



Real Property **Policysite**

Leading the Way

New Perspectives in Asset Management



U.S. Coast Guard Adopts New Workplace
Design Strategy at Oakland Federal Building

06 • 07
JUN • 2007

*The U.S. Coast Guard Vessel (V) Division relocated to the impressive Ronald V. Dellums Federal Building, in Oakland, CA, a gateway to Oakland's downtown and centerpiece to the city skyline. For the move, the USCG utilized GSA's leading edge **WorkPlace Process** which... "forces you to think of the workplace as a strategic organizational tool. We learned a lot about how we do work, which is driving other organizational changes."*

-- Rear Adm. Jody A. Breckenridge, USCG, WorkPlace Matters Report, GSA 2006. See article on page 23.

Cover Photo: Ronald V. Dellums (Oakland) Federal Building (GSA Public Buildings Service)



1. Asset Management Innovation	“Targeted Asset Review” Zeros in on Custom Utilization Strategy1 Agencies are “Scoring Green” with Asset Management Executive Scorecard4
2. Data Technology	Latest “FRPP” Provides Strategic Aids to Managing Agency Portfolios .7 A Winning Combination: DoD-GSA Collaboration Enhances Inventory Data Submission11 GSA Partners with DoD for Acquisition Excellence13
3. Emergency Preparedness	Not “On Hold” - Canada’s National Call Center Keeps Employees In Touch14
4. Flexible Financial Tools For Asset Management	Innovative Financing from an International Perspective18 Flexibility Sought for Federal Asset Management22
5. Innovative Workplaces	Designing to Change the Nature of Work23
6. Policy Change Management Innovation	Innovative Policy Change Management Model Provides Winning Tool for Success27
7. Sustainable Development	International Perspective: Preserving History with a Green Rating31 Focus on Federal High-Performance Green Buildings33 BEEP - BOMA Energy Efficiency Program Helps You Save Costs!34 New EO Spearheads Federal Environmental Stewardship36

Real Property Policysite *June 2007*

Contributing articles by GSA's Public Buildings Service, the Department of Defense, Public Works and Government Services Canada, British Columbia's Accommodation and Real Estate Services, United Kingdom's HM Treasury and Partnerships UK, and other industry experts.

This is the thirty-second issue of Real Property POLICYSITE and the *premiere* issue for 2007. This edition highlights new perspectives in asset management from industry experts, covering the latest real estate technologies, trends and initiatives leading the way in shaping the stewardship of the nation's assets on behalf of the American people.

The Office of Governmentwide Policy's (OGP) mission is to develop, promote, and assess compliance with management policies and regulations for the effective and efficient stewardship of Federal real property assets and alternative workplaces. OGP is a governmentwide leader in asset management, best practices, inventory reporting, legislative reform, performance measurement, sustainability, and telework.

This publication was made possible by the generous collaboration and support of the GSA's Public Buildings Service, the Department of Defense, Public Works and Government Services Canada, British Columbia's Accommodation and Real Estate Services, United

Kingdom's HM Treasury and Partnerships UK, and other public/private sector real estate experts.

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For more information about the Office of Real Property Management, visit our website:

www.gsa.gov/realpropertypolicy

1. Leading the Way: Asset Management Innovation

“TARGETED ASSET REVIEW” ZEROS IN ON CUSTOM UTILIZATION STRATEGY

Provided by Jessica Cowles,
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What does a Federal agency do if it wants to determine a real property asset's contribution to the agency's mission? How does an agency assess if a property is “underperforming?” GSA's new Targeted Asset Review process can assist agencies in answering these questions.

The Public Buildings Service's Real Property Utilization Division in the General Services Administration (GSA) collaborates closely with Federal Landholding Agencies (LHA) to customize real estate strategies for underutilized properties.

Historically, GSA has conducted utilization surveys since the early 1970s pursuant to various Executive Orders concerning real property utilization. Beginning in late 2002,

GSA introduced a new kind of utilization survey — the **Targeted Asset Review (TAR)**. This new utilization survey zeros in on the LHA's asset management needs. The TAR has become an important tool for agencies, designed to help develop and implement sound asset management and repositioning strategies.

President Bush signed E. O. 13327 — Federal Real Property Asset Management — in 2004. The new Executive Order promotes the efficient and economical use of Federal Real Property Assets and requires Federal LHAs to develop and implement real property asset management plans.

In late FY2002, GSA and the US Coast Guard (USCG) Civil Engineering Unit in Miami piloted the TAR concept. The USCG identified thirty-six properties to be reviewed and analyzed. The asset management recommendations for the pilot resulted in the identification of nineteen excess properties.

A New Customer-Centric Solution. The TAR is a real property tool that assists the LHA in making a determination about an asset's contribution to the agency's mission. A TAR is generally most beneficial when the LHA suspects the asset may be underperforming. GSA initiated the TAR to complement its real estate >>>

GSA's “Targeted Asset Review” creates a win-win situation.

>>> services and works to ensure a seamless flow between the utilization and disposal processes.

A TAR will assist LHAs with real property asset management decision making by:

- Increasing their knowledge of individual assets
- Understanding the role of each asset in supporting agency mission objectives
- Examining current and future utilization alternatives
- Collecting and organizing title, environmental, historic and cultural information
- Identifying real estate and community issues affecting the property

A TAR requires GSA/LHA collaboration and involves the following steps:

- Research of agency records and files, including title, easement, licensing, and permit documentation
- Recognition of real estate and community issues
- Analyses of environmental and cultural information
- Physical inspection of the real property asset

The TAR creates a win-win situation: GSA is better able to assist customer agencies as we seek to fulfill our governmentwide responsibility to promote sound asset management. Federal agencies receive a complete property analysis with a thorough assessment of retention alternatives and repositioning options.

Through the use of TARs, GSA is

better able to assist the LHA with a wide range of real estate services. The combination of the TAR's due diligence information and the real estate authorities available to the LHA provides the basis for a customized asset management strategy. In addition to disposal services, GSA can offer consideration of relocation options, exchanges, outleases, and other privatization alternatives.

The TAR is a Valuable Real Property Tool. LHAs use the knowledge of the property gained from a TAR to successfully implement their real estate strategies. While a TAR does not dictate whether the LHA should dispose of the asset, it does give the LHA an accurate illustration of the property's marketable title and any possible issues related to environmental (presence of wetlands/endangered species/hazardous substances or located in a floodplain) or historic (eligibility for the National Register of Historic Places or tribal significance) considerations.

Two recent examples highlight how a TAR helps clarify and define the LHA's asset:

- **G. W. Andrews Federal Building – Courthouse** in Opelika, Alabama is a GSA Public Buildings Service (PBS) property located on the National Register and whose current financial performance negatively impacts the Federal Buildings Fund. PBS requested a TAR to gain a clear picture of the property and how it fits into its overall asset management plan.

The TAR addressed in-depth the property's buildings and

subsequent improvements, title documentation (acquisitions, disposals, easements, and permits), and environmental considerations. The TAR outlined possible retention/disposal options for the property and PBS will continue to monitor its financial situation in the future.

- **Group St. Petersburg North and South Moorings** in St. Petersburg is an approximately 18 acre parcel located on two sections of land (North and South) separated by Bayboro Harbor and adjacent to Tampa Bay. The TAR identified a total of 26 buildings or improvements, the presence of painted murals in the wardroom dating to the 1930s, and an aboveground storage tank, in addition to itemizing many easements and agreements in place on the property.

Should the USCG no longer require both the North and South Moorings, the property would revert to City of St. Petersburg ownership. The TAR concluded that the property is fully utilized and with this detailed information the USCG is able to demonstrate how their asset meets current mission needs.

Today's TARs focus not only on retention and disposal criteria, but have also grown into analyses that support real property asset management through a better understanding of:

- 1.) Real property assets;
- 2.) The role of each asset in supporting agency mission;
- 3.) The current and future utilization alternatives;
- 4.) The Asset's title, environ- >>>

>>> mental, historic and cultural information;

5.) The local community issues affecting the property.

As the Landholding Agencies review the program, mission, and financial strategy aspects of real property assets, GSA's Office of Real Property Utilization Division brings the "real estate" component to the review.

This broader view of overall asset management strategy focuses on meeting Federal Real Property Council requirements and Presidential Management Agenda performance measurements. It gives GSA the opportunity to educate and assist facility and asset managers from other agencies in developing of real estate strategies that optimize the utilization of real property portfolios to meet mission needs and promote the more effective utilization of real property assets throughout the government. ■

GSA Collaborated with USCG in the TAR process to identify 19 excess properties.



AGENCIES ARE “SCORING GREEN” WITH ASSET MANAGEMENT EXECUTIVE SCORECARD

Provided by Christine Nimerala, GSA Office of Real Property Management

The 2003 real property high-risk designation and subsequent executive action have renewed a governmentwide sense of commitment to real property management.

Over the past few years, the need for real property reform has become a widely discussed topic throughout the Federal government. In its 2003 High-Risk Series report, the Government Accountability Office (GAO) designated the Government’s real property inventory as a high-risk program. GAO cited numerous real property challenge areas, including deteriorating facilities, an increasing number of excess and underperforming assets, limited capital investment funds, a reliance on costly leasing, and unreliable governmentwide data for strategic asset management.

Executive Order 13327. In the effort to improve real property management, in February 2004, the President signed Executive Order (EO) 13327, “Federal Real Property Asset Management.” EO 13327 (1) created the Federal Real Property Council (FRPC), (2) established the role of the Senior Real Property Officer (SRPO), and (3) tasked GSA with the creation and management of

a centralized real property database, the Federal Real Property Profile (FRPP).

The signing of EO 13327 led to a sharper focus on the government’s real property portfolio. In response, the Office of Management and Budget (OMB) amended the Executive Branch Management Scorecard to include “real property,” so the Scorecard may also track the performance of governmentwide real property initiatives on an agency-specific basis. The Scorecard ranks agencies in the two categories of (1) current status and (2) progress in implementation.

