

News and Views on
Real Property and
Workplace Policy

Spring 2002

Real Property Policysite

Property Act Reform Takes Major Step...

...to Providing Federal Agencies
Enhanced Asset Tools
Needed to Manage!

- *Interagency Transfers
and Exchanges*

- *Sales/Exchanges
with Non-Federal
Sources*

- *Outleasing
and Public-Private
Partnerships*

- *Subleasing*

*Plus: What Is The
Emerging New
Workplace?*

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www.gsa.gov/realpropertypolicy

Welcome to the Government of the 21st Century!

Our mission drives us into the 21st century: "The Office of Real Property promotes collaborative and innovative Governmentwide policies, products, and services for real property, the 21st century workplace, and entrepreneurial Government activities." We reach out on a global level to share information on Federal real estate and the workplace with our industry partners and the public through this newsletter and other avenues.

This is the **twentieth** issue of REAL PROPERTY POLICYSITE, a quarterly publication of the Office of Real Property (MP), Office of Governmentwide Policy, U.S. General Services Administration, Washington, DC, which is led by Deputy Associate Administrator, David L. Bibb. Our newsletter shares the latest information on public and private sector real estate and workplace initiatives, trends, and best practices. We encourage your input. Contact us to let us know what you think, to contribute articles, or to be placed on our mailing list, by contacting the editor, Richard Ornburn, at richard.ornburn@gsa.gov, or (202) 501-2873

Asset Management Innovation

Property Act Reform Takes Major Step!

A successful bipartisan effort on Capital Hill has brought the Federal government one step closer to having the tools needed by agencies for effective asset management.

The General Services Administration's (GSA) Office of Real Property is pleased to announce that on March 12, 2002, Representatives Sessions, Davis, and Burton introduced a bill, H.R. 3947, that amends the Property Act to enhance Federal asset management, and for other purposes. On March 14, 2002, H.R. 3947, entitled "Federal Property Asset Management Reform Act of 2002," was marked up and approved unanimously by the full House Government Reform Committee. The bill was also referred to the Transportation and Infrastructure Committee where action is pending.

Back on October 15, 2001, the President submitted to the Congress the "Managerial Flexibility Act of 2001" that included reforms to the more than 50-year-old Federal Property and Administrative Services Act (Property Act) of 1949.

On November 1, 2001, Senator Thompson introduced the bill as S. 1612 in the Senate. Since then, GSA has been working to secure introduction and passage of the bill in the House of Representatives. The Office of Real Property in GSA has been negotiating with the House

Government Reform staff since last October to reach agreement.

H.R. 3947 is similar to S. 1612 with the following changes and additions:

- Senior Real Property Officers must have proper training and experience in facilities management.
- Asset transactions (exchange/sale and outleasing) valued over \$700,000 must be reviewed by Senate Governmental Affairs Committee and House Government Reform Committee.
- Exchange/Sale transactions are subject to a 10-year sunset provision (previously only Outleasing was subject to sunset).
- Exchange/Sale transactions require a fair market value appraisal.
- GSA is provided authority, at its discretion, to review and approve transactions that use asset management tools.
- Local community input where property is located is to be solicited, assessed, and considered by landholding agency.

- Explanatory reports on negotiated property sales reduced from \$2 million to \$700,000. Require submission to Senate Governmental Affairs Committee and House Government Reform Committee.
- Landholding agencies that need to construct and alter buildings on land leased to non-Federal entities must comply with Section 619, 40 U.S.C. Section 619 requires Federal landholding agencies that construct and alter buildings to consider National building codes and State and local zoning laws.
- Permanent housing added to McKinney-Vento Homeless Assistance Act, homeless providers that receive listings of available Federal properties is expanded, and HUD certification required to confirm compliance of notice delivery to Homeless providers.

GSA Administrator Stephen A. Perry applauded the bipartisan effort that led to today's House Government Reform Committee's unanimous approval of the Federal Property Asset Management Reform Act of 2002. According to Perry, "This property reform bill will provide agencies with the management tools necessary to effectively manage their assets."

