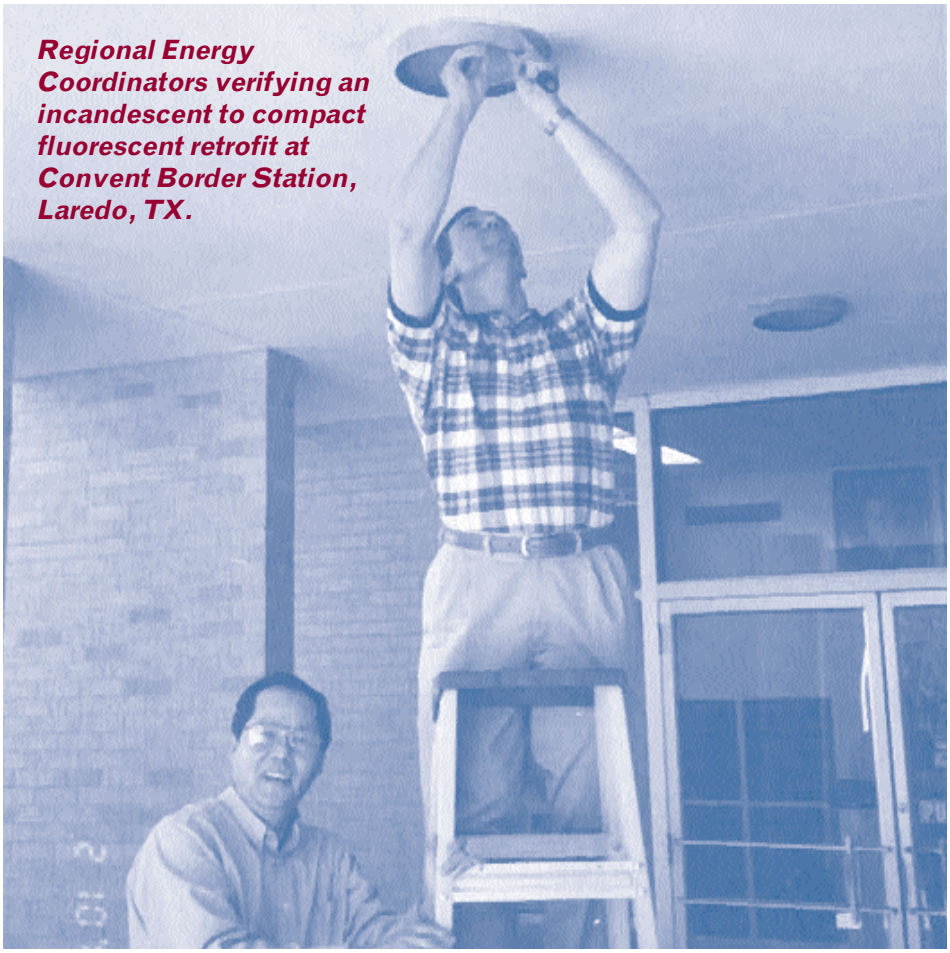
ENERGY from previous page

British thermal units (BTU) annually, and $740,000 per year, in energy, water, and maintenance costs.

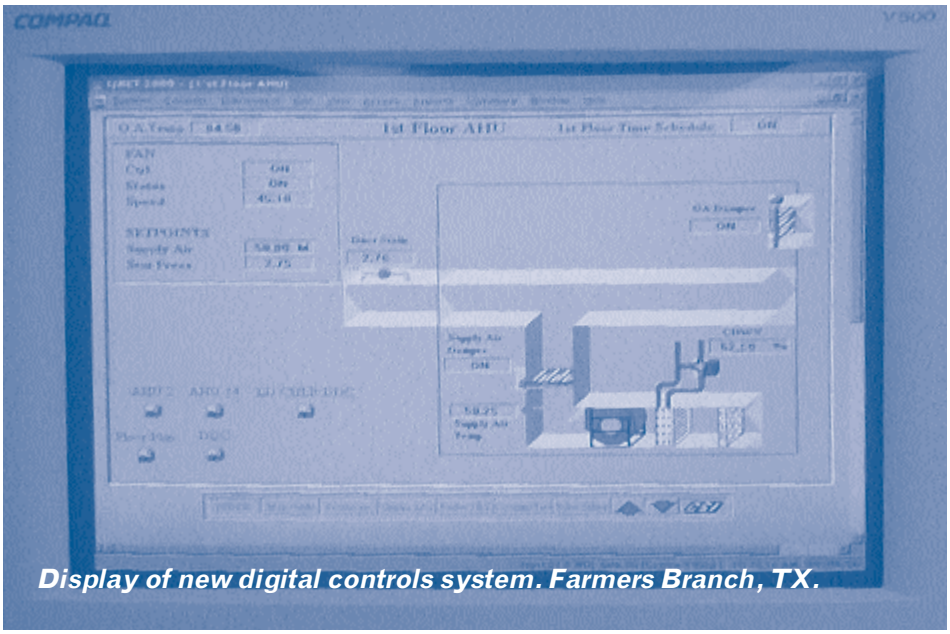
These projects have resulted in:

- Improvement of air quality in the involved state by reduction of harmful greenhouse gas emissions
- Completion of projects that advance the million solar roofs initiative
- Increased energy efficiency in facilities
- Diminished loads on the power distribution grid
- Reduced maintenance and upkeep on equipment that is new
- Improved building comfort for tenants

By far, one of the most beneficial and extraordinary aspects of these projects is the higher quality, lower cost and faster construction times using this method. Since the risk is on the contractor, there is an increased incentive for the contractor to complete a quality project on time and within budget.



Regional Energy Coordinators verifying an incandescent to compact fluorescent retrofit at Convent Border Station, Laredo, TX.



Display of new digital controls system. Farmers Branch, TX.

The Energy Team has demonstrated that sound business practices reduce costs, improve assets and maximize performance. The team has identified and implemented literally millions of dollars worth of energy efficiency and conservation improvements benefiting the taxpayers, the public, and GSA's government buildings in the Greater Southwest Region.

For more information, please contact Ms. Pia Heiges at 817-978-3849 or by email at pia.heiges@gsa.gov. ■

Telework

Federal Telework Law

A new Federal telework law, passed in October 2001, has wide-ranging implications for all Federal employees. Public Law No. 106-346 requires that all eligible employees of Federal agencies be given the option to participate in telework to the maximum extent possible without diminished employee performance. Within one year, the Office of Personnel Management (OPM) will evaluate the effectiveness of the program and report to Congress. A main goal of this law is to reduce traffic congestion.

The passage of this law reflects a major change in Federal telework implementation practices. While telework is still a voluntary option for Federal employees, the new practice focuses on mandatory, as opposed to voluntary, agency compliance in offering a legitimate option for employees to telework. Each agency participating in the program will develop criteria to be used in implementing such a policy and ensure that managerial, logistical, organizational, or other barriers to full implementation are removed. Twenty-five percent of eligible teleworkers should be allowed the option to telework within the first year of the Act, with full compliance of 100 percent within four years.

Spouses Telework Employment Partnership (STEP)

The focus of this initiative is improved retention of commissioned, non-commissioned, and enlisted persons in the military by expanding training and employment opportunities for their spouses through private sector teleworking. The main objective is to reduce/remove the debilitating impact of military family assignment relocation on spouse careers, job opportunities, and income.

Working with an initial proposal developed by the Army Judge Advocate Generals Office, the GSA governmentwide telework team prepared a comprehensive proposal which included a recommendation to establish a public/private task group with partners from other Federal agencies and private contractors.

The STEP objectives are to increase opportunities for spouses of Federal employees with deployable missions to pursue education/training goals, private sector employment/careers, augment family income, and improve the quality of their family life. To accomplish these objectives, STEP has proposed the following:

- Formalize partnerships with government agencies with deployable missions, private sector organizations, associations, and foundations
- Create, procure, or use existing shared employment databases, resume databases, equipment, tools, and facilities in the public and private sectors for beta testing
- Expand marketing and outreach efforts
- Gain private sector sponsors for websites, publications, and communications infrastructure
- Expand use of new FTS 2001 and other telecommunications services, including commercial satellite services throughout the U.S., Mexico, Germany and additional international locations
- Expand use of National Guard distance learning facilities, colleges with foreign country facilities, and GSA telecenters

- Gain approval for enabling legislation and government/private sector funding

Members of STEP have shared information about the initiative with both private and public sector organizations at job fairs, conferences, and seminars in Virginia, California, Florida, Washington, DC, England, and Mexico. They also have begun briefing the Chamber of Commerce and Federal agency (OPM, DOD, the National Guard Bureau, State Department, GSA, and the Department of Labor) officials.

Telework Accounting and Communications System

The GSA Governmentwide Telework Team is conducting market research regarding the availability and/or development of a one-stop, time and attendance, scheduling, calendaring, workstation reservation, contact information, planning, and organization communications system that can fully and automatically interface with an organization's e-mail, payroll, and other systems. This system is needed to facilitate management of today's distributed workforce or teleworkforce (telecommuters and mobile workers).

The proposed system will be web-based, programmable (to meet the specific needs of the organization) and, of course, maximally secure.