Stoplight Scoring System. The ranking system—coined the “stoplight scoring system”—is based on three colors. “Green” marks success, “yellow” mixed results, and “red” unsatisfactory execution of the governmentwide real property asset management initiative (For additional information on the scorecard and agency scores, refer to <http://www.whitehouse.gov/results/agenda/scorecard.html>). > > >



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Green: Implementation is proceeding according to plans agreed upon with the agencies;

Yellow: Some slippage or other issues requiring adjustment by the agency in order to achieve the initiative objectives on a timely basis; and

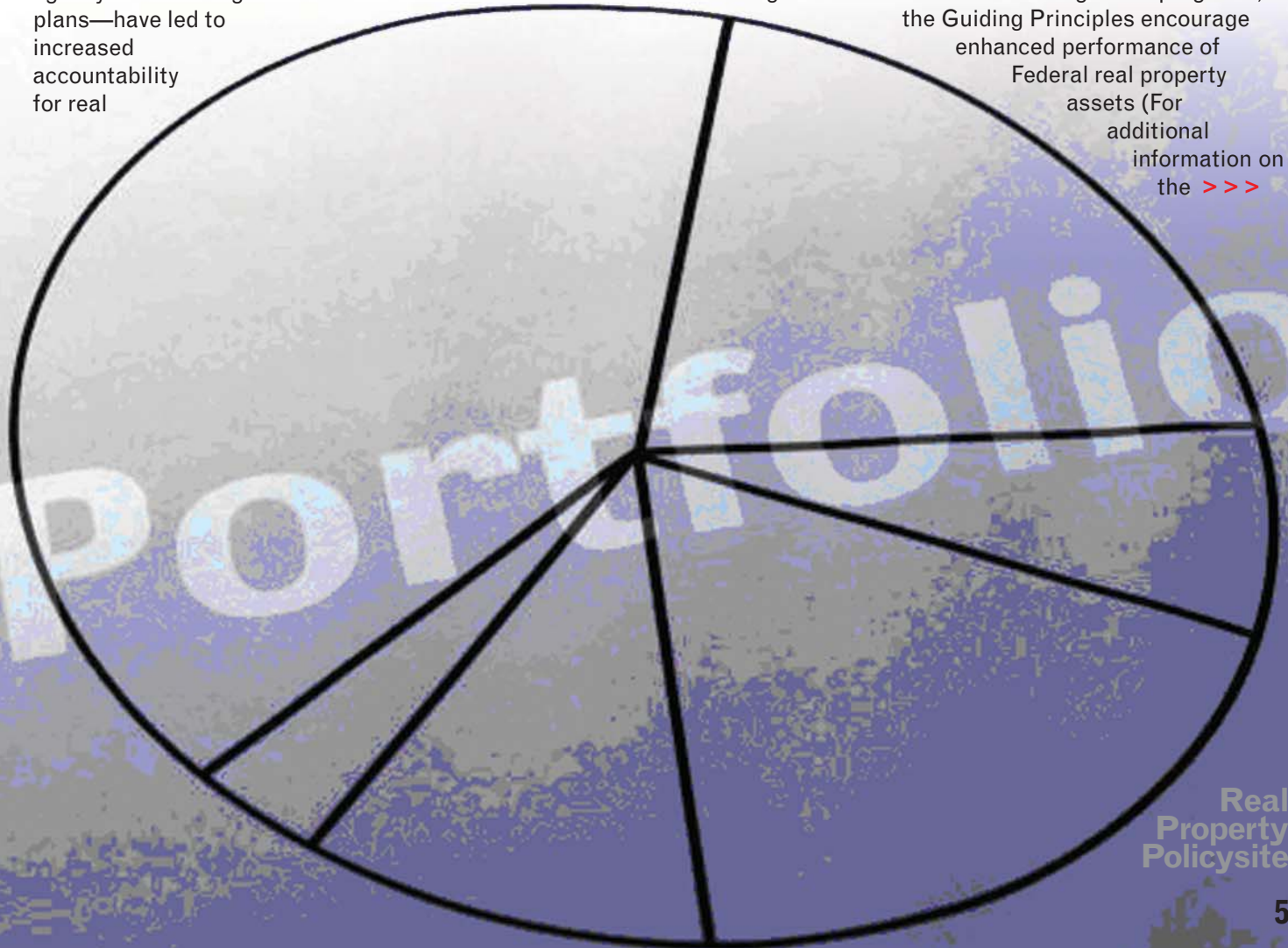
Red: Initiative in serious jeopardy. Unlikely to realize objectives absent significant management intervention

Stoplight Scoring System

>>> **FRPC.** FRPC action items—including the creation and management of the FRPP database and requiring the completion of agency asset management plans—have led to increased accountability for real

property management within agencies. The FRPC developed ten “Guiding Principles” for real property asset management to help agencies

manage and improve real property performance in support of EO 13327. Acting as strategic objectives designed for agencies to adopt into their asset management programs, the Guiding Principles encourage enhanced performance of Federal real property assets (For additional information on the >>>



>>> Guiding Principles, refer to www.gsa.gov/federalmanagementregulation).

The creation of agency SRPOs — who are dedicated to accomplishing real property asset management goals and initiatives within a particular agency — has proven invaluable to landholding agencies, while FRPC guidance assists agencies in the sharing of best practices and promotion of improved asset management.

The upcoming FRPC publication (FY 2006 Federal Real Property Report) will be available in summer of 2007 and will provide an overview of governmentwide assets. Real property professionals can use this

report to stay up to date on Federal real property inventory information.

Scoring Green. All in all, agency business processes have changed to adapt to current real property initiatives – and are “scoring green” with the rising number of “green” scores on the asset management Executive Scorecard. At the end of calendar year 2005, only one out of 15 agencies scored “green” for “current status” – three agencies scored “red.” In terms of “progress,” 12 agencies scored “green.”

The most recent Scorecard results from March 31, 2007 indicate an increase of “green” scores for “current status – five agencies received “green” scores for “current

status,” with only one agency that scored “red.”

FRPC steering and asset management committees meet regularly to provide continued support and guidance to agencies in their ongoing implementation of EO 13327 for improved asset management.

The 2003 real property high-risk designation and subsequent executive action have raised the bar for a renewed governmentwide sense of commitment to real property management. By working together and using the real property resources enacted by EO 13327, agencies can continue to score green and effectively strive towards Federal real property reform. ■

Why Federal Real Property Is High Risk

In January 2003, the Government Accountability Office (GAO) designated Federal real property as a high-area because of long-standing problems with excess and underutilized property, deteriorating facilities, unreliable real property data, and reliance on costly leasing.**Progress has been made**, but the problems that led to the designation of Federal real property as a high-risk area still exist.

(GAO. High-Risk Series: An Update. Jan. 2007. <http://www.gao.gov/new.items/d07310.pdf>)



GAO

Accountability Integrity Reliability

2. Leading the Way: Data Technology

LATEST "FRPP" PROVIDES STRATEGIC AIDS TO MANAGING AGENCY PORTFOLIOS

Provided by Christine Nimerala, GSA Office of Real Property Management

The Federal Government currently maintains a real property portfolio of more than 1.2 million assets with a total estimated replacement value of \$1.6 trillion. (FY 2005 Federal Real Property Report)

The government's ability to track, manage and report data on these properties is integral to successful portfolio asset management. In the effort to effectively manage real property data, GSA has improved the Federal Real Property Profile (FRPP) inventory database in response to both the 2003 GAO High-Risk Report, which found that >>>

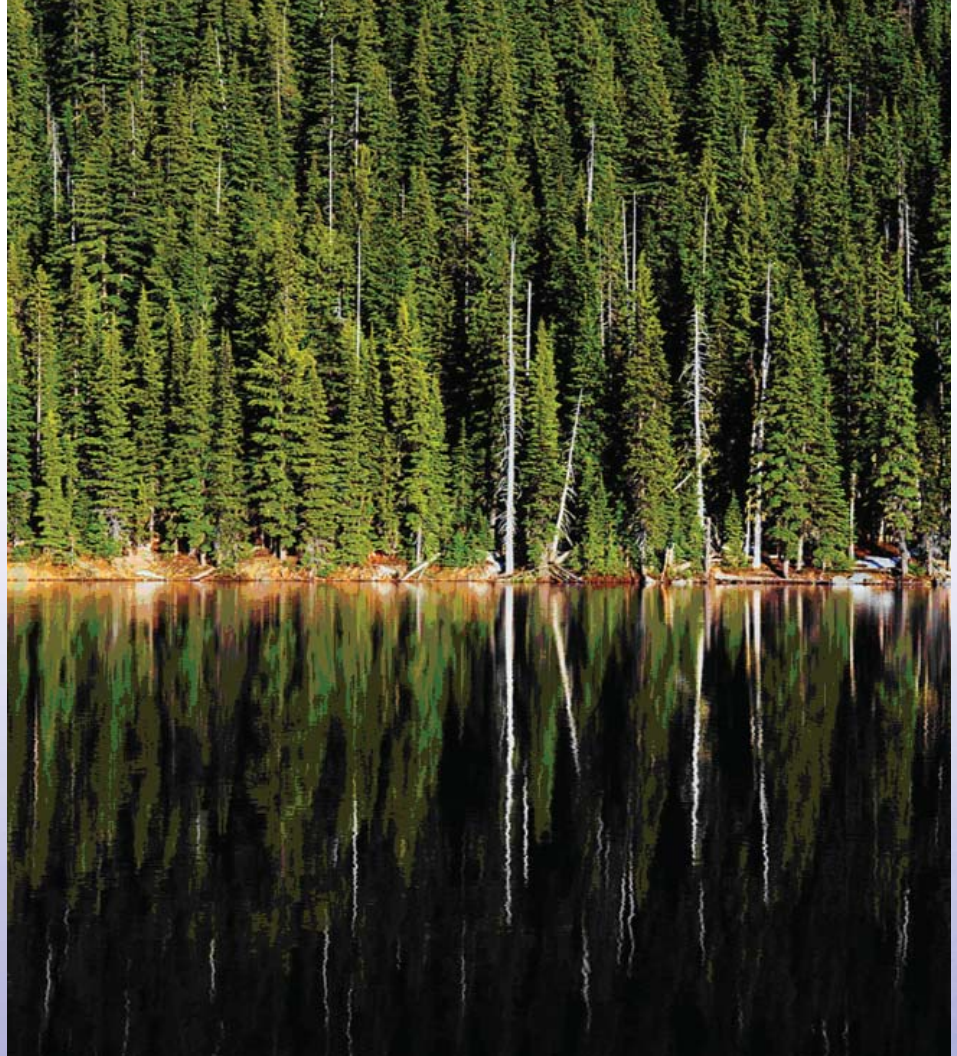
The FRPP Database Adds 24th Data Element: the collection of this additional data will allow Agencies to track the savings generated from disposition...

>>> “key decision makers lack reliable and useful data on real property assets,” as well as the signing of Executive Order (EO) 13327, “Federal Real Property Asset Management.”

As the government’s only comprehensive inventory of Federal real property assets, the FRPP leads the way in helping agencies to track and manage their respective real property portfolios.

A total of 23 data elements—including Legal Interest and Real Property Unique Identifier, among others—and four performance measures—Utilization, Condition Index, Mission Dependency, and Operating Maintenance Costs—make up the reporting criteria.