For more information, contact Ron Whitley on (202) 501-1505, or at ron.whitley@gsa.gov. ■

GSA's sphere of influence for Federal real property is 3.2 billion square feet of space.

Best Practices

GSA Wants Your Real Property Best Practices!

Call for entries announced for Real Property Innovation Award

Top prize of up to \$10,000 for best innovative policy or practice!

GSA is proud to continue its tradition of honoring Federal real property policy and management practices innovators. The Call for Entries for the 6th Annual GSA Achievement Award for Real Property Innovation has been issued.

The Office of Real Property in GSA developed the Innovation Awards to recognize the successes of the Federal real property community, to improve communications between real property professionals, and share the best policies and practices implemented by Federal agencies to improve management of real property and workplace development.

This award recognizes outstanding accomplishments in two categories: best innovative policy and best innovative practice. Innovations may cover any related area - from real property management to acquisition, construction, sustainable development, renovation, disposal, security, planning, integrated workplace, and telework. GSA will present a minimum of two cash prizes of \$5,000 for an individual entry or \$10,000 for a team entry of 2 or more.

Eligibility is limited to Federal employees only. Policies or practices initiated or completed within three years of the entry deadline are eligible. An

independent panel of public and private industry experts will judge the entries. Awards will be presented at a ceremony on October 9, 2002.

This program has generated over 200 best practices that can be used by agencies to improve asset management which are available on our website listed below. Recipients of last year's award included a team from the Department of the Army for their entry "Sustainable Army Communities." A team from GSA's Public Buildings Service (PBS) won for their entry "Linking Budget to Performance."

Three honorable mention entries were also acknowledged for the first time last year. A team from the Department of Transportation's United States Coast Guard received recognition for their entry "Shore Facilities Capital Asset Management." A team from the

Environmental Protection Agency, the U.S. Army Corps of Engineers, and GSA received recognition for their entry "EPA's New Sustainable Campus." The United States Postal Service's Denver Facilities Service Office received recognition for their entry "First Straw Bale Post Office."

The Call for Entries application information and form are available on our website at: www.gsa.gov/realpropertypolicy. This is the second year in which applicants may easily fill out the application form electronically on the internet and submit it instantly by email to GSA's Office of Real Property. The deadline for entries is May 30, 2002.

This year, GSA will also begin assessing the effect of best practices identified by this program and utilized by agencies. For more information, contact Bob Carey on (202) 208-7042, or by email at bob.carey@gsa.gov.

"By listening to, learning from and sharing with other Federal agencies, we seek to promote the best ideas thereby facilitating change."

GSA Administrator Stephen A. Perry

Planning

GRPIS Expands to Colorado; Atlanta Next!

What's a great way for Federal agencies to share real property information to help make better asset management decisions? Through GSA's GRPIS Program!

What is GRPIS?

The Governmentwide Real Property Information Sharing (GRPIS) program evaluates methods of sharing real property information, leads to better asset management decisions on a community-wide basis, and encourages and enlists Federal interagency participation. Interagency councils have been created or are planned for many major urban or regional areas in the U.S.

Front Range Forum in Colorado

The Office of Real Property's GRPIS program has helped establish a seventh interagency forum, this one serving Federal agencies in eastern Colorado. Known as the Front Range Forum, the group held its first meeting in January 2002. The group identified the following issues for possible discussion at future meetings:

- agency experiences with A-76 studies,
- use of asset management software,
- changing land uses on Federal property as mission and controlling agencies change, and
- multi-tenancy by Federal agencies in remote locations.

Information Sharing

In addition to quarterly agency meetings in the various GRPIS communities, the program is using a ListServ tool to share good practices and information among all of the communities. The ListServ provides a monthly informational update on useful information, training and other items of interest to the Federal real property community.

What Communities are Involved?