This automated system will present

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TELEWORK from previous page

the user with easy to use templates for entering information; provide variable levels of information access to managers, timekeepers, other employees, and/or other individuals as needed; provide charts or other views of individual employee and/or organization information; and automatically prepare accounting information or summaries based on user information.

Telework Issues Working Group

OPM and the GSA governmentwide telework team are co-leading a Telework Issues Working Group, which is researching issues relating to telework that have been identified by Federal agencies as needing policy direction, change, clarification, or updating. Twenty-five members, representing 16 different agencies, are working on eight categories of issues including: legal and procurement; telecommunications, computers, and other equipment; taxes; worksite health and safety; human resources management and pay; continuity of operations in the Government; and training and support.

The group plans to issue a report of its recommendations by late summer 2001.

Technology Barriers and Solutions for Federal Home-Based Telework

In response to Congressional and agency telework inquiries, GSA's governmentwide telework team is conducting a study of Federal agency technology to determine practices and other guidance that will facilitate the growth of Federal telework. The study objectives are as follows:

1. Identify technology barriers to the development, implementation, expansion, and/or successful functioning of federal home-based telework programs
2. Determine how the barriers impact telework
3. Estimate the prevalence of such barriers across agencies and the number of employees impacted; determine organizational, occupational, and/or demographic prevalence relationships (e.g. types of agencies, occupations, or personnel that are most impacted by the barriers)
4. Describe current market-based technology solutions, estimate future technology solutions and time-to-market, and expected results
5. Describe how Federal agencies can take advantage of current and near-term technology to break down barriers to home-based telework

National E-Commute Program Targets Reduction of Auto Emissions

EPA Administrator Christine Todd Whitman celebrated Earth Week by kicking off the National Telework and Air Quality Pilot Project, an incentive-based pilot program for cleaner air and reduced highway congestion. The program enables companies to reduce thousands of tons of auto-emissions by allowing employees to work from home one or more days per week.

Joining Administrator Whitman at the event were Representatives Frank Wolf (R-VA), Tom DeLay (R-TX), Mark Udall (D-CO), and Connie Morella (R-MD). They unveiled details of a five city program that uses market based incentives to encourage employers to allow workers to telework part of the week.

The event used Earth Week as a backdrop to not only highlight the environmental benefits of the program, but also the quality of life benefits. GSA's governmentwide telework team is helping plan and operate this program, led by the National Environmental Policy Institute, which is designed to facilitate the development of an emissions credit trading and exchange system. Monitored by EPA, this program would be the first such emissions credit trading and exchange system based on mobile emissions or motor vehicle use.

Participating companies in Denver, Houston, Philadelphia, Washington, D.C. and Los Angeles will track auto-emissions reductions that result from e-commuting. These reductions will translate into mobile emissions credits that can be accumulated and traded or donated to further reduce the amount of smog-creating pollutants. Trading of these credits will add a financial incentive to the tangible workplace benefits of e-commuting, both for workers and the bottom line.

The program's new approach is to contribute to a better environment, not by regulating behavior, but by providing incentives to reach community objectives.

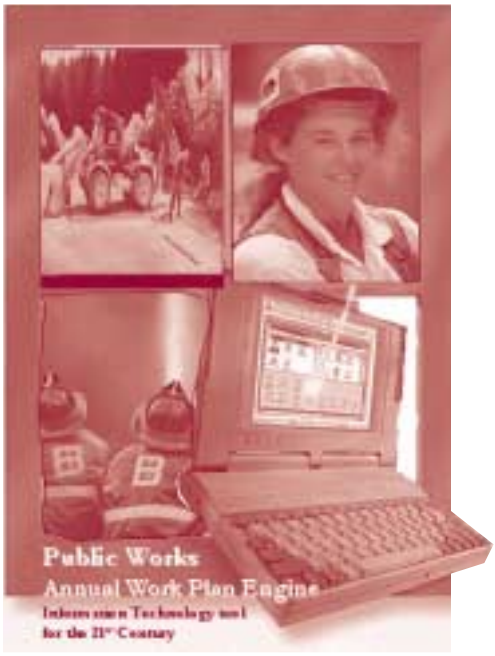
For more information, please contact Dr. Wendell Joice at 202-273-4664 or by email at wendell.joice@gsa.gov. ■

Annual Work Plan Engine

Department of the Army

The Department of the Army, Installation Directorate of Public Works, is responsible for maintaining the real property inventory. The development of the budget component is critical to the annual resource management plan. However, there were no automated tools to support the budgetary development process. Nor were there any automated tools to track budget execution. Real time or point of sale information was needed to support the dynamics of change associated with delivery of safe and serviceable real property and to manage the investment of appropriated funds. The Army conducted a survey and discovered that there are no commercial software tools that integrate budget development, point of sale commitment tracking, and capture knowledge management information to retain key and critical governmental processes.

