



Real Property Policysite



AAAP

GSA U.S. General Services Administration

The Automated Advanced Acquisition Program site offers people and businesses the opportunity to electronically offer building space for lease to the Federal Government. The offer submission process is completely web-enabled, allowing all registered participants to submit a bid and offer to lease space to the Federal Government within specified timeframes, in response to a Solicitation for Offer (SFO).

Participants may choose only to browse through SFOs on the site or may choose to register a company and submit offers. To register, please go to the offer registration page.

Best Practices Special Edition 2006



Real Property Polycysite Special Edition: Fall 2006

Best Practices in Asset Management and Sustainability

The Best Practices Special Edition of POLICYSITE is made possible through the collaborative efforts of the General Services Administration's (GSA) Office of Real Property Management and the Federal agencies which participated in the 2006 GSA Achievement Award for Real Property Innovation program.

The Best Practices Special Edition POLICYSITE newsletter is an annual publication by the Office of Real Property Management (MP), GSA Office of Governmentwide Policy, Washington, DC, led by Acting Deputy Associate Administrator, Eric Dunham. POLICYSITE is produced by the Regulations Management Division, with Stanley C. Langfeld, as Director and Editor-in-Chief. This year's edition highlights asset management and sustainability best practices.

For more information about POLICYSITE, contact Richard M. Ornburn, Managing Editor, at richard.ornburn@gsa.gov. Graphic design is provided by David L. Alexander of GSA's Office of Citizen Services and Communications.

For more information about the Office of Real Property Management and its innovative real estate and workplace initiatives, including the GSA Award program, visit our website at: www.gsa.gov/realpropertypolicy. ■

www.gsa.gov/realpropertypolicy

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A Message from Eric Dunham

Acting Deputy Associate Administrator for Real Property Management

Tenth GSA Achievement Award for Real Property Innovation

The U.S. General Services Administration (GSA) is pleased to recognize the entries submitted as part of the Tenth GSA Achievement Award for Real Property Innovation in this POLICYSITE Best Practices Special Edition. This year's Awards program requested entries demonstrating innovation, creativity, and leading practice in Federal real property asset management and sustainability. The ideas submitted cover a broad range of real property areas, technical specialties, and geographic locations; some focus on a single facility while others describe wide-ranging frameworks that are national in scope.

In its first nine years, this program has generated and shared a substantial number of great business ideas within the real property community. This identification and dissemination of good practices is a vital component to the vision of a results-oriented Government.

We are aware that a variety of the previous entry concepts have been adopted, emulated, expanded, and tailored to meet local conditions by other Federal agencies. We expect that the results of the program's tenth year will be no different. Such leading practices serve as a catalyst for improved asset management and sustainability; we encourage the continued replication of more good practices in order to achieve notable and demonstrable results.

Thank you for your interest in the innovations that inspire change and improve performance across the Federal Government.



Eric Dunham

2006 GSA Achievement Award for Real Property Innovation

Winning Entries

Asset Management

WINNER:

Automated Advanced Acquisition Program (AAP)

General Services Administration, Public Buildings Service, National Capital Region

FINALISTS:

NASA Real Property Portfolio Improvement Program

National Aeronautics and Space Administration

Governmentwide Real Property Information Sharing (GRPIS) Program

General Services Administration, Public Buildings Service, Office of Real Property Asset Management

**SPECIAL ACHIEVEMENT/
MERIT:**

Creative Partnering to Achieve Asset Management Goals in Historic Assets

General Services Administration, Public Buildings Service, Greater Southwest Region

Sustainability

WINNER:

Denver Federal Center Environmental Management System

General Services Administration, Public Buildings Service, Rocky Mountain Region

FINALISTS:

Leasing Policy Requires Sustainability in Build-to-Suit Projects

General Services Administration, Public Buildings Service, Heartland Region

Property Innovation at EPA's New Arlington, VA Offices

Environmental Protection Agency

Sustainable is Attainable at Whitman Mission National Historic Site

Department of the Interior, National Park Service

**SPECIAL ACHIEVEMENT/
MERIT:**

Military Facilities Sustainable Design and Development Rating Programs

U.S. Army Corps of Engineers

1. National Aeronautics and Space Administration

Finalist

NASA REAL PROPERTY PORTFOLIO IMPROVEMENT PROGRAM

NASA had embarked on an innovative improvement program to increase the efficiency and effectiveness of its real property portfolio, prior to the issuance of Executive Order (EO) 13327, Federal Real Property Asset Management, and the formation of the Federal Real Property Council (FRPC).

This program consisted of:

- Ensuring accurate inventories
- Developing of new metrics and management tools
- Developing of long range real property plans that flow from the NASA Strategic Plan
- Developing of real property reduction plans
- Increasing the use of life-cycle management initiatives
- Increasing the oversight of Agency-wide portfolio management.

Since EO 13327, NASA has improved and refined the metrics, ensured consistency with FRPC guidance, and put all the metrics into practice by integrating them into NASA real property program management, NASA strategic plans, and long range budget projections.

The overall objectives of NASA's real property portfolio management improvement program are to ensure that its facilities are:

- Integral to NASA mission
- The right type and size
- Available when needed
- Sustainable
- Safe, secure, and environmentally sound
- Affordable.

“NASA’s innovations have earned it a GREEN rating on the President’s Management Agenda.”

NASA has put together its inventory, metrics, and long range plans to fully support the NASA mission and vision. The program has resulted in reduced risk to mission, a long term strategy for real property, and recognition by senior NASA management of the importance of efficient management of NASA's real property.

NASA's innovations in condition assessments, metric development and integration, and development of long range plans has earned it a GREEN rating on the President's Management Agenda for Real Property Asset Management. ■

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Asset Management

**Real
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2. U.S. Army Corps of Engineers

PHOTO BASED REAL PROPERTY ASSET MANAGEMENT

The Omaha District Real Property Accountable Officer (RPAO) developed, organized and implemented a comprehensive photograph based real property asset management system where there was none before. It documents the 5000 plus real property items (structures/buildings) for the more than 40 different civil projects within the Omaha District (which covers a six state region).

The Photo System developed for Omaha District has and will continue to save, at a minimum, \$10,000 a year, organize needed information and enhance the ability of all users to understand the over \$2 billion in real property they are assigned.

At its core, the latest technology developed for digital cameras was used to capture GPS coordinates and other necessary information required to track the more than \$2 billion government owned real property assigned to the Omaha District. The extremely simple to use processing program provides outstanding individual photos with all the appropriate information

watermarked on them, it automatically gathers 2 different aerial photos from other sources based on the embedded GPS information, it produces individual html files, overview/index html files and many other files that greatly enhance the ability for everyone that views them to get a clear picture of “what it is”, “where it is at” and “what condition it is in”.

An organized and consistent way of maintaining the information and photos (over 77,000 files) was set up on a portion of the district computer network server so that the system was always kept up-to-date and allowed all interested personnel access to any of the photos/information contained therein at any time. Binders were also assembled and distributed (containing inventory listings, information and all real property photos for their individual areas of responsibility) so that anyone that did not have access to the network server or who worked in the field away from the home office would have the same tools at their fingertips.

***2 USCOE properties,
Omaha District***

This system was so well received that the Operations Division bought eight of the same GPS enabled cameras for their personnel's use in the field. Their personnel were trained on its use and now they directly email their additions/updates regarding real property structures/buildings. Implementation of this program has saved the District over \$10,000 in labor and travel costs due to time savings alone (in the past a major project would take a minimum of 1, 2 or even 3 weeks, using this system it now only takes 1 to 7 days).

It will also result in a projected labor and travel savings of approximately \$10,000 each year in the future as the RPAO will no longer have to make one to three week trips that were made to gather all the necessary information at each site. Future trips will be of a short duration due to only having to update or add to the present inventory of pictures maintained.

This system now gives managers the ability to easily see and understand the real property account items they are signing for in the system. ■



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REAL PROPERTY INVENTORY OF CIVIL WORKS PROJECTS

The Fort Worth District of the Corps of Engineers (COE) operates and maintains 25 lakes within the Southwestern Division of the COE. A top priority of the COE is to obtain an unqualified opinion of the Civil Works financial statements. The Fort Worth District Chief Financial Officer (CFO) team determined that it was non-compliant in two CFO emphasis areas. The two areas were Buildings and Structures and Land Divisions or organizations within the Fort Worth District with major responsibilities for the two CFO emphasis areas requiring correction are Operations, Real Estate, Resources Management, and Internal Review.

In 2005 a 100% inventory of the assets at all the 25 lakes was required before other related actions could begin to correct the above stated deficiencies. During previous inspections, people would drive through the various parks and try to match a Property Identification Number (PID) to an item on the ground. In the larger parks, with multiple restrooms, boat docks, boat

ramps, etc., and hundreds of campsites, it was very difficult to be sure that one was accurately matching the facilities to the PID.

Concerning the audits, we could use the tools on hand to help the audit team and management of the real property. Additionally, the auditors were not going to be familiar with the lakes or the facilities. It was determined we could use the GIS to develop maps to aid the auditors and assure an accurate accounting of the facilities.

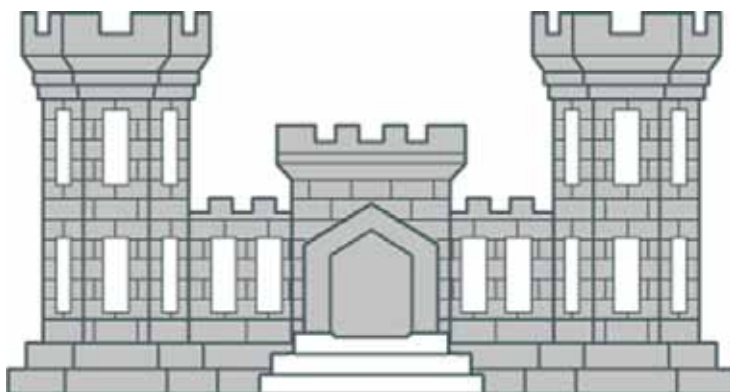
The various data layers were developed. Examples of the layers included restrooms, boatramps, campsites, roads, parking lots, etc. Each real property feature was attributed with pertinent real property data such as the PID, latitude and longitude, distance (for linear features), square footage (for parking lots), etc. The square footage for the parking lots and mileage for the roads were calculated using the GIS, thus saving many man-hours of field work. Additionally, the latitude and longitude was determined in a matter

of minutes for all the layers in a lake using the GIS features.

Over 800 maps were developed and printed for the lakes. Each real property feature was symbolized as a line, point, or polygon and labeled with the PID. The maps were printed on 11"x17" paper and are composed of three sections. The main area depicts a subset of a park or area; there is a key map that outlines the entire park with the subset outlined and a third area depicting the park area in relation to

the lake. This format was developed after conferring with the local real estate inspectors/auditors. Because most were not familiar with the lakes and parks, the key maps were helpful in determining their location within the parks and on the lake.

The benefits of using GIS and the maps were immediately evident as the auditors were very impressed with the maps and found them useful during the audit. ■



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3. U.S. Department of the Air Force and General Services Administration

AIR FORCE AND GSA CREATE ENVIRONMENT OF INNOVATION

A diverse team of Air Force (AF) and GSA associates accomplished one of the most complicated real estate and environmental transactions, in record time, by never-before-utilized techniques, and captured and applied the lessons for future projects.

On February 27, 2006, the team conveyed to the St. Louis County Port Authority 39.1 acres of environmentally contaminated and formerly flooded Air Force property. The success of this project is evident in relationships forged between the two agencies, performance against difficult measures, relief to Federal operation, maintenance and environmental clean-up responsibilities, productive use of a brownfield with an initial investment of approximately \$375 million in entertainment and retail economic development and approximately 3000 new jobs, clean up of contamination ahead of Government schedules, Government proceeds of \$1.25

million, and development of a new approach as a model for future work.

The team implemented a customer focus previously foreign to both agencies. The myriad of environmental laws and regulations and real estate approaches left significant room for disagreement. Nevertheless, the agencies recognized their customers' needs, the possibility of accomplishing the action in a wide variety of ways, and employed that focus in negotiations with EPA, Congressional Oversight Committees, and county and state officials.

The customer approach fostered an

environment that yielded innovation.

1. The team limited statutory warranties to future unknown environmental remediation and thereby shifted Federal liability further than any previous project.
2. They diverted windfall profits from the county to the United States for future sales within 10 years, more than any previous case.
3. The sale represented the first value-based disposal of Air Force non-BRAC property and used the first cooperative agreement with regulators.
4. The approach also helped the team to meet the short deadline by focusing for the first time on the results that the customers needed, as opposed to how to achieve them. The team secured assurance that the county would be responsible for the Federal clean-up responsibilities by providing alternatives such as

environmental insurance, bonding, and letters of credit, as well as open-ended requirements for state regulatory compliance, focusing on results instead of means.