The GRPIS Team is planning to add two more communities to the

network this fiscal year and is beginning fieldwork in the Atlanta, GA area in April.

The following communities are currently affiliated with the GRPIS Program:

- Heartland GRPIS Forum (greater Kansas City)
- New Mexico Property Council
- Federal Real Property Forum - New England
- Puget Sound Real Property Council
- Arizona Property Information Forum
- South Florida Governmentwide Property Information Council
- Front Range Forum (Colorado)

For information regarding upcoming meetings scheduled for Spring 2002, or on the GRPIS program, please contact Sheldon Greenberg at (202) 501-0629 or Sheldon.Greenberg@gsa.gov. ■



Telework

Proctor & Gamble Shows Zest for Telework

summarized with permission from ITAC Newsletter, December 18, 2001; provided by Wendell Joice, Office of Real Property

The Office of Real Property collaborated with representatives of Proctor and Gamble (P&G) and their consultant Kinetic Workplace to provide them with technical insights on telework and alternative officing. P&G, a global company, was in the planning stage of their worldwide expansion and development of their telework and alternative officing program. The Office provided insights on program issues in areas such as human resources, facilities, cost analyses, relevant research findings and technology.

P&G produces and markets over 300 brands including many household standbys such as Tide, Pampers, Old Spice and Zest. It's no surprise that a company with so many products for the home would invest in family-friendly workplace initiatives such as the home office.

The company recently launched an ambitious alternative workplace initiative. Called FlexWork, the program supports a range of alternative workplace solutions from telecommuting to hotdesking and hoteling. To facilitate workplace change, P&G bundled several business services, including IT, logistics, HR, and facilities, into an integrated service organization dubbed Workplace Services.

FlexWork at P&G follows a "bricks to clicks" strategy developed, in part

through a research project between the Gartner Group and MIT (GSA was also a participant in the Gartner-MIT consortium). As the number of employees working virtually increases, the company is reducing its real estate portfolio. "We find that we are saving 20 to 30 percent of our office space," says Mary Adams, Associate Director, Global Business Services, Workplace Futures and head of the FlexWork team.

Read more about P&G's FlexWork program and learn how their Singapore office went virtual. For more about telework, check out the International Telework Association and Council (ITAC) website at www.telecommute.org. The entire case study is available to members only at <http://www.telecommute.org/membersonly/casestudies/pg.shtml>

While you're in the Member's Only section, check out the Case Study Index. You'll find links to over 90 telework case studies, organized by industry. For membership information, see http://www.telecommute.org/membership/member_registration.html ■

Telework

GSA Leads with Major Telework Initiatives

The Office of Real Property in GSA promotes telework as an innovative business solution and important management strategy in increasing the effectiveness of the Federal workforce. The Office is involved with many major telework initiatives for the Federal government and its employees, often in collaboration with the private sector. Does your agency need help implementing a telework program?

- **Spouse Telework Employment Program (STEP)**

The Office of Real Property's telework team partnered with five Federal agencies to increase private sector employment for spouses of military

E-RealEstate

E-RealEstate Examined

As part of its leadership role in real property asset management, GSA's Office of Real Property has examined the uses of the Internet in the management of real estate in the private sector and the Federal government.

An important element of the Office's e-RealEstate study has been the completion of a short web-enabled survey that was made available to Federal agencies that have real estate holdings or responsibilities for the management of real property. GSA completed this survey in

December 2001. This e-RealEstate Survey has provided useful feedback to the Office of Real Property for determining the level of present and planned uses of Internet applications in Federal Government real estate organizations.

GSA also held a forum on April 4 to

discuss the results of this study, and hear about the status and direction of the management of real estate using web-enabled software. It featured several experts from private industry on e-RealEstate including Fidelity Corporate and FIS, Inc.