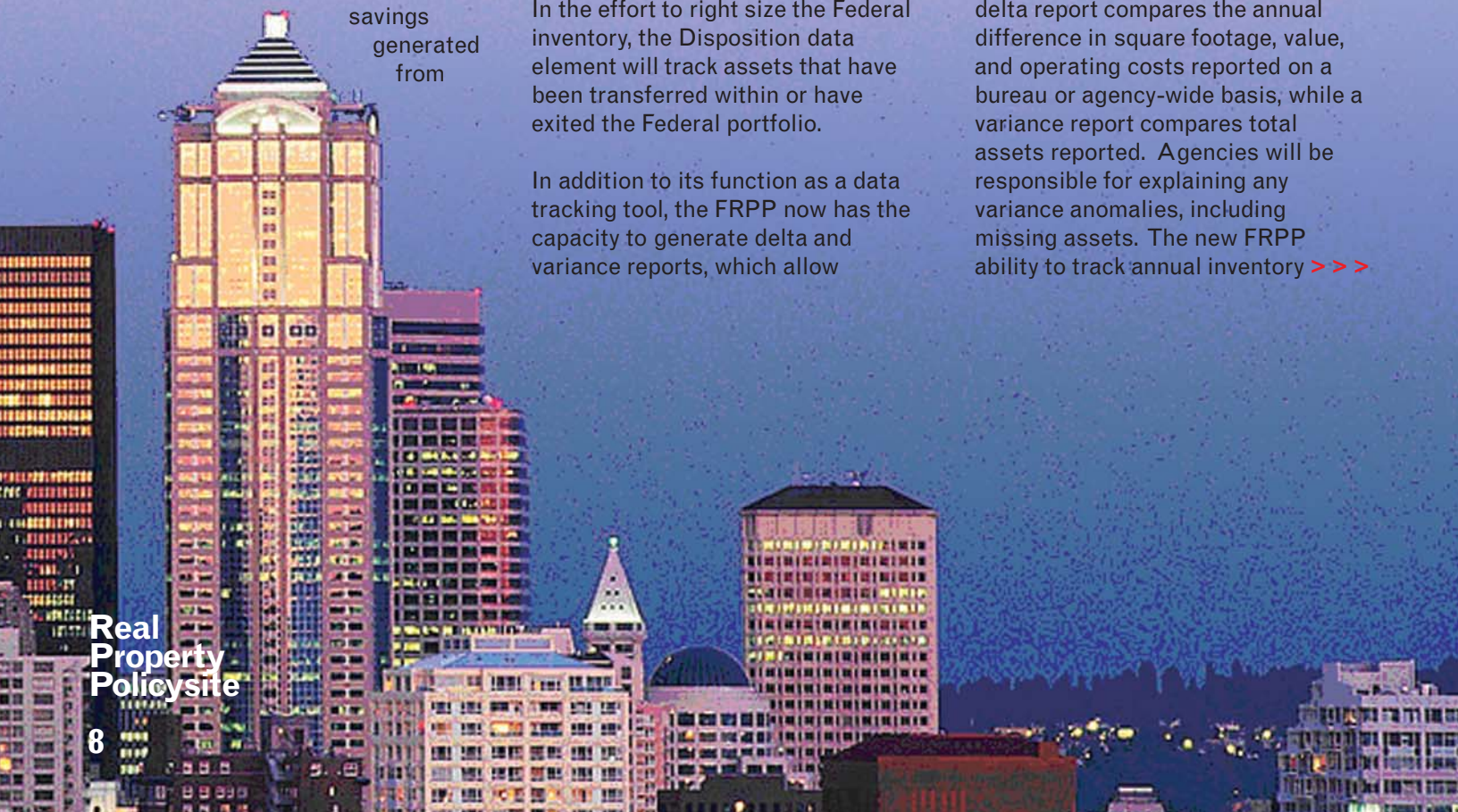
In FY 2006, GSA added a 24th data element, Disposition, to the FRPP reporting requirements. The Disposition data element also includes a Net Proceeds sub-data element. The collection of this additional data will allow agencies to track the savings generated from



disposition, as well as provide more insight and support for the agencies that retain a portion of net proceeds. In the effort to right size the Federal inventory, the Disposition data element will track assets that have been transferred within or have exited the Federal portfolio.

In addition to its function as a data tracking tool, the FRPP now has the capacity to generate delta and variance reports, which allow

agencies to identify changes in specific data elements reported in different fiscal years. A standard delta report compares the annual difference in square footage, value, and operating costs reported on a bureau or agency-wide basis, while a variance report compares total assets reported. Agencies will be responsible for explaining any variance anomalies, including missing assets. The new FRPP ability to track annual inventory >>>



>>> changes will help improve the reliability and accuracy of agency data in the coming years.

GSA has also created the FRPP Performance Assessment tool, an analysis tool that complements the FRPP database. The FRPP Performance Assessment tool segments an agency's FRPP data into six levels based on thresholds set for each of the FRPP performance measures. This tool identifies assets that no longer meet the mission of the agency, are

underutilized or are not operating in an efficient manner. Agencies can analyze the data using the FRPP Performance Assessment tool to guide them in making strategic decisions about their portfolios.

The ability to identify and analyze real property assets that are considered "excess" to an agency also helps meet legislative requirements, including the Federal and District of Columbia Government Real Property Act of 2006, which "provides for the sale,

acquisition, conveyance, and exchange of certain real property in the District of Columbia to facilitate the utilization, development, and redevelopment of such property, and for other purposes." The Act provides for the Office of Management and Budget (OMB) to report on surplus and excess Federal property to Congress, including a list of "...the 100 most eligible surplus government properties for sale..." The Act also addresses data sharing between Federal agencies on surplus and excess Federal real property.

Due to GSA's forward thinking in its design of the FRPP, most of this data was already captured prior to the enactment of this legislation (the remaining data needed is being collected in a supplemental data call), facilitating both the identification of Federal excess and surplus real property assets and data sharing governmentwide. The FRPP Performance Assessment tool is an instrumental element in strategic decision making for internal and external stakeholders.

As a valuable asset management tool, the FRPP not only has the capability to track and manage multiple portfolio data elements - it is also an efficient reporting system. The flexibility and commitment to accuracy of the FRPP have made it a significant development contributing towards effective Federal property asset management. ■

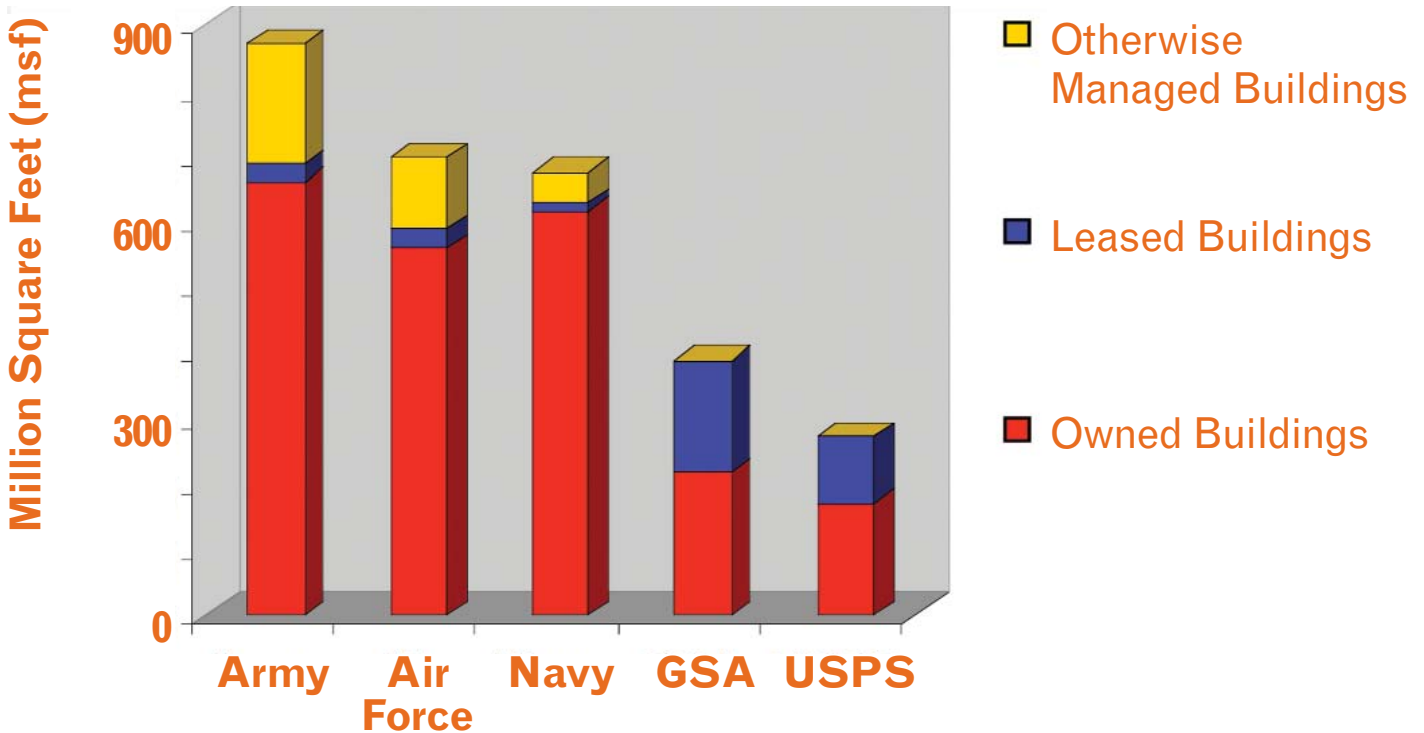


U.S. Department of Interior, Bureau of Reclamation

GSA Sphere of Influence Chart

GSA ranks in the top five Federal agencies by building square footage and legal interest with over 387 million total square feet of owned and leased space in the governmentwide portfolio.

Top Five Agencies by Building Square Footage and Legal Interest



Agency	Owned SF	Leased SF	Otherwise Managed SF	Total Square Feet
Army	660,398,263	25,694,426	183,565,355	869,658,044
Air Force	559,299,887	28,859,314	111,113,849	699,273,050
Navy	615,367,331	14,080,086	46,119,134	675,566,551
GSA	218,983,699	168,857,475	0	387,841,174
USPS	170,211,194	101,783,055	0	271,994,249

A WINNING COMBINATION: DoD-GSA COLLABORATION ENHANCES INVENTORY DATA SUBMISSION

**Provided by Chris Coneeney,
GSA Office of Real
Property Management and
Marianne Petty, Office of
the Deputy Undersecretary
of Defense, Installations
and Environment,
Department of Defense**

***The Department
of Defense (DoD),
with the largest
real property
inventory of all
agencies, reported
over 750,000
assets which
include more than
2.2 billion square
feet of space, 39
million acres of
land, and 250,000
assorted structure
assets.***

The February 2004 signing of Executive Order (EO) 13327, Federal Real Property Asset Management, called for an improved, governmentwide approach to real property asset management. In the effort to consolidate governmentwide real property data into one system, EO 13327 mandated the creation of a centralized real property database, named the Federal Real Property Profile (FRPP). The FRPP houses data on all Federal owned and leased assets, including buildings, land, and structures.

Under EO 13327, the General Services Administration (GSA) was formally recognized as the

administrator of the FRPP, and tasked to help agencies comply with inventory management, asset management planning, and performance management programs in compliance with the EO. Fiscal Year (FY) 2005 marked the first reporting year under the newly-developed FRPP system.

DoD reported the largest inventory of real property assets during the FY 2005 reporting year. The magnitude of DoD's inventory—which totaled more than 750,000 assets, including 2.2 billion square feet of space, 39 million acres of land, and 250,000 structures—as well as the task of coordinating data from each of its military branches—including >>>



>>> the Army, Navy, Air Force, Washington Headquarters Service, and U.S. Army Corps of Engineers—posed a unique challenge for DoD in its effort to comply with FRPP reporting guidelines.

In addition, DoD's Business Transformation efforts, a significant business process change in the effort to streamline its real property data collection process, created significant challenges for DoD's inventory reporting process.

Recognizing DoD's unique reporting difficulties, GSA associates, with contractor support from 3H Technologies (3HT), formed a working group with DoD real property representatives. In this working group, GSA, 3HT, and DoD personnel gathered, analyzed, and evaluated current and proposed data source systems and processes employed in the DoD data collection procedure. The group jointly formulated recommendations for modifications to the FRPP that would facilitate DoD's data submission process – as well as data

submission for reporting agencies as a whole.

As a result of the DoD/GSA working group's recommendations, 3HT made several modifications to the FRPP, which were incorporated into the FY 2006 FRPP system. These modifications include:

- Addition of the capability for agencies to send zip files to the FRPP system. Zip files compress asset data, so that agencies do not have to break their data into smaller files in order to submit to the FRPP.
- Addition of delta reports, or data files that report only changes in data from the previous reporting year. With delta reports, agencies can submit data on only those data elements that have changed since the prior FRPP data submission.
- Addition of several summary and variance reports that allow agencies to verify data before completing the actual submission process.

- Addition of enhanced search capabilities and a robust reporting module.

The FRPP modifications and enhancements significantly reduced the amount of time it took agencies to submit data, reduced the potential for errors experienced in multiple or lengthy data transmissions, and promoted more accurate data during the FY 2006 reporting cycle.