The effectiveness and replicability of the project was apparent. The team documented the customer-focused approach and environmental innovations through after-action briefings and shared them at all levels, with agreement for application in future and continuing projects.

Supported by quantitative analysis, the project greatly exceeded expectations specified in the PART disposal measures. It far surpassed the long-term outcome goal that proceeds of sale reach at least 118 percent of estimated fair market value. It also exceeded the annual outcome cycle time goal for disposal within 240 days. ■

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Sample portion of conveyed Air Force 39.1 acre property

4. U.S. Department of the Army

CONTINGENCY OPERATIONS REAL PROPERTY ACCOUNTABILITY

The U.S. Army Forces Central Command (USARCENT), in partnership with the U.S. Army Corps of Engineers Engineering Infrastructure Intelligence Reachback Center (EI2RC), Savannah District and Construction Appropriations Planning and Execution System (CAPCES), has developed and implemented a user friendly, self-service, web-based real property management, tracking and reporting capability for contingency environments.

This capability has three distinct operating mechanisms that standardize field data collection processes, property management module and data fusion/visualization supporting lifecycle management of contingency bases. The three mechanisms are the:

- Ike 304 with Geospatial Assessment Tool for Engineering Reachback (GATER),
- CAPCES Contingency Facilities Module, and,
- Infrastructure Spatial Intelligence Portal (ISIP).

Development of this initiative was spurred by AR 405-45, Real Property Inventory Management, that states property in an officially designated combat zone will not be reported to the Army Chief of Staff for Installation Management (ACSIM), but rather “property acquired or constructed for contingency operations or property of a classified nature where public knowledge of location could pose a threat to military operations or cause endangerment to life and/or safety of Department of Defense (DoD) personnel. This information will be gathered and maintained by Third Army....”

Contingency operations create unique challenges to real property asset accountability and management that require unique but standardized processes to meet the intent of Department of Defense (DoD) and Department of the Army (DA) regulatory guidance. Standard DA real property systems like the Integrated Facilities System (IFS), designed for management of Continental United States (CONUS) based facilities, do not work in a

contingency environment. Enemy action, rapid personnel turn-over, training, experience and other competing requirements required USARCENT to develop a realistic and simple approach to real property asset management- sustainable in fast moving and hostile environments. Field data collection processes accomplished with the GATER and CAPCES management module ensures data is collected and shared using standard processes and formats.

spreadsheets to track real property inherently creates non-standard products that are difficult to integrate and analyze. The CAPCES Facilities Module eliminates disparate databases and allows for data integration through a user friendly on-line application. ISIP is an Enterprise Geospatial solution that integrates the collected property data with other facility based information providing a Common Installation Picture (CIP) via the internet to authorized users worldwide.

required to develop their own methodologies and capabilities to manage contingency real property; given these three tools (GATER, CAPCES and ISIP) they now are able to conduct their real property mission with less distracters to their combat and peace keeping operations worldwide. ■

“Contingency operations create unique challenges to real property asset accountability and management that require unique but standardized processes ...”

Prior to the development of the CAPCES capability, expeditionary real property assets were tracked using locally developed Microsoft Excel spreadsheets or Microsoft Access databases; otherwise known as “stove piped” solutions. Using

The capabilities developed for USARCENT are transferable to any contingency environment, and are not exclusive to the United States Central Command Area of Operation (AOR). These developments mean that combat forces are no longer

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QUALITY RESIDENTIAL COMMUNITIES FOR MILITARY FAMILIES

The Residential Communities Initiative (RCI) is critical for eliminating inadequate Army housing by awarding contracts and entering into public-private partnerships. The Request for Qualifications procurement process is used to select partners who renovate, construct and demolish structures on land leased by RCI and paid for through the funding stream of residents' Basic Allowance for Housing. When a developer is selected, a Comprehensive Development and Management Plan is drafted and approved by Department of Army, Headquarters, then sent to the Defense Subcommittee for a 45 day review. When approved, RCI and the partner work out the fine details for their fifty year contract and begin the process for closing.

The RCI Portfolio and Asset Management (PAM) program allows the Army to efficiently manage and monitor the Army's portfolio of housing, which at the end-state will include 84,000 homes. The PAM process streamlines the decision making process, allowing the Army

and its partners to identify and address opportunities and potential problems very early on.

The PAM program must attribute its success to its current management team who maintain a clear communication between all stakeholders involved in the process.

The organized content in the PAM program create an ability to make crucial decisions in a timely manner. This is a key benefit in the Real Estate market due to the high level of competition and the need to make moves quick to avoid losing opportunities. While it protects the assets of RCI, diminishes layers of review and creates ease within the fifty year management process, it is not without its challenges. There are Army stakeholders who are critical, but are being informed monthly and quarterly and assured of the success of this program.

PAM'S success is measured in three areas: property management, construction management and development management. The measurement of property management is primarily through

***Army - Sample Quality Residential
Community for Military Families,
Ft. Belvoir, VA***

surveys on occupancy and satisfaction. The vacancy and turnover rates are also tallied to provide a vivid picture of the actual residency and the adequacy of accommodations for Soldiers. Construction Management is measured by the timeliness and economic efficiency that new or renovated homes are made ready for occupancy, as well as measuring safety guidelines. Development management is measured in the quality and speed that projects are executed and reported, as well as logging milestones. ■

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5. U.S. Department of Defense

BAGGAGE CLAIM CHECK

To improve asset security, the U.S. Department of Defense has proposed a plan to implement a baggage claim check for any applicant or shipper entering the Kansas City Military Entrance Processing Station (MEPS).

This proposal would be implemented almost immediately upon review and approved by the KC MEPS Commander. This proposal falls under the category of Asset Management. The implementation would eventually provide a safer environment and security for all persons entering and working at the MEPS. This would in turn provide additional protection for the security of the building we work at from present and future, potential dangers.

Implementation of this baggage check program would be a first for the KC MEPS. It would improve our customer service to the applicants as well as provide a security checkpoint for all personnel entering and working at the MEPS. Our service would improve our commitment to security of this facility as well as give our customers a feeling of a secure and safe environment. With that feeling, our objective of getting our applicants and shippers through the system in a timely and orderly fashion would increase. Also we would know who is in the facility and their identity in a potential case of an emergency or an immediate threat in the baggage area is found. Since this would be a first for the KC MEPS, a record is not available to measure the success of

“Implementation of this baggage check program... would improve... security of this facility [and provide] a secure and safe environment.”

the program as of yet.

The amount of effectiveness of this program would far outweigh the cost of implementing it. We have the potential to provide a safe environment which may save lives and if it became necessary to follow up an investigation if a security threat involved the people and/or the building. The benefits of this proposal if approved would provide identification for all applicants and shippers who come through the MEPS on a daily basis. By identifying their baggage, any bag(s) that has been identified would have less of a chance of being mistakenly taken intentionally or unintentionally by another. Also,

in a security threat which may occur, it would be easy to identify which bag or person may have breached security in

an investigation. The problem of mistaken bags would be solved. The challenge to this program would be if we had people who intentionally or unintentionally did not follow our rules regarding registration procedures for our baggage check program.

Our ability to measure the success of this program would not be a threat or violation of our baggage claim program. If we have no security breaches and have all applicants identified, then our success would be measured on the number of breaches we have identified. Since the program is so new, we could have a review of its success six months after its implementation. ■



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6. U.S. Department of Housing and Urban Development

ASSET MANAGEMENT: INNOVATIVE TOOLS FOR AN ORGANIZATION

Ever wonder how the creative minds of a few can inspire and transcend an organization?

The Research and Planning Unit of HUD's Office of the Inspector General (OIG), a unit serving almost 650 employees nationwide, has been the "little engine that could" this past year in developing two asset management systems ideally suited for their OIG's Real Property and Vehicle inventories.

These systems are the direct result of two people's effort despite no funding support, additional resources or organized task force, and armed with only the drive and innovativeness to produce a transportable product with universal appeal. Their

efforts constitute a huge investment within the organization and a nexus to strategic planning goals.

A first-of-its-kind for the OIG, these systems are workforce decision-making tools employing cost accounting measures promoting the most efficient and economical use of assets. Ready for the future, this Research and Planning Unit can assist senior management with developing concrete strategies that annually address real property and vehicle asset issues with the expanding role of government in the areas of telecommuting and hoteling. ■

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7. U.S. Department of Interior - Bureau of Reclamation

EXPANDED RECREATION USE DATA REPORT

There are 310 recreation areas located at Reclamation reservoirs, but Reclamation directly manages only a small number of them. Where feasible, Reclamation has transferred recreation management and jurisdiction to other Federal agencies such as the U.S. Forest Service, Bureau of Land Management and National Park Service. Additionally, Reclamation has contracted with non-Federal partners, such as state and local governments, to manage about half its recreation areas. As a result, a very small Reclamation recreation staff must administer recreation contracts with non-Federal partners and track the inventory of recreation assets constructed on its lands over time by multiple Federal agencies, non-Federal managing partners, and

concessionaires.

Reclamation's ability to thoroughly inventory and account for all its recreation assets has been hampered by both limited recreation staff and lack of an efficient property management data base. Reclamation recently realized that most recreation assets on its lands are not completely inventoried or accounted for in property records. In many cases, recreation assets constructed by non-Federal partners are not included in any data base. Further, recreation assets constructed jointly with non-Federal partners are accounted for in financial records but not in property inventories.

Mr. Fred Liljegren of the Upper Colorado (UC) Regional Office and Mr. Willie Brown of the Provo Area

The Bureau of Reclamation is unique in how it oversees recreation activities on Federal lands under its jurisdiction.

Office took the initiative to develop a simple solution to a complex problem. They simply expanded the data annually entered into Reclamation's Recreation Use Data Report (RUDR). This expanded RUDR can now be used to:

- Train new recreation staff
- Store information about non-Federal managing partners
- Identify numbers and types of recreation assets
- Provide specific information on existing assets (including annual operating costs and revenues)
- Identify types of recreation fees
- Document changes

- Store GPS coordinates for building and structures
- Document asset condition with



photographic images.

Recreation asset data can now be collected at regularly scheduled reviews and then entered into one master report. Consolidation of all this information into one report saves significant staff time by eliminating the burden of producing multiple reports in multiple formats.

Implementing the expanded RUDR and eliminating multiple other reports will improve efficient use of Reclamation's limited recreation staff and will result in an estimated cost savings of over \$40,000 in the UC Region alone. If the expanded RUDR were implemented in Reclamation's other four regions, the total cost savings could exceed \$200,000. ■

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8. U.S. Department of Labor

SPACE MANAGEMENT SYSTEM (SMS)

The Space Management System (SMS) was born out of the need for various ways to use and present space related data from General Services Administration (GSA) and Department of Labor (DOL) sources. The packaging and presentation of this data would give executives and managers the ability to make strategic decisions when dealing with office space.

SMS tracks space utilization by electronically allowing analyses and flagging through filter sets that alert managers of opportunities for optimal usage based on capacity and

cost. This was previously done manually, as the number of variables under review could not be captured without significant effort.

This system has afforded us the ability to utilize GSA's rent data and present that information in an easily usable format for management decision support.

In the future we will expand the capabilities of the system to include a mapping component and a more robust financial reporting engine to the system. This would allow us to have a graphical representation of space holdings demographic and financial data. ■

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Asset Management

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9. U.S. Department of State

EXCELLENCE AND ACCOUNTABILITY IN STATE'S MANAGEMENT OF FEDERAL REAL PROPERTY

On February 4, 2004, President George W. Bush signed Executive Order 13327, Federal Real Property Asset Management, setting expectations and requirements to “promote the efficient and economical use of Federal real property resources in accordance with their value as national assets and in the best interests of the Nation...”

The Department of State (DoS) was eager to meet this challenge and, where possible, exceed it. In the summer of 2004, General Charles E. Williams (ret.), Director and COO for the Overseas Buildings Operations (OBO) was named Senior Real Property Officer for the DoS.

General Williams immediately developed a comprehensive joint-agency Asset Management Plan with USAID (U.S. Agency for International Development). By the third quarter of 2004, General Williams had an asset management plan in place for DoS international properties, and an accurate and current inventory of assets consistent with FRPC standards.

The following year, under his direction, DoS submitted to OMB the most comprehensive asset management plan ever developed by the Department. It addressed not only national but international properties, and was consistent with Federal Real Property Council standards.

In the course of the next twelve months, DoS submitted four quarterly rolling timelines, each containing extensive proof of the results of proficient management of DoS assets.