The Annual Work Plan Engine (AWPE) is a tool developed using commercial database software that solves this and other important resource compliance needs. The AWPE provides a real time, continuously operating point of sale commitment tracking, knowledge management tool that fills the void. The potential for any agency desiring to reduce process, improve internal control compliance, and improve the responsiveness while lowering the costs of producing budget execution knowledge data will realize direct and lasting benefits from the AWPE.



For more information, please contact Mr. Jim V. Kelley at 337-531-4508 or by email at kelleyj@polk.army.mil. ■

SENTRY Real Property Management System

Department of Justice, Federal Bureau of Prisons

In May 2000, the Federal Bureau of Prisons (BOP) implemented the SENTRY Real Property Management System (SRPMS), a centralized automated system, which records, tracks, depreciates, and disposes of property manual records. In addition to maintaining accountability of the BOP's real property, the SRPMS automatically feeds accounting data to BOP's standard general ledger to record real property acquisitions, disposals, transfers, and depreciation.

BOP staff have attended many design meetings, performed thousands of program tests, written over 800 pages of policies and manuals, and provided countless hours of training to ensure a smooth implementation and online operation. The development took over two years. The SRPMS provides BOP staff with "one-stop shopping" to review $4.9 billion of property management data.

The SRPMS is extremely user-friendly, consisting of only four screens, but is capable of storing up to 28 different types of data and generating up to seven different reports. The SRPMS has been validated on numerous occasions, most recently by the Department of Justice, Office of Inspector General, which had issued the BOP an unqualified or "clean" audit opinion on the audited financial statements.

For more information, please contact Mr. John H. Romine at 202-307-2068 or by email at jromine@bop.gov. ■

Installation Status Report

Department of the Army

In the early 1990's, the Department of the Army recognized the need for better tools to manage and maintain its real property inventory. The Installation Status Report (ISR) is an innovative and affordable real property management tool that assesses facility conditions and performance (Quality data) and housing requirements (Quantity data) against Army-wide standards.

The ISR is reported annually from all Army installations and is one of three reports that the Department of the Army provides to the Department of Defense and Congress to report on its readiness. The building tenants collect the data through the use of ratings sheets that they complete. Because it is used by the military, the rating system is compatible with established military schemes and easily understood by commanders. Cost data is then developed from these ratings sheets. The ISR shows the condition and performance capabilities of facilities. At the installation level, the ISR data can highlight "hot spots" that require attention.

For more information, please contact Mr. Anthony V. Fasolo at 703-692-9246 or by email at anthony.fasolo@hqda.army.mil. ■

Demonstration of Installation Status Report (ISR) software package

Foundation Information for Real Property Management

Department of Treasury, Internal Revenue Service

The Internal Revenue Service's (IRS) rent budget is approximately $580 million for FY2001 covering almost 800 locations. To maintain the real estate inventory and forecast rent expenditures, IRS used an internal system developed prior to GSA's STAR system and new pricing. When GSA changed its policy and as an IRS-wide reorganization was planned, it was determined that a new real property system was needed. The Governmentwide off the shelf Foundation Information for Real Property Management (FIRM) system was chosen. Two critical functions were missing and IRS contracted for the development of 2 additional modules to add projections and to rebill the GSA rent bill to IRS business units. A user group was established to develop requirements, test the system and implement it. The development of the 2 modules was accomplished within one year. Additionally, the FIRM functionality has enabled IRS to reengineer internal processes and dramatically shorten the timeframe needed to certify receipt and acceptance of the rent bill. The rebilling module loads the GSA rent bill and compares it to IRS inventory projection. It accomplishes this on a detailed level and breaks the information up into space type and functional unit within IRS. It enables IRS to account for all GSA charges, as well as show where IRS has discrepancies with GSA. To further enhance the system a forecasting module was added enabling IRS to maintain a space inventory for projections and budget formulation.

For additional information, please contact Ms. Bobbie Decarmine at 202-283-9373 or by email at bobbie.decarmine@irs.gov. ■

Web-based Electricity Procurement

General Services Administration, Northeast and Caribbean Region

GSA awarded a contract to the World Energy Exchange and Science Applications International Corporation (SAIC) to conduct GSA's first web-based electricity procurement. This contract provided a more efficient way for GSA to solicit competitive bids on energy supply. By streamlining the process and increasing competition for the electric accounts, the World Energy Exchange and SAIC were able to achieve price reductions for GSA and its power procurement customers of an estimated $24 million in one service territory alone. GSA's $165 million energy procurement spanned 6 utility service territories in New York State and involved 20 competitive electricity suppliers, 10 qualified agencies, and approximately 600 electric accounts. The electricity procurement resulted in the fulfillment of approximately 624 million kWh of annual electricity requirements, which is enough to power 62,000 homes for one year.