Contact Dennis Goldstein at dennis.goldstein@gsa.gov or (202) 219-0608 for more information and the results. ■

Are you up on the changes in the way real estate programs are managed in the private sector using web-enabled software. GSA can help you find out!

personnel and Federal employees, who are frequently required to relocate in the United States and overseas. An agreement has been initiated to formalize the partnership of State, Department of Defense, Department of Labor, U.S. Coast Guard, National Guard Bureau, and GSA to encourage private businesses to offer teleworking, remote training, and portable career opportunities to these spouses. Contact Glenn Woodley at (202) 273-4667 for more information.

- ***Interagency Telework Issues Working Group***

The Office's telework team partnered with the Office of Personnel

Management and sixteen other Federal agencies to identify teleworking issues which are in need of clarification and/or revision. The working group will propose new policies, update existing guidance, and issue a joint prospectus about teleworking to key Federal officials. Contact Billy Michael at (202) 273-4663 or Wendell Joice at (202) 273-4664 for more information.

- ***Technology Barriers to Telework Study***

The Telework Team partnered with GSA's Public Building Service (PBS) and Booz - Allen & Hamilton, Inc., to study the technology barriers that hamper implementation of

teleworking programs in the Federal Government. Contact Theresa Noll at (202) 219-1443 for more information.

- ***Telework Customer Consultation and Outreach***

The Telework Team provides advice/guidance to agencies about teleworking and participates in numerous seminars, conferences, and workshops, including the International Telework Association and Council (ITAC) conferences, Federal Office Systems Exposition (FOSE) conferences, and the Symposiums on Employee and Labor Relations (SOELR). Contact Dee McFadden Wallace at (202) 501-1823 for more information. ■

Facility Security

Pentagon Renovation Focus of Federal Real Property Council Meeting

Article by **Andrea Wohlfeld Kuhn, GSA Office of Real Property**



Mr. Brett Eakin addresses FRPC on Pentagon renovations.



The Federal Real Property Council (FRPC) met on February 5, 2002 to continue exploring security and other real property issues. Members gained insight into the Pentagon renovation program during a special guest presentation given by Mr. Brett Eaton, Communications Manager, Pentagon Renovations.

Pentagon Renovation

Perspective on the Pentagon

In order to gain a perspective of the scale of the project, Mr. Eaton likened the Pentagon to a small city, in that it covers 34 acres, has 6.5 million square feet, houses 25,000 personnel, has its own police force, Metro station, fire station, health facilities,

post office, etc. and is basically equivalent to three Empire State buildings. Yet, in its 60 years, the Pentagon never underwent a major renovation and likewise suffered from major building systems that were beyond repair. These included non-compliance with modern building codes and the Americans with Disabilities Act (ADA), hazardous materials inside and out (at one point diesel fuel was used to control dust around the building's exterior), and energy inefficiencies. The Pentagon renovations had begun prior to September 11, 2001, with the first of five "wedges" almost complete. The loss of lives was minimized as a result of these renovations, which included replacement of exterior high-pressure water lines, a building operations command center,

structural steel reinforcements, and blast resistant windows.

Pentagon Improvements

The original construction schedule projected completion in 2014. Congress recognized the need to accelerate this schedule and appropriated an additional \$300M. The reconstruction effort has been named "The Phoenix Project," and renovation of the remaining wedges will be complete by 2010. These renovations will provide further protection against fire, blasts, and chemical/biological/radiological agents. Examples of improvements include fire doors, luminescent signs, survival kits for every employee, increasing the stand-off distance of vehicles (through rerouting of roads, moving bus drop off points, adding berms, reinforcing walls, and strengthening corridors, elevators, etc.), rerouting HVAC units and installing new detection measures. Additional improvements will include systems selected to enhance survivability, such as voice telecommunications, network, data, and messaging systems.

Interior space will be developed on a more generic basis in order to facilitate future reconfigurations of space and changes in tenant occupancy. In an emergency, this will promote faster egress since tenants will be familiar with a standard configuration. Handicapped tenants will benefit from renovations such as new elevators and ramps, particularly since the existing building doesn't meet ADA codes. The renovation goal is to exceed ADA standards.