The collaboration and efforts of the GSA/DoD workgroup enabled significantly improved timeliness and data accuracy—from not just DoD, but rather all agencies—which was evident during the FY 2006 FRPP data submission process. DoD's submission process led to significant process changes within the agency, which will lead to improved data reporting in the future. ■

In the effort to continually refine and enhance governmentwide real property reporting capabilities, GSA plans to continue this collaborative approach in future FRPP data submission periods.

GSA Partners with DoD for Acquisition Excellence

The Department of Defense (DoD) and the General Services Administration (GSA) entered into a Memorandum of Agreement (MOA) in December 2006 that outlined more than 20 areas in which DoD and GSA could work together to achieve acquisition excellence. Although GSA and DoD have been doing business together since 1949, the agreement represents both a practical and symbolic new era for cooperation and coordination. The two agencies are meeting regularly and each has internal working groups that are focused on relationship building. GSA employees are concentrating on every aspect of an acquisition — from the identification of requirements through contract closeout.

“The MOA is a reflection of GSA’s focus on customer service and further evidence of our growing partnership with DoD,” according to GSA Deputy

Administrator David Bibb in a December 12, 2006 GSA press release. Mr. Bibb led a GSA team chartered by Administrator Lurita Doan to develop improved ways of providing service to GSA’s largest customer. “The working group on this MOA should be commended. We at GSA believe this MOA sends a strong signal of each agency’s intent to work closely with one another.”

According to David L. Winstead, Commissioner of GSA’s Public Buildings Service, “... the Public Buildings Service is committed to providing acquisition services that fully support and meet the facility needs of DoD.” “This agreement represents a focused approach to improving acquisition processes and results, reducing the time it takes to get best value goods and services to the warfighter, for example, while providing the American warfighter with quality products and services,” according to Jim Williams, Commissioner of GSA’s Federal Acquisition

Service (FAS).

The agreement focuses on every aspect of an acquisition from the identification of requirements through contract closeout. Mr. Bibb also indicated the MOA will bring definition to some ambiguous aspects of existing acquisition policy with regard to interagency contracting, clearly establishes lines of responsibility and clarifies the rules that apply to the acquisitions conducted on behalf of DoD. The agreement follows months of discussions between the parties on how GSA could better serve the Defense Department. Working collaboratively, GSA and DoD will work on a series of action items highlighted in the MOA to best serve the warfighter and the taxpayer.

For more information, visit the GSA website at www.gsa.gov and click into “About GSA,” “Acquisition Solutions,” and then DoD/GSA Partnership. ■



3. Leading the Way: Emergency Preparedness

NOT “ON HOLD” - CANADA’S NATIONAL CALL CENTER KEEPS EMPLOYEES IN TOUCH

Provided by **Ginette Skeete**,
**Senior Communications
Advisor, Ontario Region,
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PICTURETHIS. You're at home watching the news one evening and the lights go out. A few hours later you realize there's a massive power outage across the entire electrical grid extending 9,300 square miles into eight states and a neighbouring country. No one knows how it started and no one knows how long it will last. The question is... When you wake up the next morning on a workday that's far from ordinary, do you assume your ordinary commute to the office?

Emergency situations like the Northeast Blackout of 2003 create a unique challenge for employers. How do you communicate timely, accurate information to thousands of employees across a wide geographic area during unexpected business interruptions?

Some organizations rely on phone trees, which can result in delayed information and inconsistent messaging. Others take a more reactive approach, posting notices on buildings or relying on media to communicate messages.

As the Government of Canada's property manager, Public Works and Government Services Canada (PWGSC) ensures that federal tenants have well-established procedures to notify federal occupants of building emergencies and guide them through emergency response procedures.

As an employer, PWGSC also wanted to ensure that efficient procedures were in place to notify its own employees about emergency events that might impede access to >>>

NATIONAL CALL CENTER - EMPLOYEES EMERGENCY INFORMATION LINE:

What if this is your objective — To demonstrate how the NSCC is leveraging existing technology and know-how to design and implement a service that helps PWGSC employees when emergency situations happen in their city?

>>> their work locations – events that could be building-specific, community-related or national in scope. After carefully reviewing several options it was determined that an employee emergency information hotline was the most effective means to let employees know whether or not they were expected to come to work during an emergency situation. This would allow all employees, regardless of geographic location, to have clear, accurate and timely information updated throughout the day so they would know when it was safe to return to work.

The value was immediately apparent. The hotline could be used during emergency situations such as a building emergency like a fire or flood. It could also be used in case of a

massive transit strike or natural disaster such as a flood, earthquake, or hurricane. But the undertaking would require PWGSC to purchase and install expensive high capacity telephone systems and infrastructure in order to ensure adequate processing for the anticipated call volumes. That is, of course, unless capacity could be found elsewhere within the department. As it turned out, the PWGSC National Service Call Centre (NSCC) located in Toronto had the foresight to have already installed the technology that would support our needs.

Acting as the liaison between federal tenants and building maintenance personnel, NSCC staff record property maintenance requests placed by federal building occupants >>>



>>> across Canada, and dispatch these requests to qualified personnel on location.

The NSCC operates 24 hours a day, seven days a week, 365 days a year. The call centre handles an average of 1,100 incoming calls daily, resulting in an average of 900 service requests each day. With the technological infrastructure and know-how, there was no doubt that the NSCC had the necessary expertise to manage the proposed employee emergency information line (EEIL) and generate significant cost savings for the department. However, additional research was required to determine what

impact this new service offering would have on the NSCC's core business operations.

"Although we experience a high volume of calls from our traditional clients, these calls are typically distributed throughout the day," explains Marc Simoneau, Manager, PWGSC National Service Call Centre. "An emergency situation, however, would generate extremely high call volumes in concentrated timeframes, which could result in a disruption to our core services, as well as operational issues with the EEIL, such as call blockage."

The NSCC prides itself on client service excellence and strives to respond to 80 percent of all calls within 15 seconds, thereby keeping client wait times to a minimum. This self-imposed

standard is higher than most call centres, even in the private sector. Given the importance of customer service at the NSCC, it was crucial that the EEIL would not compromise the NSCC's ability to maintain its service standards.

A feasibility study revealed that only a few minor adjustments were needed at the NSCC to accommodate the EEIL. Essentially, an additional dedicated T1 cable was needed to provide additional channels (phone lines) for the anticipated call volumes. "We estimated that with these minor adjustments in place, the EEIL could absorb at least 300 calls within a 15-minute timeframe, with roughly 45 of those calls coming in simultaneously," says Simoneau. "The entire project took approximately three months to set up from design to implementation." The design >>>

The NSCC was originally created to support asset management at PWGSC by serving as a central point for the property maintenance requests of federal government employees situated within PWGSC's inventory of leased or Crown-owned facilities.

>>> and testing of the complex telephony workflows were done “in-house” and were based on years of accumulated expertise by the NSCC specialists.

From a user perspective, the process

emergency message specifies the time the message was recorded, summarizes the emergency situation, defines the affected work location(s) and notifies callers whether or not they are expected to report for work. The system can be used

recorded message. The system will give them the option of selecting an alternate area code.

The EEIL was officially launched in September 2005 during Business Continuity Planning week and with a few exceptions is used across the department. The success of this project was visible in its first year of operation. By the end of the fiscal year ending March 31, 2006, the information line had been activated for seven separate events including five severe winter storms, a potential transit strike, and a major power outage. Approximately 5,500 calls were placed to the EEIL during this time. Today, more and more PWGSC employees are using the EEIL during emergency situations, resulting in an average of 500 calls per event.

Aside from the EEIL, the NSCC portfolio now includes a slew of additional related services, such as a messaging centre to coordinate the distribution of half-masting notices for Crown-owned properties and an information line to answer client enquiries about The Way Forward (an important organization transformation initiative). Currently the NSCC operates over 10 special-purpose call-in lines that support various departmental initiatives over and above asset maintenance and management.

“Our core competency at the NSCC is getting the right information to the right people at the right time, and that hasn’t changed” reflects Simoneau. “We are leveraging that expertise, as well as our existing technology and infrastructure, to provide additional needed services. This not only allows the call centre to support a broader range of departmental objectives, but it enhances the department’s return on investment for the benefit of Canadian taxpayers.” ■



is seamless. PWGSC is organized into six regions across Canada. Emergency Preparedness Managers from each region are responsible for notifying the NSCC of any emergency messages and updating the details as circumstances dictate. An NSCC representative is available 24 hours a day, seven days a week to take the information. The notification system is password-protected to ensure the integrity of the process. Once notification is received, the message is posted onto the EEIL in both official languages within 15 minutes. The

simultaneously by each region and even by different provinces in some of those regions.

Employees are given a toll-free number to call in case of emergency situations. The system recognizes the area code from which the call is placed and once the employee chooses his/her preferred language of choice, it automatically generates the designated message for that particular area. Employees calling from a location outside their specific area code can wait until the end of the pre-

4. Leading the Way: Flexible Financial Tools for Asset Management

INNOVATIVE FINANCING FROM AN INTERNATIONAL PERSPECTIVE

Provided by Shirley Morris and Richard Ornburn, GSA Office of Real Property Management

An international forum of public sector real property professionals, the WorldWide Workplace Web (W4) provides a unique learning environment for public sector organizations by encouraging such organizations to collaborate, share best practices, and discuss issues of common concern.

W4 annual meetings explore emerging trends and key challenges impacting public sector real property organizations through workshops and speeches delivered by worldwide leaders in various fields of real property. Also a great networking opportunity, W4 meetings allow participants to use the W4 network to seek help in resolving problems, share research initiatives, and find partners for collaborative ventures. Visit www.w4web.org for more information about W4.

The 2006 W4 Workshop, held in Ottawa, Canada, highlighted the benefits and risks associated with innovative financing, and how innovative financing influences today's real property management. Incorporating innovative financing within an organization can be complex and challenging, and requires a change in culture. While public organizations focus on the

core mission, they also seek cost savings, risk transference, and life cycle investment with the incorporation of innovative financing. Entering a public private partnership venture allows the public agencies to tap private sector technical, management and financial resources in new ways to achieve certain public agency objectives such as greater cost and schedule certainty, supplementing in-house staff, innovative technology applications, specialized expertise or access to private capital.

When entering into such a venture, it is crucial that an organization develops the right business model in order to identify the right project and the appropriate partner to make the venture a win-win for both the public and private sector partners. Instead of merely looking at the construction costs, the organization must also evaluate long term impacts and opportunities related to the project.

As a whole, the international Federal Government sector tends to lag behind the private sector in implementing innovative financing. In the United States, on a case by case basis, agencies are given authority to enter partnerships that would be beneficial to the government. > > >

Leading the Way: Canadian Model

A successful example of a public private partnership occurred within the Province of British Columbia, Canada, when the Province needed to construct a new courthouse and the City wanted to revitalize its downtown core. The Province sought a private developer to design-build the courthouse for the Province within a fixed budget. The Chilliwack Five Corners Project contributed to downtown revitalization, energized the business core, and increased the tax base.

Innovative Financing Project:

Chilliwack Five Corners Project
(court replacement project)

British Columbia (BC), Canada

Project Scope:

- New 5 courtroom Courthouse (3,000 square meters) for the Province of BC
- New 4 story Office building by the developer
- Downtown public plaza and clock tower
- Sale of the existing courthouse

The developer delivered a flagship courthouse on time and within budget with the assurance of the Province as a long term anchor tenant in the

office building. All parties were committed to a mutually successful project. The comprehensive partnering agreement among the City, Province, and developer outlined the process, roles, and the organization of legal agreements.

Challenges:

- Disposal of the existing courthouse added a layer of complexity (this was severed per provisions in the RFP)
- Developing a satisfactory courthouse design that met the agreed price was a challenge for the design team
- The effort required the development of multi-party comprehensive agreements in a short timeframe

The shift of exclusive control from the Province to both the Province and its public sector partner intensifies the need for strong risk management, resolution of system issues, and information exchange within the public organization.