The New York State energy procurement was administered as a series of reverse auctions with suppliers competing to submit the lowest bids on GSA's energy requirements. In certain service territories there was a 35 percent difference between the highest and lowest bids representing tens of millions of dollars in reduced pricing for GSA and its customers. GSA and its customers sought a fixed price on energy supply both to hedge against rising prices and facilitate fiscal planning. As a result of conducting this reverse auction GSA's customer base increased from 106 to over 700 electric accounts.

For additional information, please contact Mr. Brian Magden at 212-264-0591 or by email at brian.magden@gsa.gov. ■

Proactive Real Property Installation Space Management System/Management Control and Command

Department of Defense, United States Army Pacific

This practice entails the creation and implementation of a new business concept by the United States Army Pacific (USARPAC) for the management of its Real Property Assets for Army Installations in Alaska, Hawaii, Japan, and Okinawa. The business concept is centered upon the development of an enterprise-wide; web enabled automated facilities command and control system using a data centric Geographical Information System technology.

The USARPAC Real Property inventory was in a state of disrepair. Business processes to update the database were non-existent or implemented. Data access was limited and creating redundant operations, which resulted in organizational inefficiencies and undue expenditures of resources. This data problem resulted in USARPAC's inability to justify and obtain the full maintenance funding from the Department of the Army.

The automated system called Proactive Real Property Installation Space Management System/Management Control and Command (PRISMS/MC2) was developed as a solution to real property facility database inaccuracies, space management problems, and organizational inefficiencies. PRISMS/MC2 also has numerous directorates and staff offices with access to the command's facility database via their

continued on next page

Facilities Sustainment Model

Department of Defense

The DOD is responsible for an enormous, diverse inventory of facilities with a replacement value approaching $600 billion. Traditionally, DOD did not properly sustain this inventory. The reasons include resource constraints and other priorities, but the root of the problem rested mainly in the inability to calculate, with confidence, the funding needed to properly sustain the inventory. Various attempts to arrive at the number failed often due to incompatible, inconsistent or incomplete methodologies.

To address this issue, two years ago the DOD initiated a new approach to determine the funding level necessary to sustain the inventory. The result was the Facilities Sustainment Model (FSM) that integrates:

- DOD real property inventories
- Unit cost factors for sustainment tailored to nearly 400 groups of facility types
- Business rules for assigning sub-organization and fund source responsibilities
- Forecasts of planned inventory changes, such as new construction and disposals
- Sustainment compatible budget and accounting systems

DOD first created a unified inventory, then rationalized the classification structure of the inventory, incorporating over 2,500 facility categories used by the 5 services of the military into a standardized structure of 385 facility categories. For each of these categories, a unit cost factor for sustainment was developed based upon commercial cost benchmarks and tailored to the specific facility composition. The FSM itself combined the standardized inventory and unit cost factors with a host of business rules to generate an objective, auditable facilities sustainment requirement in sufficient detail to be useful to a variety of DOD organizations. To further its usefulness, FSM was made accessible on the Internet with appropriate access controls. Finally, the accounting structure was changed to accommodate the new system and the terminology used to describe the program was improved.

The FSM has now proven its usefulness in providing distinct benefits. Within the Department, the FSM is enabling standardized analysis and programming of sustainment requirements across all Services and defense agencies. Moreover, because of the improved consistency and objectivity of FSM-generated requirements compared with the previous, less-accurate methods, the FSM is largely responsible for enhancing the credibility of DOD's sustainment program and enabling a long-sought decision to fully fund sustainment. Because requirements are based upon actual real property inventory, implementation of the FSM has the collateral effect of improving the accuracy of the Services' real property databases.

For more information, please contact Mr. Jay Janke at 703-604-5776 or by email at jay.janke@osd.mil. ■

PRISMS
from previous page

secured Intranet system enhancing access to data utilized in daily operations. In addition, PRISMS/MC2 serves as a springboard for other staff offices and directorates to develop their own application based on the platform and data developed. The PRISMS/MC2 system has been installed in every major Army installation in Hawaii, Alaska, Japan, and Okinawa and has also been adopted by their sister major command in Korea.