Exterior features include taking historic elements into account, such as obtaining exterior limestone from

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the original quarry in order to match the color, and windows with features that retain the historic integrity of the original building. Security will be enhanced with the construction of a new Metro entrance facility that will allow for the screening of visitors prior to entering the Pentagon. Construction is now four weeks ahead of the scheduled goal of having the E-ring offices that were located at the point of impact reoccupied by the one-year anniversary of the attack.

Find out more about the renovation at the Pentagon Renovation Program website at: <http://renovation.pentagon.mil>.

Formation of New Security Working Group

At the September FRPC meeting, FRPC members identified security as the number one issue the Council will address over the coming year. Gary Arnold, Deputy Associate Commissioner, Social Security Administration, who also serves as co-chair of the FRPC, chairs a new Security Working Group. FRPC members suggested the working

group address the following topics:

- Study how we work with field and regional offices

- Compile best practices
- Develop occupancy emergency plans
- Involve Washington Headquarters Services
- Evacuation of disabled personnel
- Develop a mechanism to transfer information from the Interagency Security Committee to agencies

Any FRPC members or Federal agencies that would like to join the working group or would like more information, should contact Andrea Wohlfeld Kuhn on (202) 208-1237. ■

Interagency Security Committee (ISC): The ISC was created through Presidential Executive Order 12977 on October 19, 1995. Its primary mission is to:

- establish policies for the security in and protection of Federal facilities;
- develop and evaluate security standards for Federal facilities; and,
- take such actions as may be necessary to enhance the quality and effectiveness of security and protection of Federal facilities.

The ISC is composed of 17 agencies that are considered voting members and several agency representatives that are nonvoting members. The GSA Administrator is the ISC chairperson. Since its inception in 1995, the ISC has discussed numerous items and topics that fell within its established mission and has published two documents.

- The first document - **ISC Security Criteria for New Federal Office Buildings and Major Modernization Projects** - was published May 30, 2001. The ISC developed this document as a means to ensure that security becomes an integral part of the planning, design, and construction of new Federal office buildings and major modernization projects.
- The second document - **ISC Guidelines for Enhanced Entrance Controls** - was published in the Summer of 2001. This document was published to not only support the existing entrance controls established by the 1995 Department of Justice Vulnerability Assessment of Federal Facilities Report, but to also enhance those controls by specifically addressing access procedures involving armed law enforcement personnel seeking access to Federal facilities. ■

The Workplace

What is the Emerging New Workplace?

by **Mike Bell, The Gartner Group**

A year-long exploration of the emerging new workplace and the services and products that support this changing environment has yielded a number of insights about the changing nature of work, the workforce, and the workplace environment needed to support these new workstyles. These insights can be found in the report, **The Agile Workplace: Supporting People and Their Work.**

This year-long exploration was led by the Gartner Group and the Massachusetts Institute of Technology (MIT). GSA, plus 21 private sector companies, sponsored the initiative and actively participated in the group's work.

While the rate of transformation to the new workplace may be evolutionary rather than revolutionary, the direction and nature of change are now clear. And perhaps in light of the September 11, 2001 assault, the rate of change to a more agile and resilient workplace will be given added impetus to enhance employee safety and business continuity while conserving enterprise resources

during a period of economic uncertainty.

We have reached a number of fundamental conclusions about the emerging new workplace and the services and products needed to support it.

Drivers

Work is becoming more collaborative and team based.

Workers across the employee spectrum, will increasingly be working in the context of virtual teams across boundaries of time, space, geographies, and culture. This trend will accelerate as enterprises restrict travel and disperse critical operations.