What Worked Well:

- The Memorandum of Understanding between the City and Province was premised on commitment to enabling a mutually beneficial project

- The RFP was very clear and it was designed to stimulate comprehensive and innovative submissions
- Feedback from proponents on the quality of documentation was very positive
- The Partnering Agreement among the City, Province and Developer was comprehensive and outlined process, roles and the organization of legal agreements
- The planning requirements for the new courthouse were thorough (space requirements, functional relationships, technical requirements) and included in the RFP
- Communications were open and honest
- All parties were committed to a mutually successful project
- The project was delivered on time and budget and tenants were very satisfied with the facilities
- All challenges were resolved within the project team

With a successful transition to a partnership role, service providers can be powerful partners in driving economy, quality, and innovation – which leads to a sound focus on real property operations and client needs within the public organization. >>>



Chilliwack Five Corners Project, British Columbia, Canada



Leading the Way: United Kingdom (UK) Model

Another initiative featuring innovative financing is **Project MoDEL**, from Partnerships UK. Partnerships UK (PUK) is a Public Private Partnership which has a unique public sector mission - to support and accelerate the delivery of infrastructure renewal, high quality public services and the efficient use of public assets through better and stronger partnerships between the public and private sectors. Partnerships UK was set up by the UK Government (HM Treasury) in 2000.

Defence Estates, co-sponsored by Partnerships UK in the procurement, recently commenced an innovative partnership with the private sector, using the locked-in value of its estate to deliver new facilities at a core site within a tightly managed program.

The project arose from a strategic review of the Ministry of Defence Estate in London (MoDEL). It involves new investment in a core site at MoD's West London Airfield at Northolt (RAF Northolt), relocation of personnel from six sites elsewhere in London and the subsequent disposal of the surplus land. >>>

Transaction Summary:

Defence Estates (an Executive Agency of the Ministry of Defence) entered into a contract with VSM Estates, a consortium between Vinci Plc. and St. Modwen Plc., selected in competition. The transaction consists of three key elements, with VSM managing and financing the integrated program:

- VSM will manage and finance, at fixed price, a program of new investment (c£150m (about \$295m)) in the core site at Northolt.
- VSM will relocate some 900 personnel from six other sites and manage the subsequent disposal of the surplus land over a 5-6 year period.
- VSM has underwritten minimum land values (c£230m (about \$453m)) and will invest its resources in achieving planning permission at the six surplus

sites, the demolition of existing buildings and installing basic infrastructure prior to managing their disposal as packages for development on the open market.

The rationalization project will deliver a range of financial and operational benefits to MoD, including the upgrading of accommodation, improvement in operational capability and efficiency savings from moving multiple sites onto a single core location.

The principles of the innovative Project MoDEL delivery program can be replicated across many other areas of the public sector estate. Partnerships UK is eager to help public authorities understand MoDEL and consider whether a similar approach might be appropriate for them.

For more information about Project MoDEL, check out the website at www.partnershipsuk.org.uk.

Acknowledgements:

We would like to acknowledge the following for their generous support and contribution/collaboration for this article:

Canadian Model:

Accommodation and Real Estate Services (ARES), Ministry of Labour and Citizens' Services, Province of British Columbia, Canada:

Bruce Rasmussen, B.E.S., M.Arch., MAIBC, MRAIC, Executive Director, Workplace Services, ARES

Stephen Marguet, Executive Director, Portfolio and Inventory Management, ARES

Mark Pucsek, PMP, Major Projects/Customer Integration, ARES

United Kingdom Model:

Alan Couzens, Project Director, Partnerships UK, London, England

Bridget Hardy, Office of Government Commerce (OGC), HM Treasury, London, England ■

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RAF NORTHOLT

HOME

ABOUT US

STATION FACILITIES

LOCAL AREA INFORMATION

NEWS & WEATHER

EVENTS

FLYING INFO

Welcome to RAF Northolt



Station Motto: Ready to Carry or to Fight

A very warm welcome to the Royal Air Force Northolt Website.

If you happen to be posted here may I wish you an enjoyable tour at this busy but friendly Station set close to London but with extremely good links to the surrounding countryside. As an operational aerodrome since 1915, the 92 year old Station

Real
Property
Policysite

Flexibility Sought for Federal Asset Management

Office of Governmentwide Policy (OGP) Supports Private Sector Tools for Asset Management

OGP works with Congress and the Office of Management and Budget (OMB) as a continued advocate for legislative reform to “rightsize” the inventory and give agencies the needed private sector tools for more flexibility in managing their real property portfolios. These tools would include the Retention of Proceeds and the authority to enter into Innovative Financing arrangements, similar to the Canadian and United Kingdom Government examples.

OGP has supported recent efforts for a Federal Real Property Disposal Pilot Program to expedite the disposal of property that is not meeting Government needs.

Currently, OGP supports the pilot program included by OMB in Section 835 - **Federal Real Property Disposal Pilot Program** of the FY 2008 budget, for Congress to enact as part of the budget. Section 835 includes:

- 5-year pilot program to dispose of “real property that is not meeting Federal Government needs.”
- OMB selects the candidates from agencies recommendations that meet established criteria
- Properties not subject to homeless or public benefit provisions and laws requiring a no-cost conveyance
- Proceeds in cash of not less

than FMV (Fair Market Value)

- Administrative cost of disposal limited to FMV unless approved by OMB
- Net sale proceeds distributed as follows:
 - 80 percent - deposited into Treasury miscellaneous receipts account
 - 20 percent - agency for use without further appropriations for capital improvements and disposal activities
 - Unused agency funds after end of pilot program deposited into miscellaneous receipts

5. Leading the Way: Innovative Workplaces

DESIGNING TO CHANGE THE NATURE OF WORK

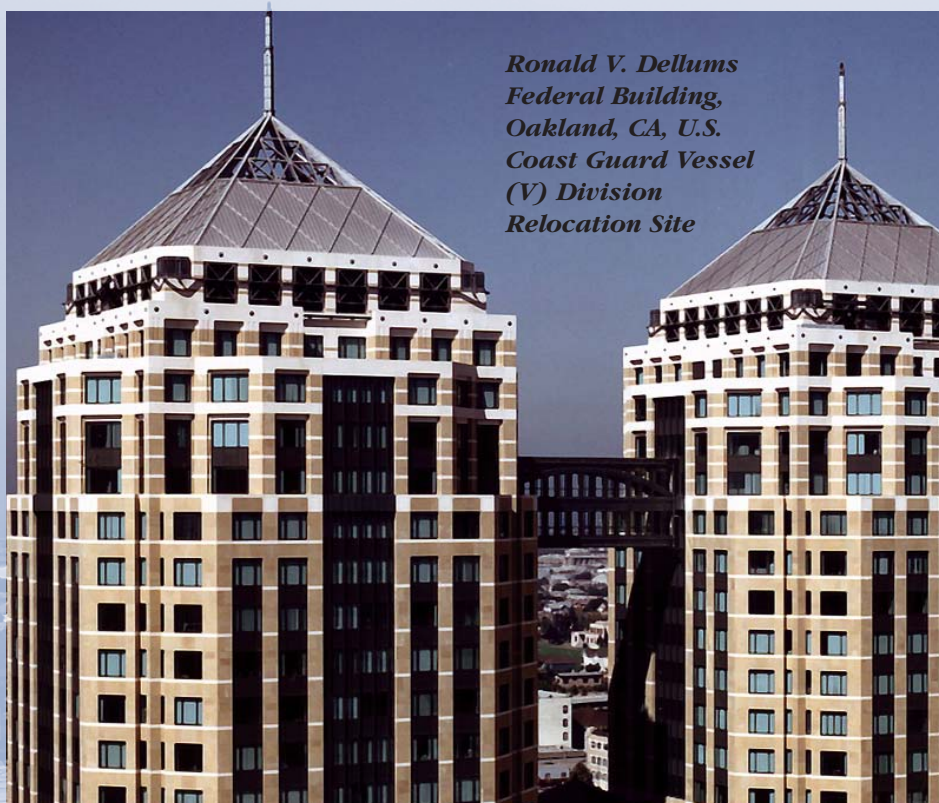
Provided by Kevin Kelly,
GSA Public Buildings
Service, kevin.kelly@gsa.gov

The Coast Guard had just won a Malcolm Baldrige Quality Award, and they viewed the move to the Ronald V. Dellums Federal Building, in Oakland,

California, from their long time base on Coast Guard Island as an opportunity to improve further.

So they turned to the GSA WorkPlace team.

Using the full complement of GSA's WorkPlace tools, the team assessed work processes, organizational relationships, behavioral patterns, and barriers to effective individual and group work. Several town meetings provided a forum for discussion about the organization – its goals, current situation, and desired future direction. Follow-up discussions dealt with how to translate the goals and desired future directions into a workplace strategy. The workplace and organizational analysis revealed several key themes that formed the foundation for the new workplace strategy and design solutions: the need for improved communication, collaboration and informal learning, and improved working conditions for all. >>>



*Ronald V. Dellums
Federal Building,
Oakland, CA, U.S.
Coast Guard Vessel
(V) Division
Relocation Site*

When the U.S. Coast Guard Vessel (V) Division was faced with the need to relocate their offices, the leadership viewed this as an opportunity to look more carefully at how they currently worked and how they wanted to work in the future.

Workplace Strategy

Key components of the workplace strategy were:

Improve the ability of groups to work more effectively together through improved adjacencies, the

use of open bullpens for groups that benefit from on-going communication, and an open floor plan to provide easy access to others for quick conversations.

Improve tacit, informal learning through common information

displays, high internal visibility to support observational learning, and locating new staff in central areas with good access to mentors.

Increasing shared knowledge and expertise through common touch points, centrally located shared

filing, and co-location of all groups on a single floor.

Improve overall conditions for staff, including equitable access to amenities and resources and improved interior environmental quality. >>>



*U.S. Coast Guard Vessel (V)
Division New Office Space*



Workplace Results

The full post-occupancy of the Coast Guard Office is still underway. However, preliminary findings from the occupant survey, which are reported here, show very positive results. Additional information from measures of the physical conditions of the space, interviews, and analysis of organizational data are included in the project's final report issued in Spring 2007.

The pre and post occupancy surveys were administered by the Center for the Built Environment at the University of California, Berkeley. The results in Fig.1 show that the new space, in comparison to the previous space on Coast Guard Island, was perceived as much better for two of the key workplace goals — group work effectiveness and communication. This series of questions asked the staff to directly compare both the old and the new workplaces.

Results of the comparison of interior quality (lighting, temperatures, views, and acoustics), shows that the new space had higher satisfaction levels for all environmental features in the new building. The greatest change in satisfaction levels were for temperatures, air quality, and daylight.

Although the final workplace evaluation is not yet complete, it is clear that the new space has been very positively perceived by the leadership and staff. The workplace team is currently compiling data regarding changes in social networks, work processes, and organizational outcomes for the final report.