The team achieved the following:

- 383 surplus non-mission critical properties were removed from our portfolio
- Generated over \$303 million in sales of surplus assets
- Sales prices of these properties averaged 123% of Fair Market Value
- Over 8,500 people moved into safer facilities
- \$344 million saved in cost avoidance

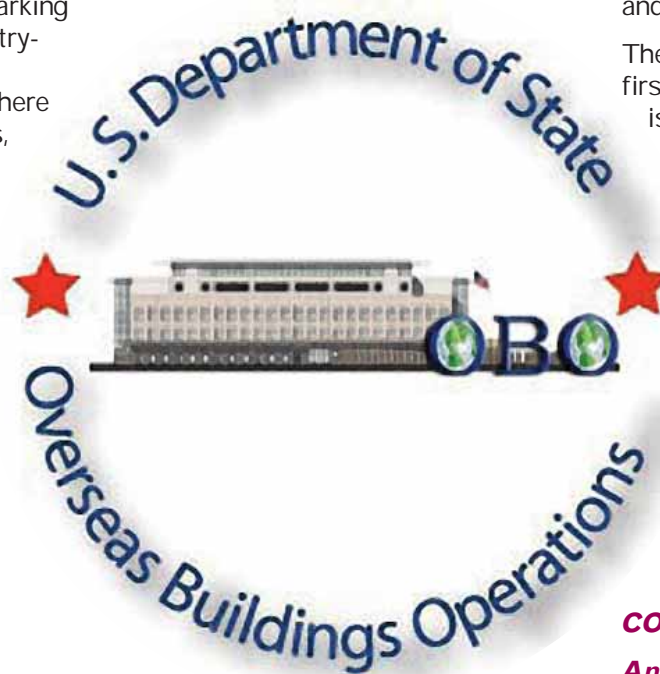
General Williams used the PMA as an opportunity to launch a number of labor-intensive global benchmarking studies. Under his direction, the team initiated a global benchmarking study to develop realistic industry-based ceilings for international short-term leases overseas. Where assets exceeded market ranges, we developed a plan to remove those leases outside the range from the inventory, resulting in cost savings for the United States Government. Today, we can confidently state that we track every individual asset in our portfolio. We are successfully identifying assets that exceed our space

standards, and implementing plans to correct these anomalies with post.

Twenty-four months of hard work were

rewarded on April 11, 2006, two quarters ahead of schedule, when OMB announced that the DoS achieved "Green" for both status and progress.

The Department is proud to be the first agency, whose core competency is not Real Estate, to achieve this coveted ranking. General Williams and his team are also proud that the documentation we developed to support this initiative (Asset Management Plans, Performance Measure Algorithms, Rolling Three Year Timelines, and others) have been recommended by OMB to other agencies as models of excellence. ■



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10. U.S. Department of the Treasury - Internal Revenue Service

IRS ASSET MANAGEMENT INITIATIVE

In January 2005, the IRS embarked upon a massive effort to analyze a field portfolio of roughly 645 assets. This effort was accomplished through guidance and direction from IRS Headquarters by a field staff spread out through 14 territories across the U.S.

Written policy and guidance was established to develop asset management plans for each asset in the IRS “field” inventory of 18 million square feet. The process involved a number of steps. First, the staff analyzed each asset to determine how well it met current mission requirements and established IRS real property standards. These standards and requirements include such things as location considerations, building and space quality, efficiency, UFAS, fire/safety, security, furniture, space allocations, business unit adjacencies, and space configuration.

The process involved identification of deficiencies in the attainment of IRS standards as mentioned above, with a specific emphasis on identifying the “space gap”. The space gap is basically the difference in how much square footage the IRS should have in these facilities if they applied the IRS space allocations standards, compared to how much square footage they do have in each location.

Once these deficiencies and space gaps were identified, options were

gamed and analyzed to improve the situation for each asset, and a project concept was developed, as appropriate, to send forward as a recommendation for approval.

IRS is currently developing measures to monitor progress in implementing the asset management plans.

Through the asset management initiative, IRS has accomplished the following:

- Gained a better understanding of

This Internal Revenue Service (IRS) “asset management” initiative ... is the cornerstone of current efforts to provide effective stewardship over the IRS field inventory of approximately 18 million square feet.

the condition, utility and function of each building in the field inventory.

- Reviewed options available to move towards the IRS standard and increase the real and personal property support for the mission at each location, and in context with other locations in the same geographical area.
- Identified over 1 million square feet for potential disposal.
- Developed sound and defensible recommendations for real estate projects based on cost, benefits, and time constraints associated with available options.
- Commenced implementation of projects based on the recommendations and available resources.

This approach overall will help to improve utilization and right-size the IRS portfolio, provide quality space to IRS employees in the right location, and manage the inventory to improve effectiveness and efficiency.

This initiative has been implemented within the spirit and intent of the President's Management Agenda and Executive Order on Real Property Management, and has excellent application potential in other Federal agencies. ■

CONTACT

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Asset Management

Asset Management Profile		Area:	1
		BRANCH:	ANY
Building Number:	ANY123ZZ	Government/Leased/IRS:	L
Property Name:	ANY IRS BUILDING	IRS Property Type:	IRS OFFICE
Street Address:	123 Main Street	Lease/CBR Expiration Date:	1/15/2014
City:	Washington	Annual Rate:	\$230,002.74
State:	DC	Lease Renewal Option?	YES
Zip Code:	22222	Option Notice Date:	
Rentable SF:	11,966	Total Employees (TAPS):	29
Rentable SF/Net JU:	11,966	Total Employees (TIMIS):	29
Occupable SF:	10,405	Total TIMIS PP7:	28
RU Factor:	1.15	Seasonal Premium (TIMIS):	0
Current UR:	413	Total Contractors:	0
CMLC RSF:	0	Workstation Total:	52
TAC RSF:	2,904	Vacant Workstations:	20
Parking Spaces:	50	FIRM Projected Release:	No
RR SF RELEASE:		Projected Acquisition:	No
Rent Reduction In-Process:	No	POD Strategy	
RR Projected Release Date:	Not Applicable	Total Proposed RSF:	11,966
RR Completed:	Not Applicable	IRS Staffing:	40
Housing Plan (SRM) to IRS Design Standard		Contractors:	0
Total SRM Rentable SF:	10,625	Planned Workstations:	52
SRM IRS Staffing:	40	Vacant Workstations:	12
SRM Contractors:	0	Strategy vs SRM Standard SF:	1,341
SRM Workstation Allowance:	42	Strategy vs Current SF:	0
SRM Visitor Workstations:	0	Assumptions:	Growth
SRM Staffing Change Assumption:	Growth	Conformance to Standard:	Best Practical
SRM vs Current SF:	1,341	Proposed Strategy:	Cost Estimate:
Facility Assessment:		Status Quo/No Action:	
Layout Functionality:	Good	UFAS:	Yes
Layout Efficiency:	GOOD	Seismic:	Yes
Support Supported:	Yes	Fire:	Yes
Enclosed Usage:	GOOD	Sound:	Yes
POD Model:	Yes	Secure:	Yes
Space to Standard:	Yes	Maintained:	Yes
Date of Workspace Standard:		ACCEPTABLE:	Yes
		OSMS:	89
		Assessment Comments:	Office was relocated to new space in Jan. 2004. Space is in very good condition and W/S conform loosely to the current workspace standards. The TAC Model is implemented here. GAP is a result of attrition in this office over the past few years.
Prepared By:	First: Jane Last: Smith	General Comments:	
Phone Number:	(555) 555-1212	GAP Analysis submitted 1/27/06 recommending no RR for this office. POD is "J" shaped with two entrances; one thru the TAC and the other by the CI entrance making any release impossible without significant realignment and alterations to both CI and the TAC. The costs associated with this as well as the TI balance makes this an extremely expensive option with an estimated ROI of 12 years. In addition, South Bend is considered a "growth" site which would be restricted from receiving new hires if any release of space was prematurely accomplished. Therefore FM recommends remaining until the end of the lease term with no changes made at this time.	
Initial Plan Date:	6/9/2006	NO ACTION. Also note that housing plan assumptions were not followed here. Advocate confirmed hiring is much greater than the 5% assumption. We used confirmed hiring for this analysis.	
Update 01:		Update 04:	
Update 02:		Update 05:	
Update 03:		Update 06:	

IRS Asset Management Profile form

Real Property Polycysite

11. U.S. General Services Administration, Public Buildings Service

ASSET BUSINESS PLAN PBS Central Office

The Asset Business Plan (ABP), an integral component of asset management, provides comprehensive information to associates, GAO and OMB. The Public Buildings Service's ABP received the International Development Research Center's (IDRC) best practices award for 1999. It was the first time that a federal agency received this award.

ABP - a web based application - has a photo, description, location, function and federal use for each asset. It establishes financial information for, rent, operating costs, repair and alteration. ABP provides market, rental rates, space availability, absorption, and vacancy information. ABP compares PBS rental rates with local market rates to ensure that PBS rental rates are equitable. ABP develops building strategies to ensure assets support federal missions.

PBS, a pioneer, is the first and only federal agency to have a business plan for all assets. It is a creative approach to dealing with federal real estate that adopts private business practices. The change in thinking is that federal assets must be well utilized and support federal missions. ABP has served well the PBS Portfolio Restructuring Strategy in 2002 that focused reinvestment in core assets. Core

assets are mission driven and PBS intends to retain them for the long term. PBS would incur prohibitive costs if it were to lease replacement space for these core assets. ABP was an established tool that appropriately matched the President Executive Order 13327 of February 2004. The Order calls for promoting the efficient and economical use of Federal real property. ABP is integral in GSA getting Green status on the President's Management Agenda.

All PBS properties (buildings, parking, land parcels) have ABP's. The ABP contributes to PBS efficiency by providing ready information, exchanging good practices and sharing ideas to better asset management. It is used to control operating costs, to present

“PBS, a pioneer, is the first and only federal agency to have a business plan for all assets.”

strategies for focusing scarce reinvestment resources and improve customer satisfaction. ABP is used to plan projects, tenant movements and enhancement to operations that maintain and improve customer satisfaction.

All levels of associates and stakeholders use ABP. Its website exceeds 5,000 hits annually since 2004. The Office of Real Property Asset Management (RPAM) conducts ABP reviews to ensure completeness, accuracy and cohesiveness. PBS success since ABP has been introduced in 1998 is exceptional. Over 200 (30 million RSF) vacant and underutilized buildings were disposed of, the bonus was that PBS avoids \$400 million in repair costs. Operating

costs are 10-12% less than BOMA (Building Owners and Managers Association). Customer satisfaction is 93% in core assets.

ABP is portable, replicable and transferable. APB's transferability stems from the logic and focused method to collect information and from its multi-faceted uses. Land holding agencies, local government and real estate entities can use the ABP platform. Federal agencies (State), State governments (California), local governments (Alameda, CA, Montgomery, MD) inquired about ABP from RPAM. These entities appreciated ABP so they indicated that they would model their real property systems after ABP. PBS uses ABP in its professional education. ■

CONTACT

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 Winner

AUTOMATED ADVANCED ACQUISITION PROGRAM (AAAP) PBS National Capital Region

The purpose of developing the Automated Advanced Acquisition Program (AAAP) was to reduce the costs relating to the acquisition of real property lease assets, improve supply and pricing of space offered for lease to the Government, and improve customer satisfaction by delivering space faster to its customer agencies.

In addition to the obvious benefits, the AAAP incorporates cutting-edge GIS technology, which reduces offer submission and evaluation time from weeks to seconds for the AAAP. Outside of the Government, the AAAP helps businesses interact efficiently and effectively with the Federal government, provides one-stop access to information, and

commerce leasing application in the Federal government.

By way of background, in 1991, the paper-based Advanced Acquisition Program (AAP) was created for the purpose of consolidating and streamlining the leasing process for a large volume of small leases, and for procuring space faster. The AAP process treats real estate as a commodity by capturing supply in varying lease terms and locations in a standardized fashion. In 2001, GSA commissioned AEW Capital Management, L.P., to perform a study to analyze the NCR Leasehold Portfolio. AEW determined that GSA was not requesting new offers/updates to its AAP procurements often enough, given the volatility of the real estate markets. The problem was either that the lessors would not honor their space bids (because market rates increased significantly) or that the GSA would pay too much for space (because market rates decreased significantly). The Automated AAP solved this problem by using technology to increase the frequency of offer submissions, which led to a better supply and "real-time" pricing that reflected current market rates.

In addition, the AAAP capitalizes on the efficiencies of technology to enable GSA to effectively evaluate this higher volume of offers. Such technology utilizes Geographic

“By developing and implementing the AAAP, the Federal Government has taken a giant leap forward in the E-commerce arena...”

enables internet web-based E-commerce. In expanding Electronic Government, the AAAP has advanced the goals of GSA and the President’s Management Agenda by establishing itself as the first E-



AAAP Team (l-r): Art Turowski, GSA PBS NCR, Ali Analouei and John Culbertson, GSA PBS National Office, John D. Thomas, GSA PBS NCR

Information System (GIS) technology to automatically evaluate and rank offers that meet the Government's location and space requirements. In addition, the AAAP employs electronic signature technology, in the form of a five-digit self-select personal identification number (PIN), to enable building owners to update existing online offers or submit new ones. Without the electronic signature and the automatic evaluation process, GSA would spend weeks reviewing the terms and conditions of paper lease

offers that it received to make sure that they were consistent with the SFO. With the electronic signature and GIS technologies inherent in the AAAP, GSA can evaluate, rank, and select offers in a matter of seconds.