Workplace agility has emerged as the single highest priority that underpins workplace services and infrastructure in the new business environment. We have concluded that workplace agility is more than adaptable work environments and user controlled applications. It is a workplace that is constantly transforming, adjusting, and

responding to and enhancing organizational learning. The workplace must become a laboratory of human innovation. This notion of co-invention between the workforce and workplace makers is a radical departure from the concept of workplace as a pre-determined, standardized and stationary envelope for work. It envisions workplace services and settings as extensions and components of the work itself that interact dynamically, not passively in the work process.

The workforce is changing relative to expectations about their work and the relationship they have with their employees and colleagues.

People are increasingly seeking meaning and purpose in their work and will expect a workplace that facilitates and supports communities and collaboration and a work environment that offers flexibility and choice.

The connected economy has resulted in a shift in power from large monolithic organizations to individuals both as consumers and employees. This power-shift demands new leadership styles that are inspirational, supportive and facilitative, not autocratic and directive. And it requires a workplace

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"Workplace agility has emerged as the single highest priority..."

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(both physical and virtual) that is more egalitarian, more adaptive, and socially engaging.

There is another major shift in the workplace from a focus on places and assets to individuals and groups. This re-orientation to a people centric paradigm changes the essence of work environments and services. While enterprises must continue to manage their portfolio of assets judiciously, there is increasing evidence that the workplace must flex and support individuals and groups in dynamic, adaptive, and multiple modes. No one size will fit all. And the boundaries that define the workplace: space, time, and culture will increasingly become permeable. Work must be supported anytime, anywhere.

Organizational Response

The ownership of workplace services and environments must increasingly be a shared accountability. The emerging synergy between people, systems, and settings requires a multi-disciplined planning and management system that integrates the domains of human resources, information systems, and facilities. The costs of fragmented decision making and siloed management accountabilities result in enormous waste and lost

opportunities. The need for integrated workplace planning and management has been known for the last decade, however, we believe it is now an urgent enterprise priority in light of the new and uncertain environment.

Information technology is still highly fragmented, complex, and user-unfriendly. It is also expensive and difficult to adapt to enterprise needs and user requirements. But the advent of portal technology yields the promise that applications will be more interoperable, integrative, and adaptive to user needs in the foreseeable future. As collaborative applications become more robust, and ubiquitous, we see a continuing trend toward moving work and work processes into a technology mediated virtual environment. Virtual teams will need and demand virtual work systems; and with greater enterprise immobility at least in the short term, these applications will develop more rapidly.

We have affirmed our hypothesis that the workplace has become in fact a bundle of services that include the full range of occupancy, connectivity, procurement, work tools, and other services that support the individual and group needs of the workforce both in their work and worklife. This emphasis on a service paradigm is the essence of the shared

services movement in global business. This service paradigm is grounded in principles of customer focus, competitive value propositions, market based pricing, and benchmarked service levels against best-in-breed competitive offerings. Workplace services has lagged other enterprise service offerings such as financial and accounting services, but this is changing. Employee self-service is an emerging and rapidly evolving set of applications in the software market that will further enhance the workplace services paradigm.

We have affirmed the need for more integrative costing models that support integrative workplace management organizations and systems.

Fragmented budgets will continue to be sub-optimized, and the adoption of integrated costing models like Enterprise Total Cost of Ownership (ETCO), or workpoint accounting will result in more astute investment and cost allocation in workplace transformation initiatives. It will also sharpen the value proposition of externally provided services and lead to more competitive offerings.

Change management must urgently become an enterprise core competence. Workplace transformation is perhaps the most challenging and difficult initiative

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within the enterprise. It challenges strongly held beliefs about management roles and prerogatives. It challenges the notion of workplace as entitlements and prerequisites. It threatens notions of hierarchy and authority. And it challenges the essence of work itself, and how best to enhance and facilitate purposeful, innovative, and value creating output and outcomes. But now in this new environment of global terror and global recession, it is now a fundamental business imperative. Change management must urgently become an enterprise core competence.