Stay tuned for more! ■

Figure 1: Comparison of Group Effectiveness and Communication in the New Workplace vs the Old Workplace

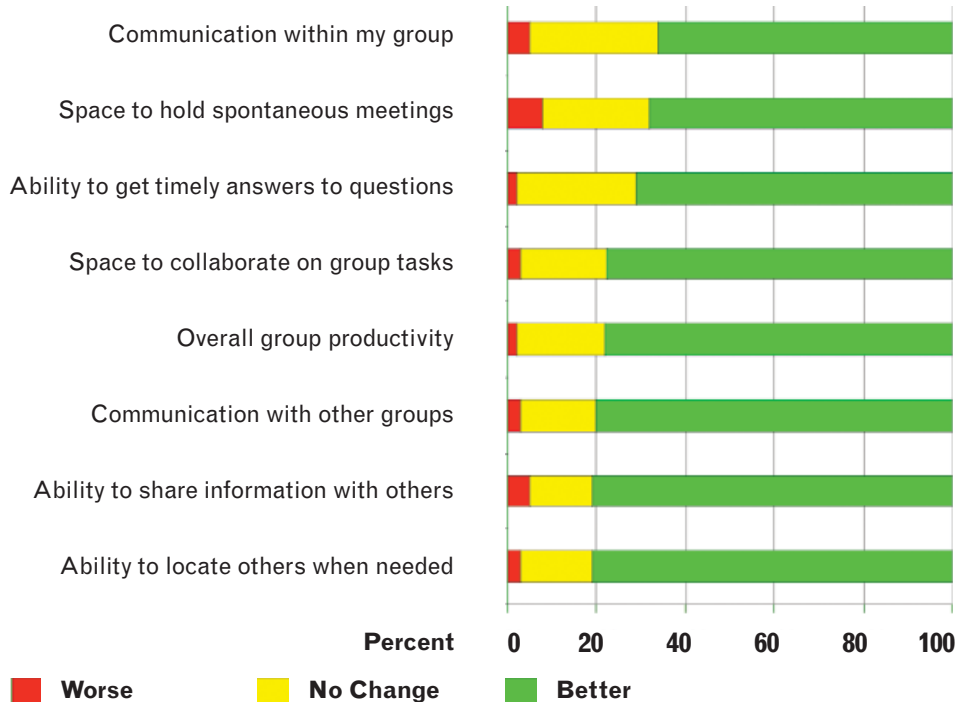
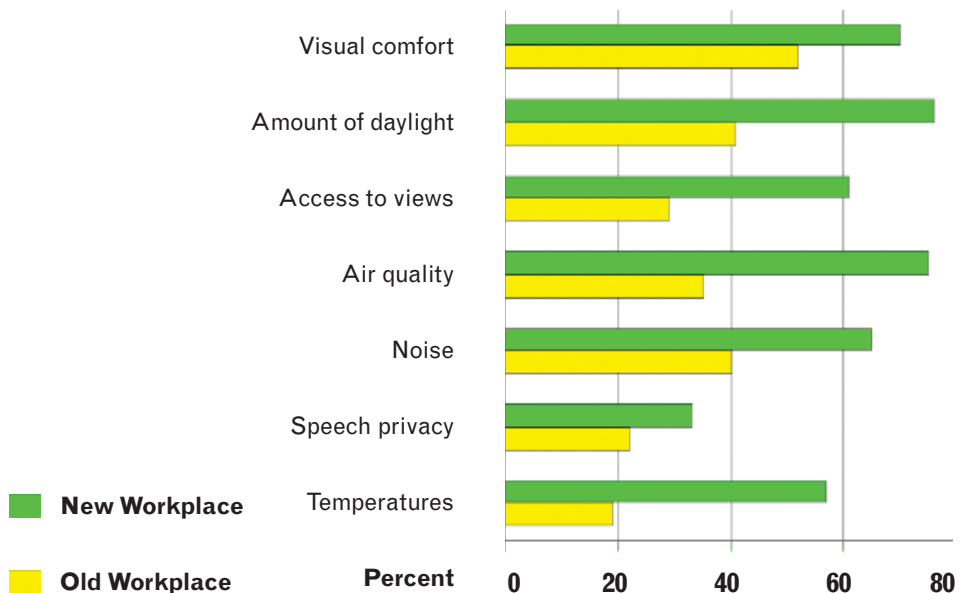


Figure 2: Percent Satisfied with Interior Environment Pre and Post



GSA WorkPlace Tools - Building Solutions

GSA Public Buildings Service's (PBS) WorkPlace 20|20 is a new way at looking at the *physical* workplace —***as a tool to do work***. In addition to computers, telephones, fax machines, and the like, the space itself that houses the work can enhance and promote corporate goals such as efficiency, effectiveness, and collaboration.

GSA is developing new ways of approaching and evaluating ***space as a tool*** and has created WorkPlace 20|20 as a methodology to help clients determine the most effective environment to reach definitive corporate goals. This methodology includes doing interviews and rapid strategic assessment to define and link organizational structure, locations, systems, and work

requirements that will be realized in the physical design of the workplace. The WorkPlace 20|20 process also measures the effectiveness of the results to assure that key business goals are supported.

For more information on workplace solutions, visit GSA PBS's website at www.gsa.gov/workplacesolutions. ■

6. Leading the Way: Policy Change Management Innovation

INNOVATIVE “POLICY CHANGE MANAGEMENT MODEL” PROVIDES WINNING TOOL FOR SUCCESS

Provided by Stanley C. Langfeld, Director, Regulations Management Division, GSA Office of Real Property Management, stanley.langfeld@gsa.gov, and Richard Robertson, Graphic Systems, Inc.

After receiving a directive from the Office of Management and Budget (OMB) in the FY 2006 passback, the Office of Real Property Management (the Office) was tasked to find a methodology for evaluating agency compliance of Federal Management Regulations (FMRs). In September 2005, the Office initiated the FMR Review and Evaluation Program to update or cancel all active policy documents in a consistent and cyclical manner. Agency feedback, both pre-and post review, was a very important dynamic in this Review Program.

Another aspect of this task was for the Office to understand how agencies “viewed themselves” with respect to compliance with the

FMRs. Can the appropriate FMR be found to correctly implement policy? Is better education on an FMR needed to help an agency be in compliance? What Best Policy Practices have been established at the agency that keeps it in compliance with the FMR? Who are the subject matter experts on FMRs Best Policy Practices and how can their institutional knowledge be accessed and used governmentwide to help other agencies with compliance?

It is not our mandate to enforce compliance to the FMRs, but to assist agencies in the communication and understanding of the FMRs in such a way that will be of greatest assistance to the agency placing itself in compliance.

In order to maximize the participation of the agencies that are impacted or have an interest in the changing of policy contained in FMRs and, in addition, provide Federal Real Property Professionals a central point of knowledge and interaction on policy, the Office developed the Policy Change Management Model. >>>

The PCMM focuses on providing positive support to Federal agencies through an FMR Life Cycle Change and Knowledge Management process.

OMB Briefed with PCMM Approach

GSA's Office of Real Property Management recently held a demonstration of the Policy Change Management Model (PCMM) for the Office of Management and Budget (OMB). OMB was very enthusiastic with the PCMM approach in assisting Federal agencies in being successful as well as providing them a central point of knowledge and interaction on real property policy issues.

>>> The Policy Change Management Model (PCMM) focuses on providing positive support to agencies through an FMR Life Cycle Change and Knowledge Management process. This process takes agency inputs from multiple sources, analyzes the information and understands performance with a view to developing education and support programs. PCMM is being implemented as a customer focused program, which requires a collaborative and service oriented effort with all of the agencies.

The PCMM is designed to provide an efficient process to conduct Life Cycle Change Management with FMRs and real property policies. The Life Cycle of the FMR is a recurring process which starts with obtaining approvals and publishing the FMR; communicating and educating agencies on its content; obtaining documentation on how agencies are administering the FMR; analyzing and measuring the results of that documentation; and generating periodic updates for approval and publishing, as necessary. The FMR Life Cycle then repeats.

The Knowledge Management

component of the PCMM is being implemented to provide agencies with one place to discuss and research Real Property Policy issues. A high level Subject Matter Expert (SME) Discussion Board will be maintained for the exclusive use of agency Real Property Professionals. Topic specific areas of the Board will be monitored by SMEs who are qualified to assist in the discussion and evolution of Best Policy Practices for that area. Easy access will also be provided to the latest information on FMRs and other policy issuances that are relevant to Real Property Policy.

Significant progress has been made on the implementation of the PCMM with the cooperation and hard work of our Collaborative Pilot Group.

- Marsha Pruitt – U.S. Department of Agriculture
- Francesca Ryan – U.S. Department of Commerce
- Gary Roberts – General Services Administration, Public Buildings Service
- Jeanne Trelogan - General Services Administration, Public

Buildings Service

- Virginia McDonald – General Services Administration, Office of Governmentwide Policy
- Ken Holstrom – General Services Administration, Office of Governmentwide Policy
- Stanley Langfeld — General Services Administration, Office of Governmentwide Policy

The PCMM is currently being implemented through a Web Portal which will allow the Real Property Professionals to:

- Participate in the Life Cycle Change Management of the FMRs that impact their agency,
- Document their FMR Status and provide Feedback for FMR Updates,
- Communicate with Federal Real Property Policy Subject Matter Experts and other Real Property Professionals,
- Review Best Practices for Federal Real Property Policy, and
- Reference FMRs and mandatory Guidance. >>>

Policy Change Management Model (PCMM): a strong and effective change management tool for ALL Federal Real Property Managers available through a web-based portal

>>> A Web Based Questionnaire methodology has been developed. This is the way that feedback from the agencies will be gathered so that it can be analyzed and developed into updates for the FMRs. This Web Based Questionnaire, that is the heart the Life Cycle Change for the FMRs,

is complete and currently finishing final software testing. The Collaborative Pilot Group underwent formal training on the software in March 2007. They then went through the entire process of providing feedback through the PCMM Web Based Questionnaire.



Security Implemented for New Web Portal

A Certification and Accreditation (C&A) process has been initiated to insure the security attributes of the PCMM Web Portal and will be completed prior to rollout of the PCMM to Federal agencies in FY 2008. ■

The first three FMRs listed below will be available on the PCMM Portal's Web Based Questionnaire for feedback, analysis and update in FY 2008:

- Delegation of Authority 102-72
- Real Estate Acquisition 102-73
- Facility Management 102-74 >>>

It is vital that we get the word out on PCMM. Through the use of this Model, participating agencies can have a predictable and positive impact on the Change Management of the FMRs that affect them and their internal customers.