These technological efficiencies translate into a more efficient lease process, less costly acquisition of real property lease assets (established as a performance measure by Executive Order 13327) and improved customer satisfaction by delivering space faster to its

customer agencies. By developing and implementing the AAAP, the Federal Government has taken a giant leap forward in the E-commerce arena and is beginning to revolutionize the commercial real estate industry's approach to real property lease transactions. ■

CONTACT

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AAAP
GSA U.S. General Services Administration

The Automated Advanced Acquisition Program site offers people and businesses the opportunity to electronically offer building space for lease to the Federal Government. The offer submission process is completely web-enabled, allowing all registered participants to submit and update offers to lease space to the Federal Government within specified timeframes, in response to a Solicitation for Offers (SFO).

Asset Management

Participants may choose only to browse through SFOs on this site or may choose to register as a policy site submit offers. To register, please go to the offeror registration page.

Real Property Policy site

What's New ?

Special
Achievement/
Merit

CREATIVE PARTNERING TO ACHIEVE ASSET MANAGEMENT GOALS IN HISTORIC ASSETS PBS Greater Southwest Region

The Old Federal Building Post Office (FB/PO) in Albuquerque, New Mexico, is located just one block from historic U.S. Route 66 in the heart of the city's downtown. Completed in 1908, the building originally housed New Mexico's largest Post Office on its first floor and the District Court in its sky-lit octagonal courtroom on the second floor. The handsome, three-story, red clay tile-roofed structure, held a prominent place on Albuquerque's "Banker's Row" and stood for more than three-quarters-of-a-century as a community landmark and symbol of civic pride. The building is listed on the National Register of Historic Places.

Nevertheless, as increased demands were placed on the court system and

building in the hope of attracting a larger, single, alternative-use tenant. Awaiting a proposal that would demonstrate the highest and best use of the facility, the building sat vacant with its future uncertain and condition threatened.

In 2004, Amy Biehl High School (ABHS) entered in a long-term lease agreement with GSA to occupy the building for a nominal rent of \$100/month. With help from the New Mexico Legislature, GSA, private foundations, private contributions, and bank financing, ABHS secured \$3.7 million in funding to remove hazardous materials, replace infrastructure, undertake restoration, and transform the 52,000 square-foot building. Partition walls and suspended ceilings were demolished and removed to make the asset more functional, the octagonal courtroom was recaptured with the removal of five-partitioned office spaces inserted years earlier, sprinklers were added, and the overall building functionality and appearance were improved.

By improving performance and maintaining this historic asset in our inventory, these investments in the FB/PO through alternative funding sources have allowed GSA to comply with:

- Executive Order 13327 regarding Federal Asset Management

“Alternative investments through sources outside of GSA have resulted in a savings for GSA of approximately \$6.5 million over the next 10 years through cost avoidance strategies...”

federal space needs changed, the building took on a variety of smaller federal and non-federal tenants until 2001 when, greatly underutilized, the U.S. General Services Administration (GSA) vacated the

***New Amy Biehl High School,
Albuquerque, NM***

- GSA Public Buildings Service Real Property Asset Management Plan in the area of portfolio restructuring
- Executive Order 13287, "Preserve America"

Alternative investments through sources outside of GSA have resulted in a savings for GSA of approximately \$6.5 million over the next 10 years through cost avoidance strategies, have eliminated 52,000 square feet of vacancy in our inventory, reduced operating/ security costs from approximately \$127,000/year in

Fiscal Year 2005 to a projection of zero in Fiscal Year 2008, and allowed GSA to meet community needs in Albuquerque.

On January 18, 2006, ABHS opened its doors to its students in a GSA owned asset, with a goal of educating approximately 250 students each year for the next 60 years. ABHS will provide a significant estimated benefit to taxpayers: a cost of approximately \$17,000 per student, or one-third the cost of nearby suburban high schools. Additionally, more than 93 percent of ABHS students and staff use public

transportation – further supporting the city and its services. ■

CONTACT

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 Finalist

GOVERNMENTWIDE REAL PROPERTY INFORMATION SHARING PROGRAM (GRPIS)

PBS Central Office

The purpose of the GOVERNMENTWIDE REAL PROPERTY INFORMATION SHARING (GRPIS) Program is... **to encourage and facilitate the sharing of real property information among Federal agencies, resulting in better real property asset management decisions, cost effective use of resources, and improved efficiencies.** The Program revolves around the formation of real property councils within major Federal communities nationwide.

The mission of the GRPIS program is to:

- Collaborate with General Services Administration's (GSA) Public Buildings Service (PBS) program offices and all other Federal agencies
- Facilitate and promote GSA

services to Federal agencies

- Explore interagency partnering opportunities, through the GRPIS network of councils
- Advance real property asset management efforts, including those required by legislation, GSA initiatives, and Executive Orders, particularly E.O. 13327, Federal Real Property Asset Management.

As part of the vision of the GRPIS program, GRPIS councils are the platforms from which established interagency relationships flourish between Federal agencies. The councils function as two-way conduits for sharing information between Federal real property professionals in the regions and National Offices, and provide a means for PBS and other agencies to promote their services. The

GRPIS

sharing of information is augmented by the GRPIS-Gram newsletter.

Why is GRPIS special? The GRPIS Program is a unique Federal interagency networking tool that addresses the needs of field level real property professionals. The GRPIS Team is continually assessing the Program to better meet the needs of Federal agencies. The Program aims to improve real property asset management by focusing on customers, sharing information, and facilitating collaboration.

Participants include GSA and other Federal agency real property professionals (i.e., realty specialists, planners, facility managers, designers, contracting officers, administrators, security specialists, energy experts, and other interested representatives) who improve their

knowledge and understanding of programs, issues, regulations, and opportunities related to asset management.

The accomplishments of the program are many. The GRPIS Team has supported local GRPIS councils by:

- Facilitating the sharing of real property information
- Identifying opportunities for collaboration and partnerships among agencies
- Providing administrative support, and maintaining a continuous network of communications through the GRPIS Councils and the GRPIS-Gram newsletter.

Councils are active in urban or regional areas of: Atlanta, Arizona, Denver, Kansas City, New Mexico, Portland, OR, Puget Sound, WA, San Francisco and South Florida. The

GRPIS-Gram has a circulation of over 1,100 subscribers across all agencies around the country. The GRPIS program has been the catalyst responsible for many reported benefits to Federal agencies in particular and the government in general; and most likely even more unreported benefits that agencies don't make known, because they are associated with cost avoidance realized, but not identified as such. ■

CONTACT

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THE LAFAYETTE BUILDING WEBSITE PBS National Capital Region

The GSA's Lafayette Building at 811 Vermont Avenue Northwest, Washington DC, is a federally-owned 12 story office building. The building was designed in 1939 by the nationally acclaimed Chicago firm of Holabird and Root in collaboration with A.R. Clas of Washington DC, and was constructed by Thompson-Starrett Company.

The Lafayette Building Website is a web-based tool on PBS Insite (NCR) providing a vast array of information about the Lafayette Building, a 1940's federally-owned building in Washington, DC.

For building managers, the website is a valuable repository for the plethora of building documents such as the Lafayette Building Standards manual, service contracts, environmental surveys, building policies and procedures, historical information, energy usage and financial reports, Customer Satisfaction Survey, and the Occupant Emergency Plan. The website also provides News and Updates, events, building notices, programs, projects, tenant issues, and other items of interest.

Prior to the development of the website, many documents were stored in file cabinets, various electronic file folders and computer drives, or lost and forgotten. The Lafayette Building Website solves the difficulties of searching for valuable information quickly by accessing the multiple files online. This web tool saves building management staff and other users

valuable time. The website also provides one centralized location for storing all data and information about the building.

Asset managers, realty specialist, and project managers may also access customer leases, occupancy agreements, and project information including Repairs and Alterations and the major modernization via links to other PBS portals.

One of the major objectives and achievements of the website design was the creation of an easily replicable format using standardized components for developing other building websites within Potomac, and other Service Centers.

The Lafayette Building website will continue to expand with new and updated information providing building managers and GSA with relevant and vital information about this building asset. ■

CONTACT

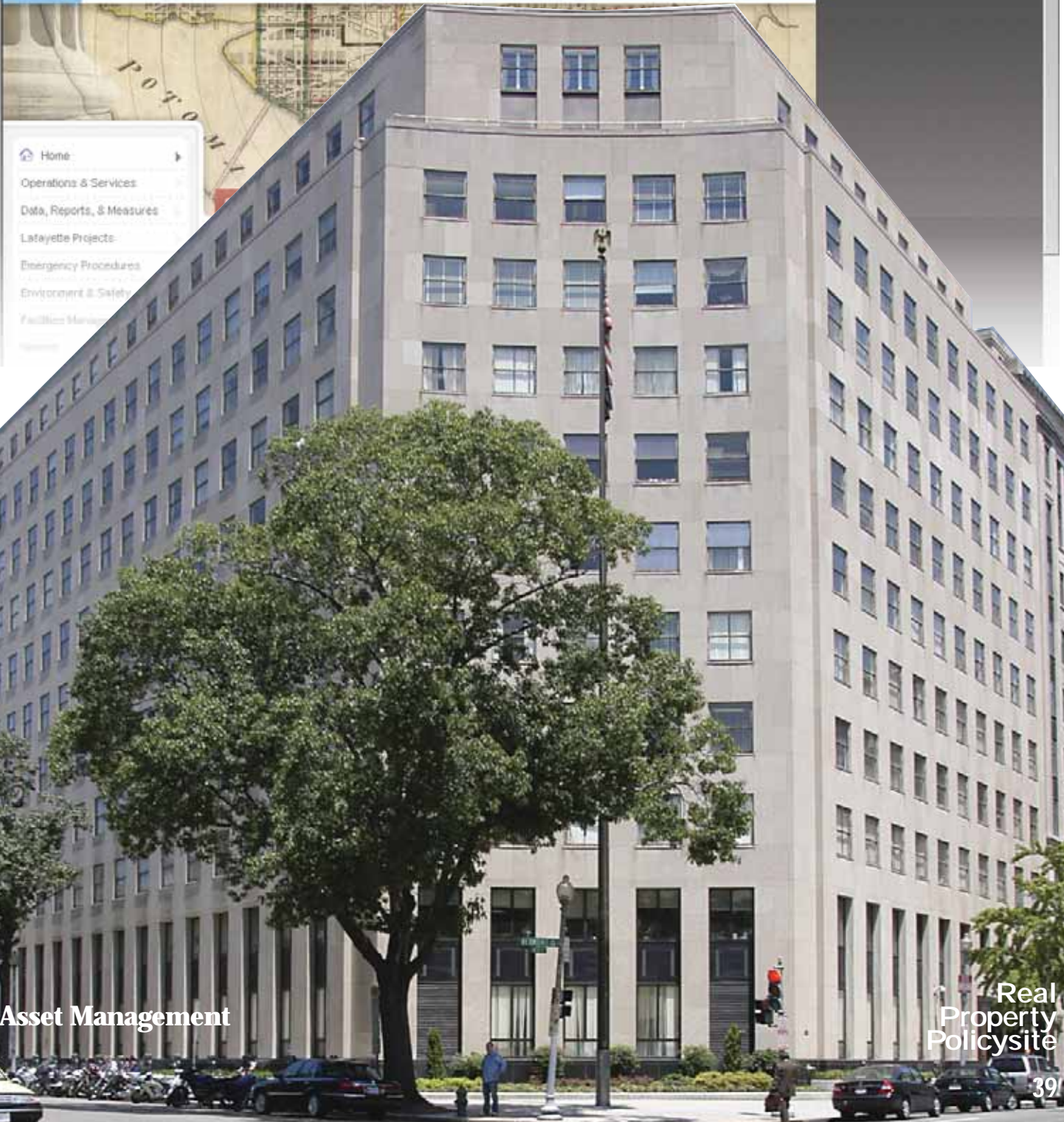
Roxanne Fuhrman

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- Home
- Operations & Services
- Data, Reports, & Measures
- Lafayette Projects
- Emergency Procedures
- Environment & Safety
- Facilities Management

Asset Management

Real Property Policy Site

PBS CHAMPIONS TEAM

PBS Central Office

In his message to Congress, President George W. Bush said, "Government likes to begin things - to declare grand new programs and causes and national objectives. But good beginnings are not the measure of success. What matters in the end is completion - performance - results. Not just making promises, but making good on promises. In my Administration, that will be the standard from the farthest regional office of government to the highest office of the land."