Industry Response

The workplace industry is still in its formative stages. Technology adoption in the traditional property

and construction industry has been slow. Most of the web based business models over the last two years have either failed or been consolidated. But we have observed promising innovations both in services and technology applications that may rapidly evolve in the next several years. There will be continuing innovations in portfolio management and services. Information systems that enhance service delivery and efficiency will be particularly popular. The consortiums like Octane and Constellation will be major engines of both investment and innovation. And the move toward data standardization will greatly facilitate the move toward web-based applications and services in support of workplace making and management. There are tremendous opportunities in the workplace industry for breakthrough products and services to support these new workstyles and workforce needs. It is

still a question on where market innovations will emerge.

There are distinct best practices in progressive workplace management that have resulted in significant cost efficiencies and more productive and effective organizations. The

sponsors of this study represent industry leaders and their stories offer valuable insights on how to govern, manage, and deliver effective workplace services.

Bottom Line: If anything this project has laid out a management doctrine for enterprise resiliency. For now a workplace that is distributed, connected, adaptable, flexible, serviced, and enabled, and moves seamlessly between space and cyberspace is not only the source of huge competitive advantage; it may now be a matter of enterprise and organizational survival. ■

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The Agile Workplace: Supporting People and Their Work

The Workplace

If Walls Could Talk: What Offices Say About Companies

from "Haworth Next Space", Fall 2001, a quarterly publication by Haworth Furniture

Your office has a big mouth. That's right — the place you go to work every day is constantly dishing out juicy information about your company's values, priorities, tastes and ambitions.

Many companies are quite aware. They use their buildings like giant brochures directed at customers, prospects, employees and investors. But many other companies still do very little to control what their spaces communicate. Apparently, the managers of these places are deaf to the language of workspaces. Either that or they've got earplugs in.

Diane Hoskins knows a thing or two about designing workplaces. She's a managing partner of Gensler, the world's largest office design firm. According to Hoskins, the "design of the workplace is a new kind of business...it becomes more about enabling business dynamics than about crafting office aesthetics." Designer Justin Henderson agrees. In his book *Workplaces and Workspaces: Office Designs that Work*, he says,

"Designs make corporate images. They inspire workers. They impress potential clients and visitors. They make business work better. They help shape

corporate cultures and all who come in contact with them."

Another way to view your workplace is as a tremendous branding opportunity. After all, offices are essentially the packages that companies wrap themselves in. And when you look at it this way, all those big ideas about how companies should brand themselves suddenly relate to how you should design your space. (*Now you've got your reading cut out for you!*)

The ways to make your offices communicate are limited only by your imagination and your budget. But architecture and furniture selection are two of the strongest vocal cords in the workplace larynx. And in the past 10 years or so, architects have intensified their efforts to reshape the interiors of commercial properties, whereas they used to let exteriors do most of the talking.

Facilities managers have come a long way in the past 10 years, as well. So says Chris Kearns, who works for Haworth insideOut, a group that offers holistic work space ideas and helps customers get the most from their furniture investment. "Facilities managers are definitely better educated now," he says, "and they more clearly understand the issues that impact the people who work in

their companies." Chris attributes this progress to the surge of dotcoms and software development firms — companies that set up their spaces very differently and led an interior design revolution of sorts. "The economy in the past five years has done a lot of good things for corporate spaces," Chris says. "Even if the economy continues to soften, I don't think we'll completely revert back to where we were before."

Most companies' spaces speak the loudest to the people who work there. So insideOut works with customers to help them understand what their spaces are saying to their staff. According to Chris, this communication often boils down to the respect and appreciation that employees feel based on the environments they're given. "During my client visits lately, I'm hearing a lot about privacy concerns, access to natural light, and a desire for more user control of the work space," Chris says. "These are three of the top work space issues right now. And I think they have a lot to do with how people feel about their jobs."

Your workplace speaks volumes about what's really going on inside your company. And while no one can silence the grapevine, you can have a lot to say about what the walls are whispering. ■

The Workplace

Explore Workplace Issues With W4!

by Ray Wynter, Office of Real Property

The WorldWideWorkplaceWeb (W4) is an international forum of public sector real property professionals. It provides a unique learning environment for the next generation of executives in public sector organizations world-wide by facilitating collaboration, sharing best practices and discussing issues of common concern, including the workplace.