PRISMS/MC2 has provided USARPAC with the following benefits:

- Correction of over 35 million square feet of building floor plans
- Two and three dimensional floor plans of every non-family housing facility throughout the Pacific
- Ability to access the floor plans via the Intranet
- Ability to do installation wide queries
- Ability to access an array of digital photographs for any building
- Elimination of redundant databases
- A reduction of over 2 million square feet in excess facilities
- Generation of over $6 million annually in operation, maintenance, and repair funding

For more information, please contact Mr. Wayne Hamaguchi at 808-438-7620 or by email at hamagucw@shafter.army.mil. ■

RealEstateSales.com

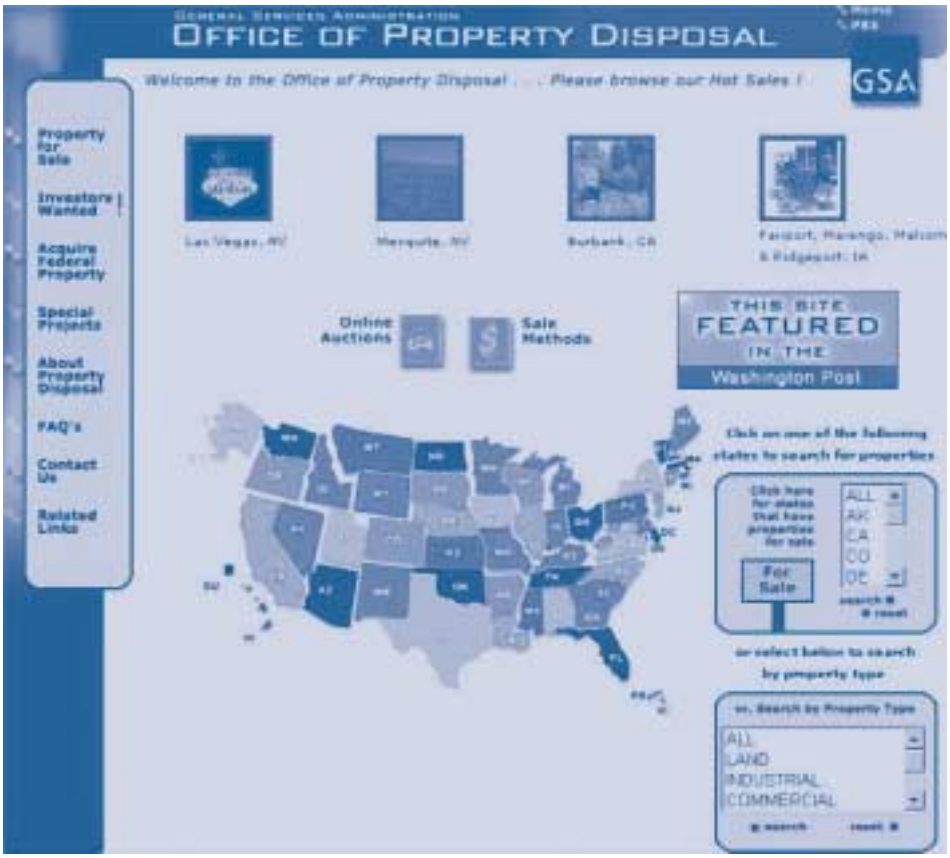
General Services Administration, Public Buildings Service

The GSA San Francisco Property Disposal Division and Auburn Field Office have launched the public sales of Government owned real estate into cyberspace. The online auction brings a huge amount of interest in Federal property disposal. In the month of March 2001 there were 90,659 hits to online auctions. The Internet auctions have made it easier for customers to do business with GSA, enhanced revenue, and produced significant cost savings.

Real estate sales are very different from selling goods or commodities and represent a significant investment for most people. Because buyers want to inspect the property and ask questions before placing a bid, GSA provides real-time telephonic support to overcome the impersonal auction site, providing a unique synthesis of old fashioned salesmanship and modern technology.

Internet auctions give buyers another tool in addition to other methods of bidding (mail, fax, walk-in). Other new improvements are FAX on demand, and use of credit cards for bid deposits. During FY2000, there were 19 online auctions for customers such as the United States Marshal Service, IRS, and Navy. FY2000 online sales reached $4.2 million, with winning bids ranging from 16 percent to 235 percent above fair market value. To date in FY2001, there have been 15 completed online sales for IRS and the Bureau of Land Management. FY2001 online auctions as of May 1, 2001 total $6.3 million with bids ranging as high as 107 percent above fair market value.