The President's Management Agenda calls for agencies to develop strategies for improved performance, efficiency, and results. In February 2004, the President issued Executive Order 13327 to promote the efficient

and economical use of Federal real property resources through better management, goals, policies, and responsible asset management. To meet these objectives, GSA's Public Buildings Service (PBS) has changed its approach to asset management, placing a greater focus on performance in the management and operation of its Federal buildings.

The Portfolio (PT) Champions Team was formed to involve all of the stakeholders associated with the initiative. To establish roles and responsibilities, and to enhance cooperation among team members, a Memorandum of Understanding (MOU) was prepared and signed by all business line directors. The MOU names a champion from each

"What matters in the end is completion - performance - results."

division and documents the team's commitment to 1) maintaining free and open lines of communication between all business lines, 2) exercising good financial management and using sound planning to achieve responsible asset management, and 3) disposing of GSA targeted properties as efficiently as possible, while maintaining the highest level of customer satisfaction, and pursuing the GSA goal of providing best value for customers and taxpayers.

The Champions meet on a monthly and ad hoc basis to:

1. Orient associates on the restructuring initiative and their individual and collective responsibilities
2. Share best practices

3. Plan strategies for each disposal to maximize return of the investment
4. Anticipate/intercept problems such as community response, tenant concerns, and environmental issues
5. Identify and resolve issues that may be causing delay.

The team routinely holds training classes for other associates and speaks to internal and external groups about the success of the restructuring initiative.

"What matters in the end is completion - performance - results." Because of the efforts and dedication of the team, non-performing assets are processed and transferred out of Government ownership (completion) more quickly

and efficiently than ever before (performance), while PBS maintains the highest level of customer satisfaction (results). The team enhances GSA's goals of realizing substantial cost reductions and providing exceptional service to both internal and external clients—contributing to the success of the PT Restructuring Initiative (making good on promises). ■

CONTACT

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12. U.S. Government Printing Office

MANAGING STRATEGIC ASSETS AT THE GPO

The Washington, DC complex of the U.S. Government Printing Office (GPO) includes one three story and three eight story buildings, totaling almost 1.5 million square feet. As the printing world has evolved over the past 30 years the number of GPO employees within these structures has declined from nearly 10,000 to approximately 2,300.

The Strategic Vision for the GPO is to eventually move to a facility that provides a more functionally compliant environment for digital age printing. While the GPO is working on an aggressive timetable to accomplish that vision, measures are being taken to operate more efficiently by embracing innovative real property management solutions.

The decline in demand for ink on paper, and the associated staffing attrition, has significantly reduced the GPO's operational footprint requirements. This dictated the need to reallocate, reconfigure, and renovate resources in every department in order to effectively meet the demands of GPO's

customers. It was accomplished through a comprehensive ongoing logistical plan that has entailed over 120 projects and more than 700 personnel moves to date.

Through this continuous improvement process, that has spanned over two and a half years, the GPO has effectively consolidated departments and freed space for its innovative "space sharing" program.

As a result, there are essentially two projects that have comprised the effort. The first, is the establishment of a more effective operational environment, and the second is the utilization of the vacant space to produce a bottom line result of more than \$1 million in annual revenue at virtually no cost. ■

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1. National Aeronautics and Space Administration

ASTRONAUT QUARANTINE FACILITY LEED-CERTIFIED BUILDING 27

The 2002 NASA Headquarters Executive Order 13123, Greening the Government, covers Facility Sustainable Design and provides specific instructions for incorporating sustainable design principles for all facility projects planned, designed, and constructed under Agency authority or control. The National Aeronautics and Space Administration (NASA) Johnson Space Center (JSC) Astronaut Quarantine Facility (AQF) is the first JSC facility built under this Order.

On February 23, 2006, the AQF was awarded the U.S. Green Building Council's Leadership in Energy and Environment Design (LEED) - Certified green building designation. The award recognizes environmental and economic performance of buildings constructed to the LEED rating system that prescribes "green" criteria in five broad, economic environmental categories. The AQF is JSC's first and NASA's second LEED award. It met LEED requirements in 7 prerequisite and 28 credit categories.

The AQF was constructed to house astronauts prior to flight. Among the green strategies employed, one of the most challenging is optimizing energy performance. To reduce energy consumption for the building, the AQF was constructed with energy savings features that reduce annual energy consumption by 15 percent (relative to energy code requirements), which

was no small task.

Astronauts begin adjusting their circadian rhythms prior to flight by being exposed to normal daylight conditions using artificial light that is turned on and off to coincide with their mission work schedule. At the AQF, four rooms are constructed with high-output fluorescent fixtures that occupy 90 percent of the ceiling space. The lights consume electricity and generate heat well above that of most buildings. This added heat must be removed by the building's air conditioning (NC) system, thus significantly adding to energy consumptions compared to an average building.

By utilizing energy savings techniques, the AQF meets this challenge 15 percent more efficiently than required by the energy code. The savings were accomplished by installing extra insulation in walls and the roof, reducing solar heat gain through windows, and using high-efficiency A/C equipment. The A/C system includes motors that operate at variable speeds to match heating and cooling loads. In addition, heat and moisture is exchanged with air that is exhausted from the building through an "enthalpy" wheel. The wheel cools and dehumidifies incoming outside air during summer and warms the outside air during winter, thus reducing energy consumption. ■

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*Johnson Space Center;
source: NASA*



2. U.S. Army Corps of Engineers

Special
Achievement/
Merit

MILITARY FACILITIES SUSTAINABLE DESIGN AND DEVELOPMENT RATING PROGRAM

In 1999, the U.S. Army Corps of Engineers embarked on a program to improve sustainable design and development (SDD) in all Corps military facilities projects. The Corps adapted the U.S. Green Building Council's (USGBC) LEED rating tool to address concerns unique to military facilities and created Sustainable Project Rating Tool (SPiRiT), a point-based rating system similar to LEED. SPiRiT was fielded in May 2001 with a mandatory minimum Bronze score for all Army facilities. Several showcase projects, required to achieve a significantly higher SPiRiT rating, were selected every year. Fiscal Year 2006 raised the bar for all projects to SPiRiT Gold, and in FY 2008, the Corps will transition all projects to LEED Silver. The Corps was the first federal organization to require application of a rating tool to all projects. This innovation brought immediate changes to Corps culture and will result in continuous improvements in its knowledge and application of sustainability to military facilities.

This program results in more sustainable buildings with direct benefits to both occupants and property managers. Because it applies to all Corps projects, it advances education and support for sustainability in the engineering and construction community on a broad scale. Incremental achievement requirements eased the training burden.

Each district has an SDD champion who provides local expertise and assistance. Revisions to technical guidance and creation of new tools to streamline individual designer effort are ongoing. A block purchase of web-based training from USGBC (USGBC's first such arrangement) has been successfully negotiated.

Cost challenges are addressed with online cost templates, SDD cost documentation at project inception with validation at successive design stages, and headquarters proponent review and coordination on cost issues related to SDD.

Upward reporting, headquarters

“Innovative Corps arrangements with the (U.S. Green Building Council) can be easily adapted to other agencies.”

involvement and well-publicized management interest at the highest level are strong motivators for district accomplishment.

The rating tools easily measure success. At the present time, about 80 percent of Corps projects meet their SPiRiT/LEED minimum score requirements.

Negotiations are underway for USGBC partial certification of standard designs to streamline documentation requirements thus reducing the cost of USGBC

certification. This Department of Defense (DoD) initiative is among the first of its kind by any federal agency.

Because technical and policy documents are tri-service and posted online, the advances in technical guidance benefit all DoD and are available to other agencies. Innovative Corps arrangements with USGBC can be easily adapted to other agencies. Professionals are enthusiastic about SDD. Someone needs to centrally challenge and

assist them, facilitate training, make a case for funding to the customers, and, most importantly, get the leaders of the organization to walk the talk. The Corps has done this well, and the results are excellent. ■

CONTACT

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***SDD Facility:
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3. U.S. Department of the Army

SUSTAINABLE DESIGN ON AN ARMY INSTALLATION

Fort Hood encompasses over 214,000 acres and has a daytime population of over 70,000 people. Because sustainability is important to ensure training capabilities well into the 21st century, Fort Hood prides itself on many programs aimed at protecting the environment.

Through tireless efforts over the past year, Fort Hood environmental programs have:

- Slowed sedimentation rates

- Improved air quality
- Improved water quality
- Decreased energy consumption at astounding rates.

Although Fort Hood employs a multitude of efforts to sustain the environment, three sustainable building products are addressed here:

- **Agriboard** is a new building product used on Fort Hood. Agriboard, a building material comprised of compressed wheat fiber, is a viable alternative to standard frame construction.
- **Waterless urinals** are also being installed in new and existing buildings on the installation. Every waterless urinal installed can save as much as 40,000 gallons of water a year.
- **Porous paving** is a practical alternative to traditional concrete or asphalt areas. Porous paving greatly reduces runoff while eliminating a need for detention ponds and drainage systems.

These improvements have led to improvements across the cities and counties surrounding Fort Hood, as much of the drinking water is derived from the lake to which Fort Hood property drains, and encroachment of local towns has left no buffer to keep our environmental problems within the fence line of the installation. Fort

Fort Hood, also known as the “Great Place,” is the largest active duty armored post in the United States Armed Services, supporting two full armored divisions. Fort Hood also meets the training and support requirements for many smaller units and organizations, thus maintaining a vital defense force for the United States of America.

Fort Hood rests in the beautiful ‘hill and lake’ country of Central Texas between Killeen and Copperas Cove and is approximately 60 miles north of the capital city of Austin, 50 miles south of Waco, 160 miles south of Dallas, and 150 miles north of San Antonio.



Hood has received acknowledgement from the Texas Commission on Environmental Quality and the Environmental Protection Agency, which has resulted in fewer audits and an increased awareness of environmental success by the public and other agencies. Further, our local Environmental Management System and Installation Design Guide enforce the consideration of sustainable designs into new projects. Many of the projects implemented on Fort Hood are pilot programs, which are closely monitored by state agencies and local regulators.

These original solutions lead the way in sustainability and preservation of the integrity of natural resources on the installation. Our processes help installations, state agencies and

other groups understand what works, and what should be avoided, in environmental efforts. Because both managers and employees have come on-board in support of Fort Hood's many environmental initiatives, new practices and ideas are easily implemented into activities on the installation. Having an installation-wide approach and acceptance to environmental programs helps ensure they will be successful.

Since implementing various environmental programs across Fort Hood, such as use of Agriboard, porous paving, and waterless urinals, the installation has saved a great deal of money while operating more efficiently and effectively over the past year. Although the savings and advancements outlined in this practice show Fort Hood's success

over a period of one year, the benefits will be reaped for years to come. Some programs may be terminated, and others added, as the installation strives to stay at the forefront as a leader in Environmental Stewardship and Sustainability. ■

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SUSTAINABLE RESIDENTIAL COMMUNITIES FOR MILITARY FAMILIES

***“Ecologically
beneficial
operations are an
Army priority.”***

The Residential Communities Initiative (RCI) is critical for eliminating inadequate Army housing by awarding contracts and entering into public-private partnerships. The Request for Qualifications procurement process is used to select partners who renovate, construct and demolish structures on land leased by RCI and paid for through the funding stream of residents' Basic Allowance for Housing. When a developer is selected, a Comprehensive Development and Management Plan is drafted and approved by Department of Army, Headquarters, then sent to the Defense Subcommittee for a 45 day review. When approved, RCI and the partner work out the fine details for their fifty year contract and begin the process for closing.

The RCI program allows the Army to efficiently manage and monitor the Army's portfolio of housing, which at the end-state will include 84,000 homes. Together with its partners, the RCI Program continues its efforts in Sustainability creating

communities that are eco-friendly and energy conservative, while working with its limited budget.

The RCI program can brag that 100% of its new homes are EnergyStar compliant, being eco-efficient and equipped with appliances and other materials that are energy conservative. Far ahead of the private sector, RCI homes must meet the SPiRiT “Gold” rating on all housing.

In Hawaii, renovation processes with Actus Lend Lease are leading to 97% recycling and redistributing of old materials. This example is being followed at multiple other sites where recycling is becoming standard practice. Special water fixtures, dynamic driveways and natural shade methods are being implemented to lower the amount of utilities used, therefore conserving energy and resources.

The Army's partner, Picerne, is working to recycle old building materials and demolished products as well at new construction sites. A program has been created to bring

“In the Residential Communities Initiative (RCI) portfolio, 100% of the new homes are built to be ‘EnergyStar’ compliant.”