>>> The FMR Areas listed below will be incorporated into to the PCMM Web Based Questionnaire during the three year period following the initial rollout in October of 2008:

To be completed in FY 2009

- Real Property Disposal 102-75
- Assignment of Space 102-79
- Location of Space 102-83

To be completed in FY 2010

- Safety and Environmental Management 102-80
- Security 102-81
- Utility Services 102-82

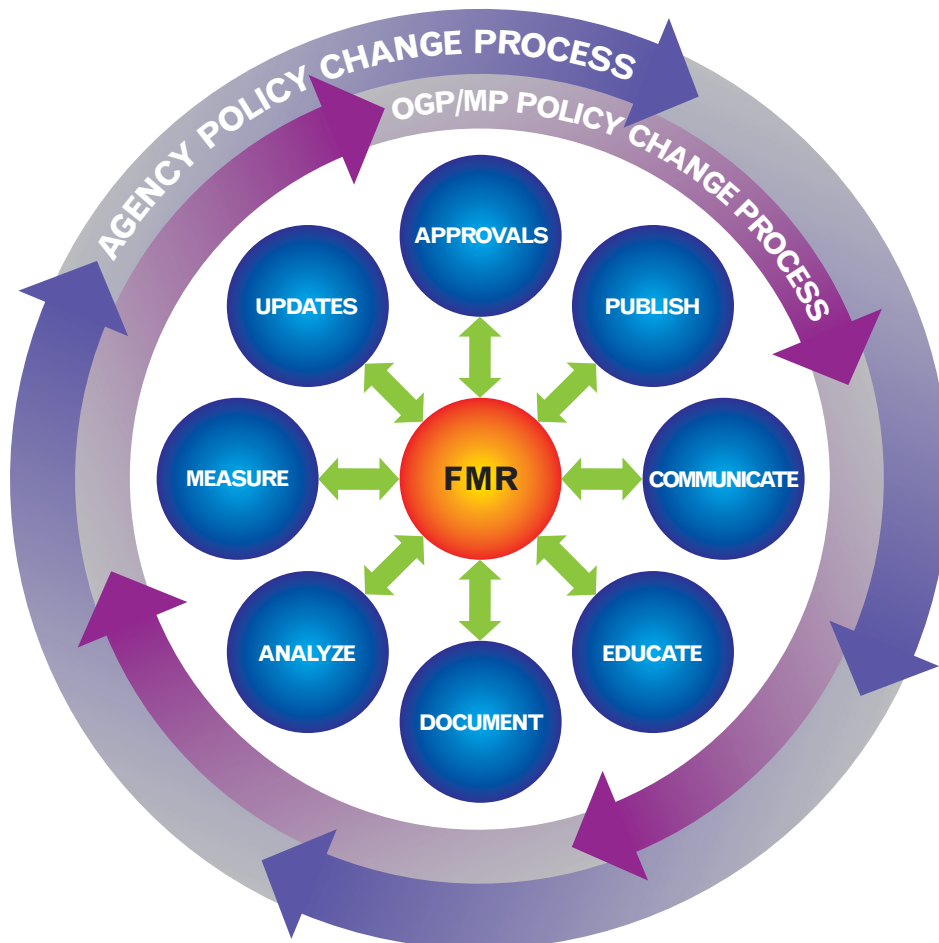
To be completed in FY 2011

- Design and Construction 102-76
- Art in Architecture 102-77
- Historic Preservation 102-78

Communicating the features and benefits of the PCMM to all agencies is the next major challenge of this program. Information about the PCMM will be provided through many channels:

- GSA Publications and Newsletters
- FRPAG Meetings – look for a detailed demonstration at the fall meeting
- PCMM Kickoff – Scheduled for September 2007
- 2008 Rollout and User Training

For additional information, contact either Ken Holstrom (202) 208-0511 (ken.holstrom@gsa.gov), Virginia McDonald (202) 501-9165 (virginia.mcdonald@gsa.gov) or Stanley C. Langfeld (202) 501-1737 (stanley.langfeld@gsa.gov) ■



7. Leading the Way: Sustainable Development

AN INTERNATIONAL PERSPECTIVE: PRESERVING HISTORY WITH A GREEN RATING

Provided by Susan Ross,
Conservation Architect, Real
Property Branch, Public
Works and Government
Services Canada (PWGSC)

A Sustainable Heritage Rating System for Canada's Federal Heritage Properties

As purveyors of real property services related to heritage conservation and environmental services to the federal government, Public Works and Government Services Canada's Heritage Conservation Directorate and Office of Greening Government have been tasked with developing strategies to facilitate the integration of heritage conservation and environmental, social and economic sustainability.

One strategy has been to look at how these interrelated goals can be better managed through integrated planning tools such as environmental

rating systems for buildings. International rating systems adapted to the Canadian context include the Canadian Green Building Council's LEED for New Construction and LEED for Commercial Interiors, which were based on the USGBC's LEED equivalents, and the Building Owners and Managers Association (BOMA) of Canada Go Green Plus for existing operating buildings based on BREEAM/Green Globes.

PWGSC has adopted the use of BOMA Canada's Go Green Plus for evaluation of its existing buildings, so it is a natural fit for it to develop a system for projects on existing (heritage) buildings based on the same system. It was therefore decided to adapt a version of the Green Globes environmental rating system for use on federal projects involving heritage buildings and sites.

The adaptation includes the addition of a new section on heritage and social/cultural sustainability; modifications to existing questions to take into consideration both the heritage character and the environmental performance of traditional features found in historic places; and, the integration of references to conservation standards, guidelines and >>>

Heritage conservation and sustainable development are both concerns of the Canadian government, and in fact they have a lot in common. They both address the conservation of what is already there while planning for the future, and call for a full lifecycle analysis of the impacts of our actions on the built and natural environment.

>>> best practices.

A key reference for heritage conservation in Canada is the Standards and Guidelines for the Conservation of Historic Places in Canada (Available on line at: http://www.historicplaces.ca/norsta/request.aspx?page=index_e).

While the Standards and Guidelines provide guidance on specific related topics such as how to implement energy efficiency related interventions while protecting heritage character, it is through its broad promotion of an approach based on reuse and repair before replacement or new construction that common principles such as durable design and waste reduction are emphasized.

The resulting tool, called the 'Sustainable Heritage Rating System,' which is being developed in cooperation with consulting firms from the private sector, will provide guidance on achieving integration of conservation best practices in all areas of environmental

Library of Parliament, Ottawa, Canada: Another recent example of the integration of heritage conservation and environmental sustainability within Public Works and Government Services Canada (PWGSC) is the Library of Parliament's conservation, rehabilitation and upgrade project. This recently completed project included upgrades to envelope, mechanical systems and lighting; the removal of toxic substances and other improvements to indoor air quality; and the reduction of construction, renovation and demolition waste, including strategic reuse of discarded historic materials.

sustainability:

- management,
- site,
- energy,
- water,
- materials,
- emissions, and
- indoor environment.

In addition, it introduces for the first time in an environmental rating system a series of questions related

to social sustainability, including consideration of public access, education and consultation, the provision of skilled employment or training opportunities, and consideration of broader conservation context or planning issues such as preservation of existing housing stock.

Maximum integration will be achieved by using this tool through all stages of a project, from >>>



>>> appropriate site selection for sensitive adaptive reuse and rehabilitation, to the protection of heritage landscapes or archaeological resources during construction.

Therefore, in addition to a module for

operating buildings, four modules relating to critical stages of the PWGSC project delivery system are being developed, making it possible to track progress in meeting goals set at the beginning of a project, or to integrate strategies specific to each stage. A revised draft of the tool will

be completed by mid-2007, at which time piloting will begin on a strategic group of federal heritage buildings, or projects involving federal funding.

For further information, please contact Susan Ross at Susan.Ross@pwgsc.gc.ca. ■

Focus on Federal High-Performance Green Buildings

In the first month of the 110th U.S. Congress, three bills, two in the Senate (S. 506 and S.489) and one in the House (H.R. 121), were introduced to improve the efficiency in the Federal Government through the use of high-performance green buildings.

In addition, the President signed on January 24, 2007, E.O. 13423 to strengthen the environmental, energy, and transportation management of Federal agencies.

The highlights of the three bills are similar and include the

establishment in GSA of the "Office of High-Performance Green Buildings." The duties of the office are:

- Ensure full coordination of high-performance green building information and activities within GSA and relevant Federal agencies
 - Establish a senior-level Federal green building advisory committee to provide advice and recommendations
 - Carry out public outreach of information and services
- available governmentwide on green buildings
 - Survey existing research and studies related to green buildings and develop and recommend a research plan
 - Review and develop guidance to apply life-cycle cost criteria to actual projects and
 - Establish guidelines to implement a demonstration project in Federal buildings and at universities to serve as a model for green building initiatives. ■

BEEP: BOMA ENERGY EFFICIENCY PROGRAM HELPS YOU SAVE COSTS!

Provided by Richard
Ornburn, GSA Office of
Real Property Management

Did you know...

- The commercial real estate industry spends approximately \$24 billion annually on energy costs and contributes 18 percent of US carbon dioxide emissions?
- Energy is the largest controllable operating expense for office buildings, typically one third of variable expenses?
- A prevalent misconception in the marketplace is that owners have to spend significant capital in order to reduce energy costs?
- The fact is a 30 percent reduction in energy consumption, which equates to \$7.2 billion, is readily achievable simply by improving building operating standards.

Would you like to...

- Save energy costs and lower overall occupancy costs in your buildings?
- Make your buildings more competitive, profitable and valuable?
- Improve tenant comfort and satisfaction with better building temperature control?
- Extend the value of financial returns beyond energy savings to improve net operating income, asset value and tenant comfort?
- ...AND MORE?

Finally! An innovative operational excellence program to teach commercial real estate professionals how to reduce energy consumption and costs with proven no- and low-cost strategies for optimizing equipment, people and practices.

What is BEEP?

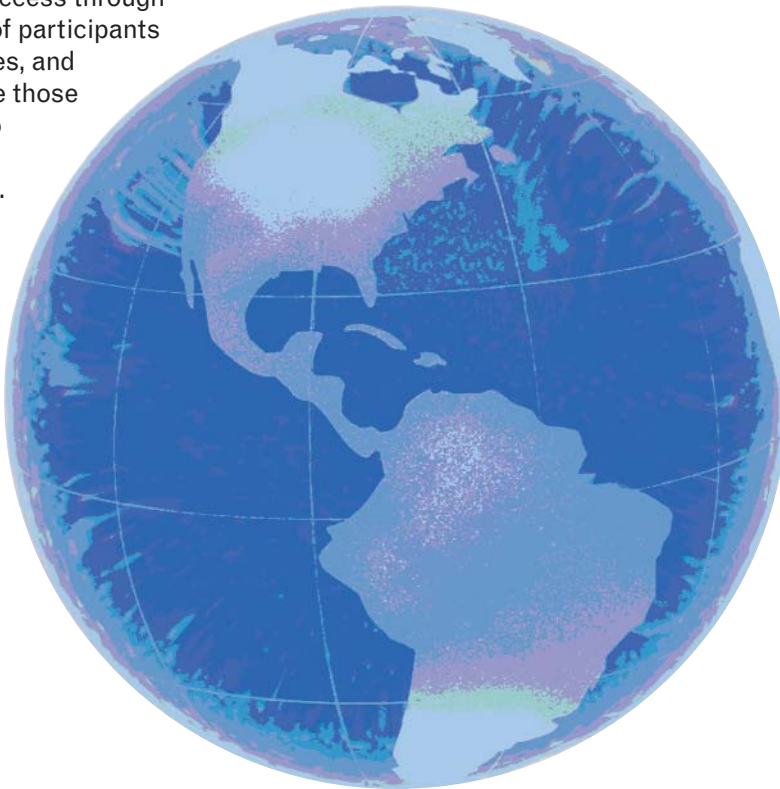
According to BOMA (Building Owners and Managers Association), the BOMA Foundation partnered with the US Environmental Protection Agency ENERGY STAR program to create an innovative operational excellence program to teach property owners, managers and operators how to reduce energy consumption and costs with proven no- and low-cost strategies for optimizing equipment, people and practices.

This joint program will develop best practices for operational excellence, document success through recognition of participants and properties, and communicate those successes to industry and stakeholders.

How it Works!

Each seminar takes two hours and is delivered conveniently via web-assisted audio seminars. A phone and internet connection are needed to participate. The BEEP series provides information, strategies, technologies, how-to guides and resources for reducing energy and costs.

Find out more about BEEP and reducing energy consumption and costs from the BOMA website at www.boma.org/aboutboma/BEEP. ■



“Experience has shown that sound energy management can play a significant role in enhancing tenant comfort and asset value. BEEP offers valuable insight that can be directly applied to day-to-day practices.”

(Brenna Walraven, RPA, CPM, Executive Director, National Property Management, USAA Realty Company)

NEW EO SPEARHEADS FEDERAL ENVIRONMENTAL STEWARDSHIP

Provided by Richard Ornburn, GSA Office of Real Property Management

According to the Office of the Federal Environmental Executive, the new Executive Order 13423, **Strengthening Federal Environmental, Energy and Transportation Management**, requires Federal agencies to lead by example in advancing the nation's energy security and environmental performance by achieving these goals:

- **VEHICLES:**

Increase purchase of alternative fuel, hybrid, and plug-in hybrid

vehicles when commercially available.