For more information, please contact Ms. Carol Arnold at 415-522-3434 or by email at carol.arnold@gsa.gov. ■



Web Building Evaluation and Review

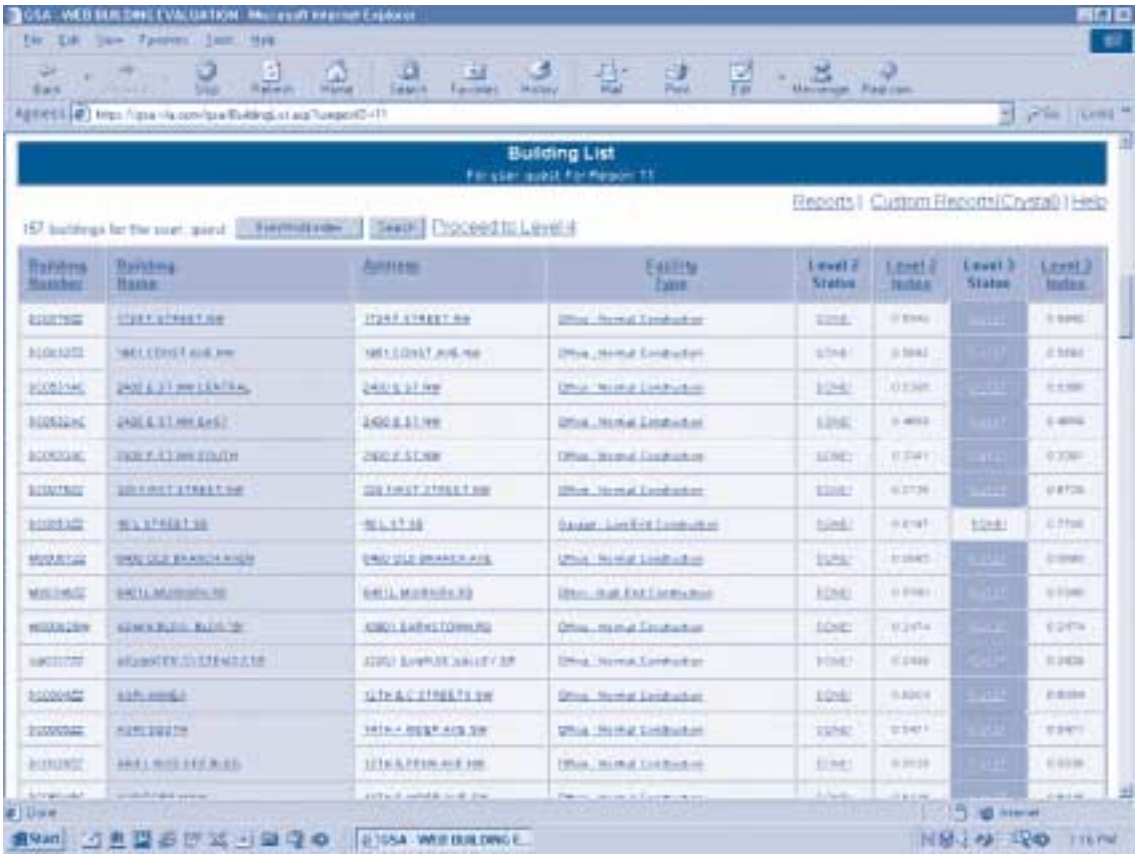
General Services Administration, National Capital Region

The Web Building Evaluation and Review (BER), developed by GSA's NCR is a web-based building condition assessment system. The system is designed to provide multi-level assessment of the physical condition of properties owned and operated by GSA. It allows GSA to identify deficiencies in its buildings, develop budgets to correct the deficiencies, and prioritize work based on the physical condition, amount of investment versus projected income and life cycle analysis.

Because the Web BER is designed for the Internet using the latest database technology, the system is capable of producing numerous reports categorized by priorities, type of buildings, building age, region, tenants in the buildings, type of deficiencies, and level of repairs needed. The Web BER allows real-time access to the application by GSA organizational components and customers alike. The reports, updates, and corrections can be done live while two parties hold a conversation time zones apart.

For more information, please contact Mr. Joseph Lawler at 202-205-2371 or by email at joseph.lawler@gsa.gov. ■