Army's Residential Communities Initiative - Ft. Belvoir

awareness to military families about the environment and how important Sustainability is to it. RCI partners Clark and Torti Gallas work to preserve trees and build homes according to their surrounding environment. For example, in dry regions they build to conserve water and sustain the plant life surrounding the area. Both have won numerous awards for their efforts in Sustainability.

RCI is working with the United

States Green Building Council to develop a scale determining the progress in Sustainability efforts and future training procedures for it. Implementation of "Residents' Responsible for Utilities" program has begun and is spreading to all RCI sites. Individual meters allow RCI to determine consumption of utilities. Through mock billing residents will be prepared to pay actual fees for utility use above a set baseline. Those whose use falls below the baseline are rewarded. ■

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4. U.S. Department of the Interior

BEAR VALLEY COMFORT STATION REMODEL National Park Service

Point Reyes National Seashore, as a Center of Environmental Innovation, is continuing to meet its goal for sustainable practices by rebuilding a restroom with green materials and practices in mind. Park employees are rehabilitating the restroom facility located at the Bear Valley Visitor Center parking lot and picnic area using post-consumer, sustainable, and durable materials.

This facility is used annually by

approximately 60,000 visitors, and the Bear Valley Visitor Center is a focal point for the Point Reyes National Seashore visitor experience.

Three environmental goals:

- Energy efficiency
- Indoor environmental/air quality
- Resource efficiency

were identified for the life of the project, from design to construction to the future operations. With design

“...it is important that (visitors) leave with a sense that the Park is taking that extra step towards providing sustainable facilities .”

and material specifications assistance from Bill Wolpert, owner of the green building design firm Resource Architects, park staff selected practical materials which met the established environmental criteria.

A strong emphasis was placed on low maintenance, long lasting, durable materials, which are imperative in the Seashore's corrosive marine environment. The project was embraced by all the Point Reyes National Seashore staff, and especially by the Facility Management division.

Typically, restroom facilities are usually the last stop a visitor makes before departing. Therefore, it is important

that they leave with a sense that the Park is taking that extra step towards providing sustainable facilities. We believe the Bear Valley Comfort Station remodel project accomplishes just that. ■



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 Finalist

***“SUSTAINABLE IS ATTAINABLE” ...
AT WHITMAN MISSION
NATIONAL HISTORIC SITE
National Park Service***

Sustainability at Whitman Mission National Historic Site is approached holistically, with the intent of operating the park in a manner that minimizes impact on the environment.

The leadership and knowledge of the park staff have resulted in innovative projects that have stimulated interest in sustainable practices beyond the park boundary. Private citizens, businesses, and other governmental groups, (city, county, state, and other federal agencies) have all contacted staff at the park to discuss various projects and technologies that are being utilized in the park. Thinking globally and acting locally has been a way of doing business at Whitman Mission.

Listed below are some of the activities in which we have been proactively involved to gain national and local visibility and strength:

1. Recycling and Composting (46.1 tons or 90.5% of our solid waste is composted/diverted).
2. Green Cleaning Products (50% of all cleaning products in park are designated as “Green”).
3. Alternative Fuels (All diesel powered equipment uses B20 biodiesel).
4. Renewable Energy (reduced grid supplied power from 60,060 to 42,085 kWh or 30% per year).
5. Water Conservation (consumptive water use has dropped 29.5% or 648,000 gallons/year).
6. Hazardous Waste Minimization (CESQG status with mainly Universal Wastes)

Here are a few accomplished projects:

- Converted picnic tables, benches, signs, bridge curbing, and restroom partitions from wood or metal products to 100% recycled plastic lumber material.
- Converted all incandescent lights to TCLP compliant electronic fluorescent light fixtures in the visitor center, maintenance shop,

***Sustainable practices are achieved at
Whitman Mission National Historic Site
in Walla Walla, Washington***



NPS Whitman Mission Historical Site Monument

- 648,000 gallons of groundwater/annually has been saved by replacing inefficient equipment in park facilities.
- Park composting and recycling efforts diverts 46.8 tons of solid waste from entering a landfill each year.
- Bio-based lubricants have replaced a host of petroleum based products in the park.

Whitman Mission has attained its own ecological and organizational attitudes to sound environmental principles and practices to help preserve and conserve the resources of the planet. In doing so, we have demonstrated to other individuals and organizations that when the right technologies and innovative thought are applied in a holistic approach, significant savings can be achieved.

Thinking globally and acting locally has been a way of doing business at Whitman Mission. ■

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outdoor areas, and the park residence.

- Installed recycled carpet throughout the visitor center. 5000 pounds of used carpet was recycled using the Waste to Energy method employed by Shaw Carpet.
- Installed off-grid solar-powered lighting in our parking lots and for exterior security lighting at our maintenance shop.
- Installed a 11.4 kW grid-tied photovoltaic system on the roof of our 3,500 square foot maintenance shop which has reduced our annual

electrical operating costs and reduced pollutant emissions.

- B20 biodiesel is used park wide in all diesel fuel applications, including heating oil. This has contributed in reducing harmful fuel emissions, operating costs, dependency on foreign oil, all with a renewable resource.
- Traditional cleaning products were removed and replaced with environmentally preferred products. This reduced source pollution and decreased employee health hazards.

THE GREEN APPLE IN THE BIG APPLE National Park Service

Using Sustainable Principles To Rehab The NPS Visitor Contact Station In New York City's Jamaica Bay

Rehabilitation of the Jamaica Bay Visitor Contact Station has taken several years to realize and is truly the multi-faceted result of a great team effort. Through integrated planning, design and construction, the Jamaica Bay Wildlife Refuge Contact Station, exemplifies the highest standards in environmentally sensitive construction and operation while serving the needs of a diverse visitor base.

The Visitor Contact Station is a beautiful and thoughtfully realized facility that will promote stewardship of natural resources, enhance opportunities for environmental education, and demonstrate the commitment of the federal government to sustainable practices – while fulfilling the NPS mission.

The project brought together a design team from the National Park Service's Denver Service Center and the park staff from Gateway National Recreation Area with the desire and commitment to design a visitor contact facility that was sustainable

and projected an image commensurate with the entrance to the only Wildlife Refuge in the National Park System. They made a decision to rehabilitate the existing structure rather than tear it down, to keep the footprint "right sized", and not expand it beyond the existing structures footprint. The structure was designed using sustainable practices, materials, and with the ultimate goal of minimizing the impact on the environment.

The resulting structure has ended up being a marvel of what good planning, design and cooperation can produce. It is an eye captivating structure, yet designed to blend in with the surrounding environment while at the same time making an important statement. The building incorporates a full compliment of sustainable features, geothermal heating, passive solar heating, solar lighting, reduced water consumption features, sustainable construction techniques, native plantings, and other environmental features, all of which will lead to a LEED

"This will be only the third LEED certified building in the National Park Service, and will have the highest certification rating."

(Leadership in Energy and Environmental Design) certification. Currently the testing is underway and it is anticipated that this structure will get a GOLD LEED rating, the highest certification level available. This will be only the third LEED certified building in the National Park Service, and will have the highest certification rating.

When opened to the public (Fall 2006) this structure will serve approximately 800,000 visitors annually, and with educational displays about the structures design characteristics, will communicate an important message to our visitors and design professionals alike,

design with sustainability and functionality as the objective can produce a beautiful product.



“Gateway NRA is a 26,000 acre recreation area located in the heart of the New York metropolitan area. The park extends through three New York City boroughs and into northern New Jersey.” (DOI-NPS) ■

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5. U.S. Department of Transportation

CARDBOARD RECYCLING AT FAA CLEARED FOR TAKE OFF Federal Aviation Administration (FAA)

Three to four tons per month of cardboard were being tossed with the regular trash at FAA Headquarters, a GSA owned and managed building. Many constraints and misconceptions were offered for not recycling the cardboard in the building, these included: the building had limited vertical space nor a cardboard baler, funding was not available to purchase a baler, and there was limited storage space to hold the cardboard.

Identifying the problems, Mr. Lanzetta of the FAA worked with GSA and FAA building management, DOT, and GSA's recycling coordinators to purchase and install a compact cardboard baler at FAA Headquarters.

Solid waste volume from the building was significantly reduced. GSA is now saving about \$20,000 per year in solid waste disposal costs and FAA is collecting approximately \$3,600 per year in recycling revenue for a total

governmental savings of about \$23,600 per year.

Once the cardboard baler was up and running, Mr. Lanzetta negotiated with the FAA cafeteria to recycle their cardboard also.

Since being implemented, the

cafeteria is now reducing its solid waste stream and saving about \$800 per month in disposal costs. ■



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DEPARTMENT OF TRANSPORTATION HEADQUARTERS PROJECT

The U.S. Department of Transportation Headquarters Project is a design-build new lease construction project in which major sustainable design elements were integrated in the design to improve the project's contribution to the environment throughout its life cycle.

This 1.35 million rentable square foot office building will serve as headquarters for the executive cabinet-level agency and house 5,500 of its employees. In addition to the sustainable design principles, other factors that influenced the design include: the Master Plan and Design Guidelines for the Southeast Federal Center and the Interagency Security Criteria which establishes security standards for federal government agencies.

The project's sustainable design approach focused on the site, general energy savings, materials, indoor air quality and water efficiency. This project, in November 1999, took the opportunity in raising the bar for GSA lease construction

by introducing sustainable design principles into the project requirements. This was among the first few to incorporate sustainable design elements, and helped pioneer this shift in GSA's leasing program.

Another major component of sustainable design that is integrated into the project is energy savings. The energy savings systems in place include:

- Variable speed pumping systems for heating and cooling
- Variable speed drive (VSD) fan motors for cooling towers
- VSD on all air handling units (100 AHU in the project) that are variable air volume (VAV) systems
- Water side economizers that process cold water such that the buildings do not have to run central water chillers during cooler seasons
- Boilers on the project have natural gas as the primary fuel with fuel oil as the backup
- Practically all interior lighting is fluorescent (over 20,000 fluorescent light fixtures)
- Low flow plumbing fixtures
- Low "e" glass with low shading coefficients to reduce the load on the heating and cooling systems.

The use of these systems results in

“...major sustainable design elements were integrated in the design to improve the project's contribution to the environment throughout its life cycle.”

**Department of Transportation
Headquarters Project**

reduction in energy consumption of 15-30 percent less than a traditional constant volume system.

Day lighting was another factor that contributed to energy conservation. In addition, strict indoor air quality requirements were built into the project that required the careful selection of materials, finishes and installation compounds or cleaning compounds that would not compromise the

indoor air quality. The carpeting and ceiling for the office areas required a recycled content (there is more than 1 million square feet of carpeting and ceiling for the project or an area equal to 17 professional football fields); all panel fabrics have recycled content; all wood panel veneering is to be FSC (Forest Stewardship Council) certified; there is practically no vinyl wall covering on

the project; and all systems furniture and office seating is required to be Greenguard certified or registered. ■

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 Finalist

6. U.S. Environmental Protection Agency

PROPERTY INNOVATION AT EPA'S NEW ARLINGTON, VIRGINIA, OFFICES

The U.S. Environmental Protection Agency (EPA), working in partnership with GSA, is leasing a new, speculative facility in the Potomac Yard area of Arlington, Virginia, that serves as an example to both developers and tenants on how to develop more “green” speculative buildings.

Through a coordinated, team effort among agencies and the developer, the facility has achieved Gold certification from the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) program—no small feat for an acquisition of this nature.

To ensure a sustainable facility, EPA drafted environmental provisions as part of the competitive Solicitation for Offers (SFO) for the space it needed for its Virginia office space, including energy and water efficiency and environmentally preferable materials and design. The ENERGY STAR label for buildings and LEED Silver level certification were mandatory requirements—with monetary penalties if they were not met.

The SFO was awarded to developer Crescent Resources, LLC for speculative buildings underway at One and Two Potomac Yard, two 12-story buildings with a total of 654,000 square feet of office and retail space located on a formerly abandoned railroad yard in Arlington, Virginia. Construction of the facility began in 2004, and occupancy began in May 2006, with the building dedication and full EPA occupancy in July 2006.

The Potomac Yard facility features:

- Energy and water conservation
- Site selection to minimize impacts on the surrounding environment
- Proximity to alternative transportation options
- Responsible stormwater management
- Waste reduction, recycling, and use of green building materials
- Improved indoor air quality through the use of low volatile organic compound products and careful ventilation practices during construction and renovation

Reaching for “green,” achieving gold, in a speculative building.



*EPA's New Arlington,
Virginia Office
Building*

- A small “green” roof to reduce the urban heat island effect
- Many other sustainable features.

The design and construction process was collaborative not only among team members, but within EPA, where occupants with expertise in a variety of programmatic areas provided technical expertise during the process. The result was a resounding success; by the time EPA had fully occupied the building in summer 2006, the facility had achieved LEED Gold certification.