- **PETROLEUM CONSERVATION:** Reduce petroleum consumption in fleet vehicles by 2 percent annually through 2015.

- **ALTERNATIVE FUEL USE:** Increase alternative fuel consumption at least 10 percent annually.

- **ENERGY EFFICIENCY:** Reduce energy intensity 30 percent by 2015.

- **GREENHOUSE GASES:** Reduce greenhouse gas emissions through reduction of energy intensity by 3 percent annually or 30 percent by 2015.

- **RENEWABLE POWER:** At least 50 percent of current renewable energy purchases must come from new renewable sources (in service after January 1, 1999).

- **BUILDING PERFORMANCE:** Construct or renovate buildings in accordance with sustainability strategies, including resource conservation, reduction, and use; siting; and indoor environmental quality. >>>

- **WATER CONSERVATION:**

Reduce water consumption intensity by 2 percent annually through 2015.

- **PROCUREMENT:** Expand purchases of environmentally-sound goods and services, including biobased products.

- **POLLUTION PREVENTION:**

Reduce use of chemicals and toxic materials and purchase lower risk chemicals and toxic materials from top priority list.

- **ELECTRONICS**

- **MANAGEMENT:** Annually, 95 percent of electronic products purchased must meet Electronic Product Environmental Assessment Tool standards where applicable; enable Energy Star® features on 100 percent of computers and monitors; and reuse, donate, sell, or recycle 100 percent of electronic products using environmentally sound management practices.

- **ENVIRONMENTAL MANAGEMENT SYSTEMS:**

By 2010, increase to at least 2,500 the number of Federal operations that implement environmental management systems, up from about 1,000 today.

The Executive Order consolidates and strengthens five executive orders and two memorandums of understanding and establishes new and updated goals, practices, and reporting requirements for environmental, energy, and transportation performance and accountability.

EO 13423 also directs that "... the head of each agency shall.....within 30 days after the date of this order ... designate a senior civilian officer of the United States, ... to be responsible for implementation of this order within the agency.."

The GSA Administrator recently designated David Bibb, GSA's Deputy Administrator, as the agency's new Environmental Executive with broad responsibility for carrying out GSA's role in implementing EO 13423, signed by the President on January 24, 2007. >>>



>>> Given the scope and breadth of the EO, most of GSA will be involved in implementing its various provisions. In its role as the Federal Government's procurement agency, GSA provides buildings with sustainable design and helps agencies buy environmentally friendly services and products, including hybrid and alternative fuel motor vehicles. GSA's Multiple Award Schedules offer a range of environmental products and services, including assessments and energy management programs, along with recycled paper, fluorescent lighting, paints, chemicals and pollution-prevention systems.

GSA is currently

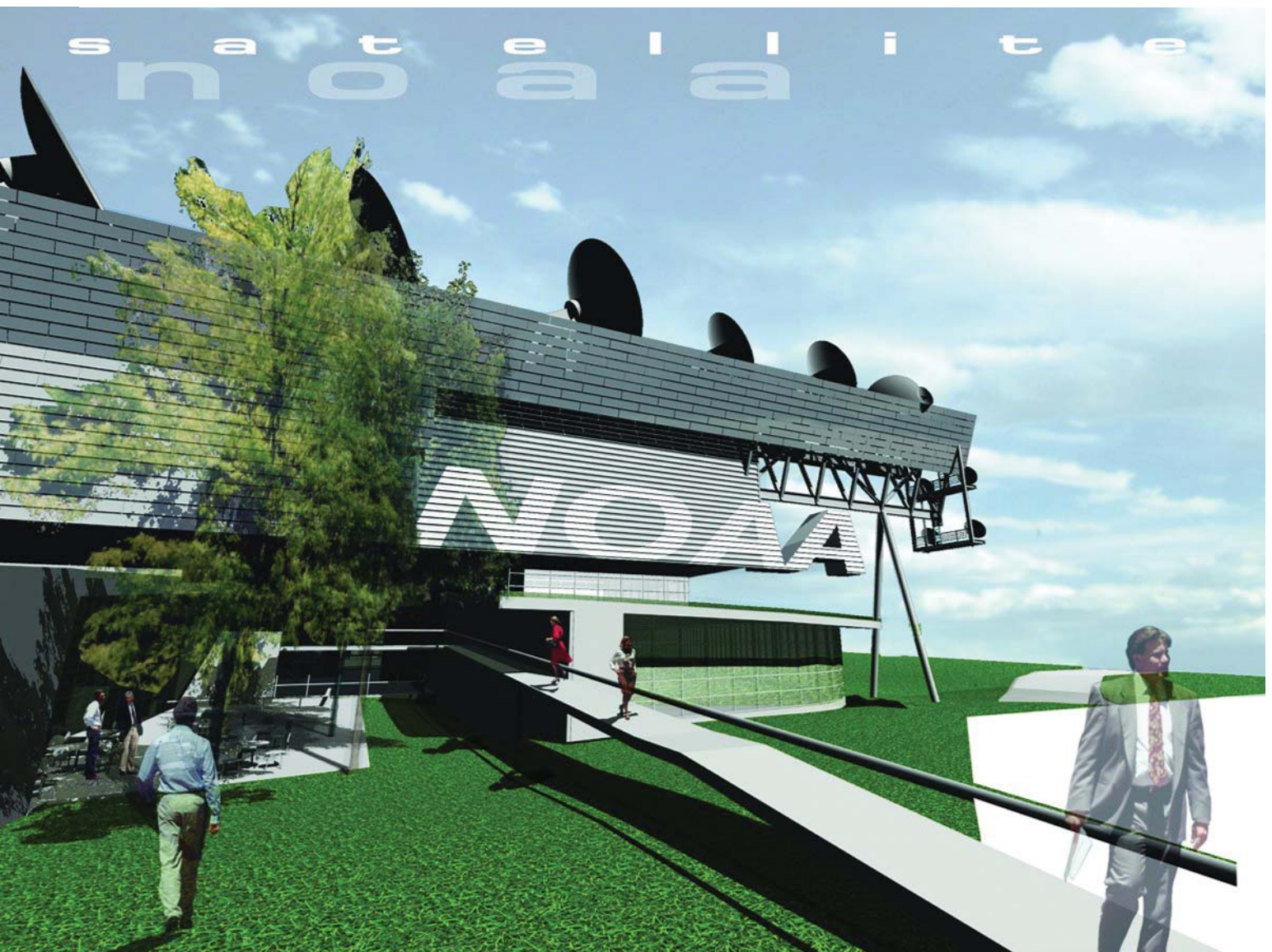
reviewing its role and identifying actions to achieve the goals and objectives of the new EO. A GSA EO Working Group has been established, headed by Mr. Bibb, to guide the agency's efforts.

For more information about the Office of the Federal Environmental Executive and E.O. 13423, visit www.ofee.gov. Visit www.gsa.gov/green for information on green products and services, recycling and property disposal, constructing and leasing green buildings, and more. ■



GSA is “...committed to an agenda that reduces harmful emissions into the environment, improves energy efficiency, ensures federal agencies access to sustainable products and services, and produces ‘green’ buildings...”

– GSA Deputy Administrator David Bibb, U.S. Green Building Council Federal Summit 2007

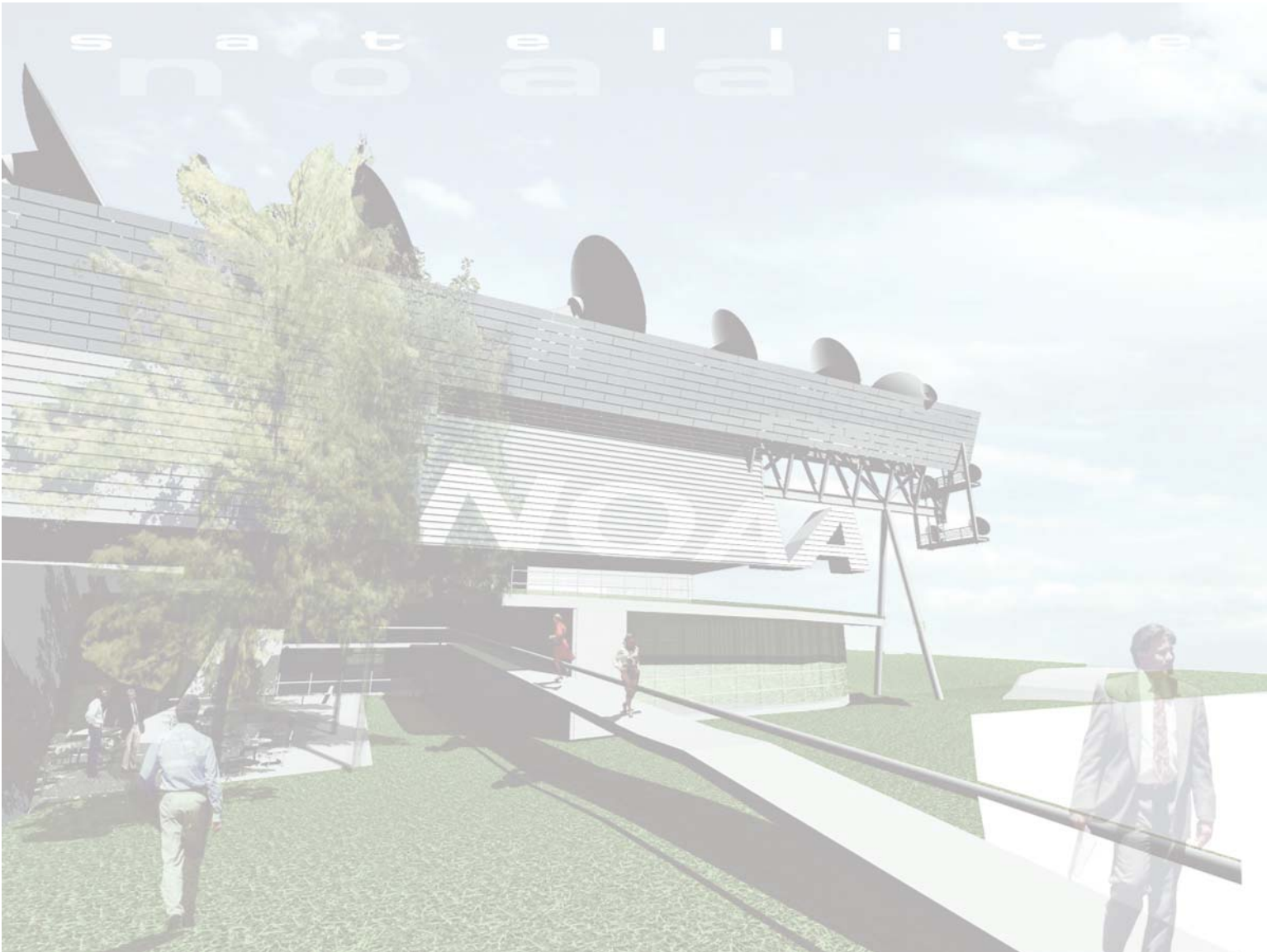


New National Oceanic & Atmospheric Administration (NOAA) Satellite Operations Facility, Suitland, Maryland is a GSA/NOAA partnership “green” project (Silver LEED rating pending) featuring a 146,000 sq. ft. green roof. (PHOTO: NOAA; Architect: MORPHOSIS)

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NOAA goes "green" with GSA help at new Suitland, MD facility.