Web Building Evaluation and Review screen shot

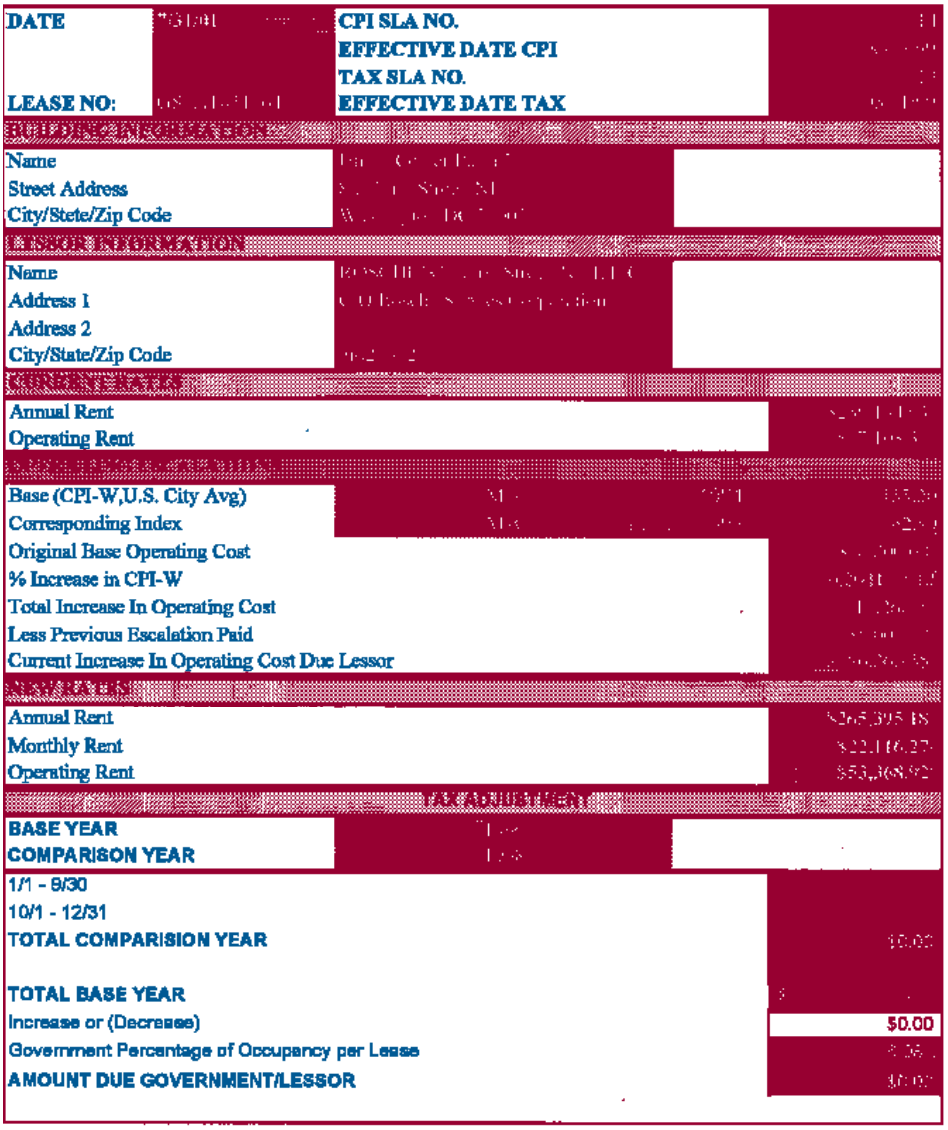


Automated Lease Cost Escalation Tool

General Services Administration, National Capital Region

For years, the calculation of operating costs increases in GSA leases followed standard language that predated the current era of frequent changes in lease square footage and base operating costs. As a result, GSA's calculations of cost escalation against the Consumer Price Index frequently resulted in overpayments to lessors. When the problem was discovered, it was also noted that the frequent complexity of the calculations could result in reasonable people coming up with different numbers. GSA's NCR has developed a standard calculation procedure, automated the procedure as a macro workbook in Excel to ensure a correct calculation every time. This macro not only saves time and avoids confusion and misinterpretation, but ends overpayment to lessors. It is transferable to other GSA regions, providing a template for fast, correct computation of operating cost escalations, even if the square footage and occupancy have changed substantially over the course of the lease.

For more information, please contact Mr. Santoni Graham at 202-708-6855 or by email at santoni.graham@gsa.gov. ■



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Real Property Leasing Innovations

General Services Administration, National Capital Region

GSA's NCR has developed two interrelated parts of an innovative "Hybrid Model for Federal Government Leasing" that have the potential to substantially reduce the Federal Government's transaction cost and time for placing Federal workers in leased office space. They are:

- Electronic commerce (e-commerce) enhancement of the existing Advanced Acquisition Program (AAP)
- Capture the rebates of tenant broker commissions

The AAP procurement method generates a standing inventory of best and final offers for leased space in NCR. The latest automated improvements allow the Request for Offers to be filled out and returned online. Amendments can be done online as well, right up to the cutoff date for Best and Final Offers; which must still be submitted as a hard copy. Offerors still have the option to work with hard copy throughout if they wish, although this will be phased out over time. In addition to online AAP, NCR has sought and received a legal opinion allowing GSA to recapture in its lease transactions the commission fee for the tenant broker, also called the participating or cooperative broker. In the past this fee has gone unclaimed by GSA's broker contractors, either reverting to the property owner or paid to the primary broker. This change in practice has thus far netted NCR $4.2 million of previously unclaimed commissions; a further $1 million is expected to be claimed by the end of the fiscal year.

For more information, please contact Mr. Santoni Graham at 202-708-6855 or by email at santoni.graham@gsa.gov. ■

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