Throughout the process, EPA learned a number of lessons that will serve the agency well in future acquisitions; for example, frequent contact and a good rapport with the developer are extremely important. LEED certification requires teamwork and careful planning to meet various—and

sometime conflicting—requirements by GSA, EPA, USGBC (for LEED certification), Federal Protective Service (for security), and Arlington County, Virginia.

Perhaps the most valuable lesson for EPA in the long run is that incorporating LEED and ENERGY STAR certifications into a speculative building is an achievable goal. Through commitment of all team members working together, the building was able to attain many sustainable attributes, while maintaining reasonable costs and schedules for the developer. As sustainable practices are becoming more common and sought out, this serves as an example to EPA, other agencies, and developers, who have an opportunity to meet more tenants’ needs. ■

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***THE DENVER FEDERAL CENTER
ENVIRONMENTAL MANAGEMENT
SYSTEM
PBS Rocky Mountain Region***

Looking beyond restoring its site, the leadership of the Denver Federal Center (DFC) has envisioned a sustainable campus, where environmental performance improvements yield measurable business results.

To establish a framework for reaching its vision and meeting its sustainability goals, the DFC has implemented an Environmental Management System (EMS). As a vehicle for changing its culture and improving its business practices, the EMS has achieved environmental “best practice” outcomes, resulting in cost savings to the Federal government.

The DFC has implemented an innovative structure in its EMS, by establishing eight Action Teams for each of its environmental program areas. Each Action Team is led by a business practice leader, such as a Property Manager, Building Manager or Project Manager. The Action Team leaders have significant responsibilities in meeting customer needs in a cost-effective manner.

Their work now incorporates meeting environmental performance goals. Rather than managed by a compliance-oriented environmental staff, the Denver Federal Center EMS is driven by business line leaders. This shift in organizational structure has led to a seamless EMS implementation effort. DFC environmental program staff administers the system, while Action Team leaders focus on their business practices. Since the EMS is led by business line leaders, implementation has been embraced by employees. In contrast to other improvement programs that may be considered transient or not effective in the long term the EMS was implemented by the Action Team leaders, resulting in effective integration into business practices.

The DFC Action Teams have been established for:

- Air emissions
- Construction demolition
- Energy use
- “Greening” building maintenance
- Site remediation
- Stormwater management
- Waste
- Water use.

The DFC Action Teams have implemented a series of projects that

“As a vehicle for changing its culture and improving its business practices, the EMS has achieved environmental “best practice” outcomes, resulting in cost savings to the Federal government.”



Denver Federal Center team rolling out “EMS”

have led to measurable improvements in environmental performance and cost savings.

With the successful implementation and resulting performance improvements of the Denver Federal Center EMS, the GSA leadership in the Rocky Mountain Region elected to implement a region-wide EMS to meet its sustainability goals. The DFC EMS structure and documentation will be readily transferred to the Region 8 Sustainability and EMS and can be utilized by other GSA regions.

The DFC EMS implementation approach can be replicated by other agencies by following lessons learned:

1. Communicating management commitment to sustainability goals
2. Delegating responsibility and accountability for relevant business-practice EMS elements to Action Team leaders

3. Delegating the responsibility for EMS documentation and administration to a Core Team
4. Utilizing a Contracting Team for reviewing operational controls and training contractors
5. Promoting and marketing the benefits of the EMS to agency associates, tenants, and contractors. ■

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TRANSFER OF 25 ACRES - FORT WORTH FEDERAL CENTER PBS Southwest Region

The Fort Worth Federal Center (FWFC) in Fort Worth, Texas, originally a World War II military installation, was transferred to the General Services Administration's Public Buildings Service (PBS) in 1965. With its excellent location, existing infrastructure, security, setbacks and access to rail, the facility appeared to have the potential to be a long-term, strategically positioned owned asset; however, the age of the buildings and lack of modernization proved to be an asset management challenge for GSA.

The City of Fort Worth had long been interested in obtaining title to a portion of the FWFC for construction of a city services facility, but GSA held on to the land for speculative purposes. The City ultimately created a partnership with the United States Postal Service for development of a city vehicle maintenance facility, and together they approached GSA for 25 acres of the FWFC. By then, with the implementation of Executive Order 13327, GSA was provided clear

direction to dispose of underutilized property and the 25 acres was transferred to the USPS via a longstanding Memorandum of Agreement created to facilitate the transfer of property between the two agencies.

Before the property could be transferred, contamination resulting from the storage of lead and antimony ingots had to be remedied. The U.S. Defense National Stockpile Center (DNSC) had stored the materials on the acreage for many years and, although resulting contamination was low once the materials were removed, the property was stigmatized due to various newspaper articles written over the years regarding contamination at the FWFC.

The challenge to clean up the property and transfer it to the USPS resulted in the formation of a unique partnership between local, state, and federal agencies. The GSA, USPS, DNSC, Environmental Protection Agency (EPA), Texas Commission on Environmental Quality (TCEQ), and

"...an excellent example of innovative asset management, sustainability and a significant example of achieving the goals of the President's Management Agenda."

the City of Fort Worth all collaborated on a fast track clean up of the property and the ultimate development of a state-of-the-art facility for the City.

Additionally, GSA was able to reduce its inventory of underutilized property, the USPS obtained another property for its property development initiative, the DNSC was able to utilize a streamlined process for mitigating the storage of contaminating materials, and the EPA and TCEQ met their program goals of promoting economic growth while

protecting human health and the environment.

Clearly a winning solution for all entities involved, the transfer of acreage at the Fort Worth Federal Center has become an excellent example of innovative asset management, sustainability and a significant example of achieving the goals of the President's Management Agenda. ■

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***Transferred property at
Ft. Worth Federal Center***



HOWARD M. METZENBAUM U.S. COURTHOUSE: HISTORIC REHABILITATION PBS Great Lakes Region

The \$51 million rehabilitation of the Howard M. Metzenbaum U.S.

Courthouse -a national treasure and one of the most significant buildings in Cleveland— is an exemplary model of real property innovation in its linking of historic preservation with sustainability.

One of the first historic rehabilitation projects to receive LEED-NC certification in Ohio, and setting a new standard of achievement in linking historic preservation and LEED certification, the Metzenbaum U.S. Courthouse represents a groundbreaking approach that integrates sustainability and preservation and correlates Leadership in Energy and Environmental Design (LEED)

certification criteria with the Secretary of Interior's Standards for Rehabilitation of Historic Properties.

Under the Design Excellence, Fine Arts and Historic Preservation programs, the GSA and its team of architect/engineer Westlake Reed Leskosky and construction manager Dick Corporation, rehabilitated this landmark to meet new requirements for sustainability, function, accessibility, and security while restoring its magnificent architecture, art and craftsmanship as the dignified expression of the federal government in its community.

The project required close coordination with the Historic Preservation Officer for GSA's Region 5, and formal review and approval of the plans by the Ohio State Historic Preservation Office. Additionally at the design stage, the Cleveland Landmarks Commission and the Cleveland Restoration Society were given an overview of the project and provided significant positive feedback.

Beginning in 2002, the Metzenbaum U.S. Courthouse was renovated to house the U.S. Bankruptcy Courts with four new courtrooms, chambers and support areas. The District Courts remain in the two restored historic courtrooms on the third floor. Other executive agencies, including the U.S. Trustees and

Sustaining Cleveland's public treasure, merging sense of place with modern purpose: "GSA's objective is to modernize the building and make it fully functional and equipped to serve well into its second century. At the same time, we want to preserve its remarkable art and architecture for future generations to enjoy." (Pam Wilczynski, Project Manager, GSA Great Lakes Region)



Department of Labor, occupy the fourth and fifth floors in new offices, conference and meeting rooms.

Listed in the National Register of Historic Places in 1974, the 235,600-square-foot building was designed by architect Arnold Brunner in the Beaux Arts style and opened in 1910 as the U.S. Post Office, Customs House and Court House. Brunner's commission, selected in competition in 1901, is historically significant in the context of the emerging City Beautiful Movement, and was the

first building erected in Cleveland's Group Plan at the turn of the century; setting the style and scale of later civic buildings in the city's downtown core.

Adjacent to Public Square, the Metzenbaum U.S. Courthouse serves as a key element in anchoring the economic revival of the Group Plan (deemed potentially eligible for National Historic Landmark status) and Cleveland's downtown, and in preserving the unique sense of place for the city. ■

***Howard M. Metzenbaum
U.S. Courthouse***

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NEW SAN FRANCISCO FEDERAL BUILDING ***PBS Pacific Rim Region***

San Francisco Federal Building: “The design of the new Federal Building is not form for form’s sake. It is user-centric, blending energy efficiency and sustainability with strategies to improve the well-being and productivity of workers. A narrow floor-plate will allow sunlight to penetrate deep into the interior while a sophisticated metal skin reduces heat gain. Most workers will have an outside view and a space illuminated with natural light. Above the fifth floor, the 18-story tower will have operable windows that admit abundant fresh air. The long walls of the tower will act as a ‘living skin’ that breathes to cool the interior with prevailing winds and air currents.” (GSA Design Awards 2004)

The new San Francisco Federal Building’s aesthetics are bold, making it a design that will stand as a distinctive and compelling addition to the skyline. Its layout and functions celebrate the importance of the city and the urban environment, combining amenities and public space that will enhance the immediate area and the adjacent neighborhood.

The new workplace will support the energy and spirit of those who work there and those who visit. Its systems are outstanding examples of integrated engineering and sustainable design, reflecting the wise stewardship of limited resources.

This project is anticipated to initiate a new generation of highly energy efficient Federal projects. The design team has, in conjunction with the local utility company, GSA, and

building technology specialists at UC Berkeley, produced a building that is projected to reduce the overall energy consumption by as much as 40% below Title 24 standards (California Code of Regulations, Title 24, Part 6, Building Energy Standards). GSA believes the sustainable design principles of this building reflect government’s goals as well as represent San Francisco’s progressive nature.

This project is remarkable in that many design agendas weave together through an integrated and holistic approach to produce a building that is sensitive to the worker, fits the neighborhood, makes business sense, and is sustainable.

Together, these attributes make this a project that will stimulate critical interest for years to come, and serve as an inspiration for other Federal projects. ■

“The new San Francisco Federal Building is a landmark that both dramatically energizes the city skyline and is a major milestone in the GSA’s mission to develop sustainable buildings.”

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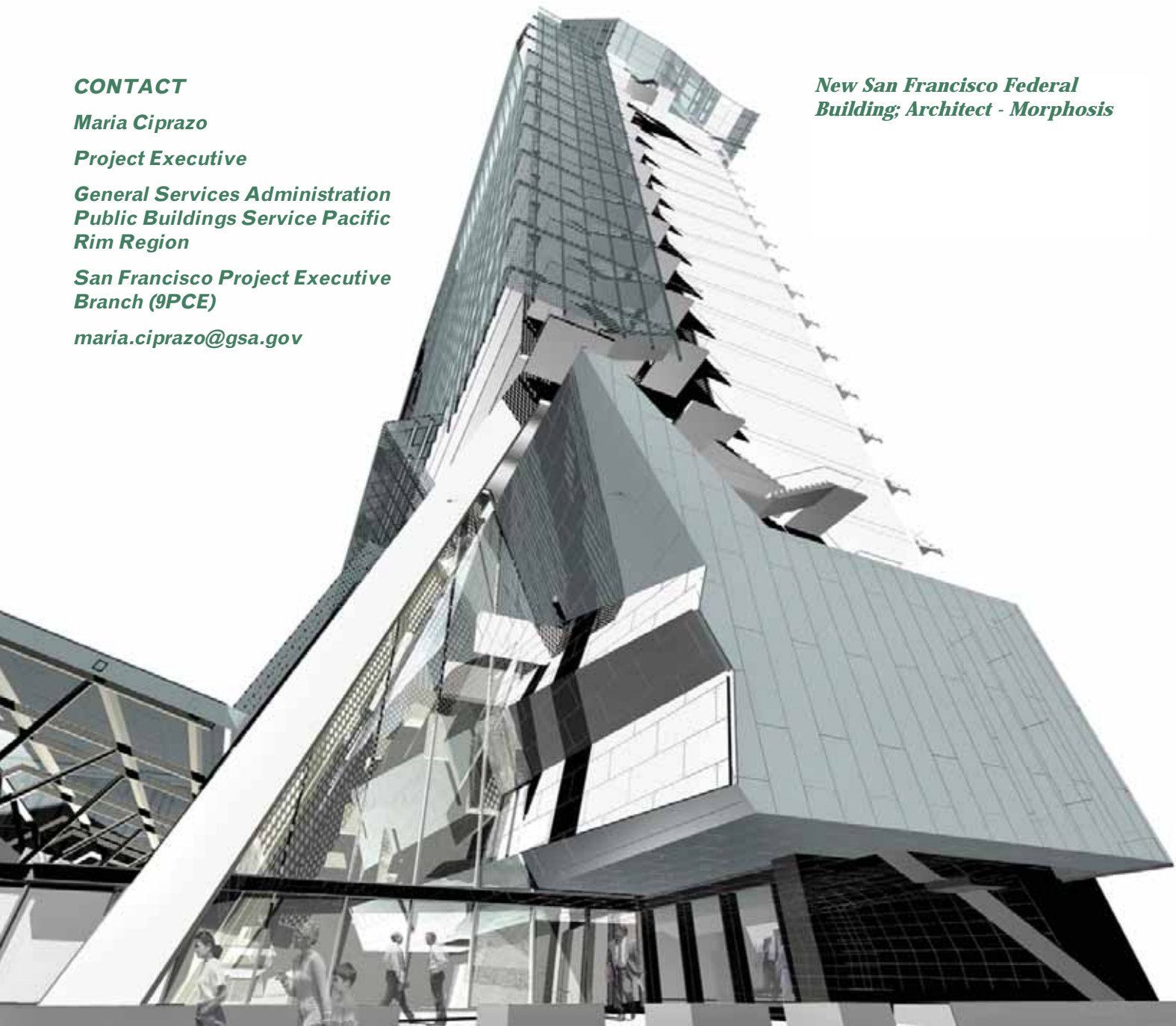
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***New San Francisco Federal
Building; Architect - Morphosis***



MOBILIZING THE GSA WORKFORCE PBS New England Region

A visionary New England Information Technology (IT) team opted to deploy a 100% thin client (Citrix) approach for application delivery as part of the overall desktop 2000 initiative. This provided the underlying technological capability to provide associates with ubiquitous access to corporate data and applications from virtually anywhere with no loss of productivity.

The benefit of this vision and approach was most recently realized during the Democratic National Convention hosted in Boston in 2004 that virtually closed down the Thomas P. O'Neill Federal Building due to heightened security restrictions in the convention area. All GSA employees were able to work seamlessly from their homes or from our COOP (Continuity of Operations) site without any loss of access to mission critical applications or data.

Further technological enhancements were made to increase visibility for the Region One Telework program

through the creation of a section on the GSA New England intranet which contained all of the forms, policy, questions and answers (FAQs) regarding the Telework program. Educational sessions were convened for all GSA associates and managers in the Spring of 2005 to introduce the site and to instruct associates and management about the availability of the site and how to navigate it.

Striving to continuously improve the New England Program and the process of applying for telework, the committee envisioned and developed a workflow for an online application that would date stamp the beginning of the process, provide routing to the first and second level managers and provide the committee with visibility into the process to ensure timely processing. All of the forms that were necessary to the process would pre-populate with the information to minimize the amount of data entry. Further, past reporting of statistical information on program participation had been a manual labor intensive

“All GSA employees were able to work seamlessly from their homes or from our COOP site without any loss of access to mission critical applications or data.”

GSA New England IT Team—Left to Right: Dennis Wholey, Holli Roberts, Marjorie Mills, Karen Dempsey, James Leverso, FTS ARA Sharon Wall, (Missing from the photograph - Erika Caswell, Karen Flanders, Roberta Bateman, Nancy O'Connell, Gerard Bernard)



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exercise. The automated application electronically would capture the number of approved, pending or denied telework requests for easy reporting to the GSA National Office.

If that were not enough, the annual recertification process would be programmed to be a simple process that leveraged information already in the system and allowed for an

abbreviated process as long as the associate had not changed jobs and was still working for the same manager.

These technological advancements were all developed in-house as part of the collateral responsibilities of the committee members who have other full time responsibilities within GSA New England and at no cost to GSA. ■

NATIONAL BUILDING MUSEUM (NBM):PLATE AND FRAME HEAT EXCHANGER (PHE) PBS National Capital Region

Created by an act of Congress in 1980, the National Building Museum is America's premier cultural institution dedicated to exploring and celebrating architecture, design, engineering, construction, and urban planning. (www.nbm.org)

In late 2004, the staff of the National Building Museum and GSA's James Watson, Program Analyst, Metropolitan Service Center, identified a potential project to install a Plate and Frame Heat Exchanger (P&F HE) that would provide free cooling for the NBM's winter cooling load of 160 tons. The use of the new heat exchanger would allow the existing 160 ton Dunham-Bush chiller to be shut off during the winter months of November through April and thereby contribute to energy savings and related emissions reductions, both important GSA goals.

The "free cooling" system benefits the government through not only the operating cost savings but also from reducing operating hours on the chiller and extending the useful life of the existing chiller.

GSA received an initial proposal in

March 2005 from Washington Gas to provide a design-build project to construct a plate and frame heat exchanger for the National Building Museum. The project was prepared as an energy conservation proposal using the GSA Area Wide Public Utilities Contract no. GS-OOP-96-BSD-0029.

Washington Gas submitted a quote on December 15, 2005 in response to GSA's Request for Quotation on November 17, 2005 of \$95,097. At GSA's request Washington Gas submitted a revised quote on January 23, 2006 of \$91,455, a reduction of \$3,642. The project was awarded to Washington Gas Energy Systems on February 22, 2006.

Based on the revised quote the P&F HE would have a simple payback of 3.23 years. This is derived from an estimated annual operating cost savings of \$28,308 and an annual

GSA helps National Building Museum target energy savings and emissions reductions - important GSA goals.

Plate and Frame Heat Exchanger (PHE)

329,165 kwh of electricity saved. This estimate assumes an electric cost of \$0.086 per kwh. Several other assumptions are explained in the quantitative analysis section.

A project kick-off meeting was held March 21, 2006 and construction started April 24, 2006. Construction was completed by the end of June and a training session was held with GSA staff and the NBM O&M contractor's staff on July 18, 2006.

The P&F HE will be operated with existing chilled water and existing condenser water pumps with capacities that match the chiller flow rates. The "free cooling" system is arranged for manual operation with the capability for future incorporation into the existing building energy management system to achieve automated operation. ■



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Sustainability

**Real
Property
Policysite**


 Finalist

LEASING POLICY REQUIRES SUSTAINABILITY IN BUILD-TO-SUIT PROJECTS PBS Heartland Region

In 2005, the GSA Heartland Region West Service Center Leasing Team accepted delivery of a 137,671 square-foot build-to-suit leased building on behalf of the U.S. Citizenship and Immigration Service (CIS) in Lincoln, Neb. Every aspect of the building was designed and constructed to embrace the practical “green” goals of creating an energy efficient, environmentally friendly, healthy building.

This building is the fourth in a series of Leadership in Energy and Environmental Design (LEED) certified sustainable build-to-suit leasing projects that the Heartland Region has procured. The GSA Region 6 leasing branches chose to embrace a new mandate for federal buildings to design and construct LEED certified buildings, which has, in essence, raised the bar on the quality and efficiency of the buildings GSA leases.

A result of the CIS project in Lincoln, Neb. is that most of the leasing projects in the region are now seeking some form of LEED certification and employing varying methods of sustainable design on their projects. All projects, from small single-agency rural buildings to complex, prospectus-level, multi-tenant, multi-floor projects are being encouraged to pursue LEED certification.

The designers merged a four-fold goal of:

1. Integrating the agency’s program and LEED requirements while maintaining an excellent design
2. Solving CIS security needs in an unobtrusive way
3. Projecting the seriousness and dignity of the CIS mission while showcasing the beauty and colors of the indigenous landscape
4. Creating a location to serve as a sustainable design “teaching tool” for the commercial construction market in Lincoln and surrounding areas.

This beautiful new CIS facility alleviated overcrowding at three other locations in Lincoln and provided for the hiring of 120 new employees. The lease provides for the expansion and contraction of services to allow for second and third shifts.

In occupied areas, 94 percent of the building’s occupants have views of the exterior. Exterior glazing was selected for energy performance and glare control negating the need for shades on the windows. Building systems were designed for performance and flexibility, while providing maximum user comfort. Energy use is 30 percent less than the ASHRAE (American Society of Heating, Refrigerating, and Air-

“...GSA Heartland Region leasing branches chose to embrace a new mandate for federal buildings to design and construct LEED certified buildings, which has ... raised the bar on the quality and efficiency of the buildings GSA leases.”

conditioning Engineers) 90.1-1999 standard, accomplished through use of high performance glazing with exterior sunshades on the south, daylighting on the north, energy-efficient lighting and efficient HVAC equipment. An innovative dual duct HVAC system pipes fresh air to each zone for ventilation effectiveness. No halon-based or CFC-based refrigerants were used in the building's systems. The Low-E glazing throughout the building tempers the glare and heat from the heat of Midwest summers while the building's east-west axis optimizes natural light, lessening its energy consumption. Materials were selected for their durability, regional uniqueness and sustainable features. ■



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REMOTE ONGOING COMMISSIONING PROPOSAL FOR THE WILEY FEDERAL BUILDING PBS National Capital Region

Only about 20% of new commercial and government buildings are commissioned upon construction completion. Further, the concept of ongoing commissioning of existing buildings, sometimes called retro-commissioning is relatively new to commercial and government building owners and operators. Ongoing commissioning is not widely practiced and yet significant benefits could be realized by building owners.

The GSA Metropolitan Service Center (WPD) looked at continuous ongoing commissioning with the Pacific Northwest National Laboratory (PNNL) in FY2003 through a technical support agreement with the Department of Energy's (DOE) Federal Energy Management

Program. In September 2004, PNNL made a remote connection to the Wiley Federal Building's building automation system (BAS), a Johnson Controls Inc. (JCI) Metasys System. The remote connection to the building's energy management system data revealed significant opportunities for operational and energy efficiency improvements.

The Wiley Federal Building is a new building constructed by GSA in 2001 to house the FDA (Food and Drug Administration) Center for Food Safety and Applied Nutrition (CFSAN). It is a 380,000 sq. ft. facility located near the University of Maryland at 5100 Paint Branch Parkway, College Park, Maryland. The building is a combination of approximately 30% laboratory and

Harvey Wiley Federal Building

70% office space and requires 100% outside air to maintain air quality for the sensitive laboratory experiments related to the safety of our nation's food supply.

As result of the above, the GSA Metropolitan Service Center is finalizing a proposal with JDL Business Services of Clinton, MD regarding the aforementioned ongoing commissioning (Infometrics Program). JDL partners with Cimetrics Inc., headquartered in Boston, Massachusetts, to provide the ongoing commissioning, which provides GSA a complete process of data acquisition, analysis and reporting that provides periodic management information and unbiased recommendations to continuously optimize building

systems performance. Since the Wiley building is a high energy user, with several HVAC and structural operational issues, GSA is examining the JDL proposal carefully as an innovative approach to both energy use conservation and maintenance of buildings systems.

The Infometrics program requires connectivity and monitoring of a building's current Building Automation System (BAS). This is done through an "open protocol" called BACnet. BACnet technology allows a remote ongoing commissioning contractor to connect to a variety of control systems that can range in brand, type, age and configuration. Open protocols are growing in acceptance and usability. Open protocols also not only open up

BAS systems to competitive integration, but they also allow data extraction for analysis and optimization, such as the analysis and optimization options provided in this Remote Ongoing Commissioning proposal.

It is anticipated that this proposal, if approved and implemented, will yield significant energy and operational savings. ■

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2006 Award Program Jury

The General Services Administration and the Office of Real Property Management would like to express gratitude to this year's jury panels of esteemed real estate asset management and sustainability industry experts for their exceptional and generous support of the GSA Achievement Award for Real Property Innovation program.

Asset Management

Vickie L. Berry

AT&T Services, Inc.

Eric H. Bowles

Director of Global Research
CoreNet Global

Todd S. Garrison

Deputy Secretary for Property
Management, Pennsylvania
Department of General Services

Bonnie MacKenzie

Regional Director General, Public
Works and Government Services
Canada, Pacific Region

Sustainability

Margaret Boyce

Manager, Sustainable Buildings
and Communities, Public Works
and Government Services Canada,
Policy Development

Dan Burgoyne

Sustainability Manager, State of
California, Department of General
Services

Helen English

Executive Director, Sustainable
Buildings Industry Council

Lisa Shpritz

Bank of America

E-Practice Library

Get more information about this easy-to-use, electronic resource of asset management and workplace development best practices available for your agency to use by checking out our website at:

www.gsa.gov/EPPracticeLibrary.com



Smarter Solutions

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The Automated Advanced Acquisition Program site offers people and businesses the opportunity to electronically offer building space for lease to the Federal Government. The offer submission process is completely web-enabled, allowing all registered participants to submit and update offers to lease space to the Federal Government within specified timeframes, in response to a Solicitation for Offers (SFO).

ASSET MANAGEMENT WINNER:
Automated Advanced Acquisition Program (AAAP), GSA PBS National Capital Region

SUSTAINABILITY WINNER:
Denver Federal Center Environmental Management System, GSA PBS Rocky Mountain Region



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Office of Real Property Management

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