In addition to offering great networking opportunities, the W4 annual conferences introduce participants to speakers from around

the globe, many of them leaders in the diverse fields of real property. Between conferences, participants can use the network to seek help in resolving problems, share research initiatives and find partners for collaborative ventures. Sponsoring organizations gain through development of their future executives and access to a wealth of new ideas.

The Office of Real Property's Stan Kaczmarczyk, InnovativeWorkplaces Division Director, is an active W4 member and participated in the 2001 WorldWide Workplace Web

conference in Vancouver, British Columbia, "Workplace of the Future." This conference stimulated discussions on what other nations are doing with alternative work arrangements, innovative officing strategies, connectivity, and other related issues.

We encourage you to visit W4 on <http://www.w4web.org> to build a network of contacts and future partnership possibilities on workplace issues. Contact Ray Wynter at (202) 501-3802 or by email at ray.wynter@gsa.gov. ■

The Worldwide Workplace Web's Guiding Principles Include:

- Members of the W4 are "windows" to their organizations... creating opportunities for knowledge sharing and collaboration throughout W4 by shaping an expanding community of people with common interest and subject matter expertise.
- W4's goal is to create "networks within networks" and a "web" of international knowledge exchange in the field of real property.
- W4 will share best practices and lessons learned in areas of common interest.
- W4 is about innovation and sharing new knowledge. To that end, W4 will encourage and support international sharing through collaborative research and partnerships on specific initiatives and projects. W4 will build a strong link to research facilities and academia.
- W4 is a community for future leaders. W4 promotes a supportive aptitude and culture throughout its membership to explore new ideas and ways of approaching problems and arriving at solutions to support their organization's mandates.

Sustainability

Is Sustainability Important in the Virtual Workplace?

by Joanne B. Shore, Office of Real Property

GSA'S goal is to make people aware of the workplace from a sustainable perspective – the importance of creating healthy work environments in conventional office settings and virtually anywhere.

This new initiative by the Office of Real Property will be a follow-up to the "GSA Real Property Sustainable Development Guide," which served as an introduction to the concept of sustainable development and its importance to the Federal workplace. With the new initiative, two new publications are planned: "The Sustainable Workplace" and "The Virtual Workplace." Both are scheduled for completion in December 2002.

The emphasis of "The Sustainable Workplace" will be on transforming your organization into a more sustainable business enterprise by increasing awareness of their

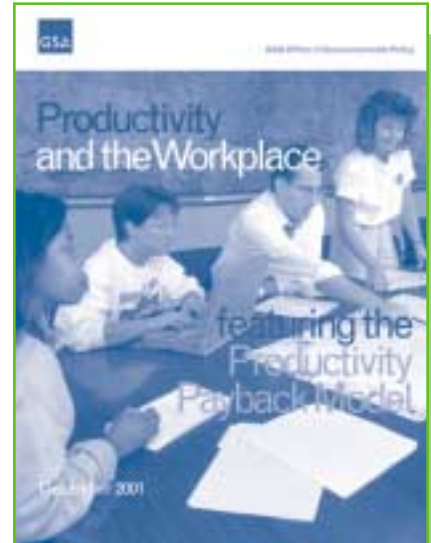
environmental impacts and creating healthy and productive facilities. Results of the planned Office of Real Property Sustainable Development Workshop will be presented. A sustainable approach to the workplace looks at how we work and where we work in order to provide the best support for accomplishing an organization's mission and, in turn, to create a "high-performing" environment for an organization's most important asset: its people.

As discussed in "The Real Property Sustainability Development Guide," how we develop the workplace greatly

GSA plans new sustainability initiative to address all workplaces!

influences the well-being and functioning of employees and the organization itself. The Office of Real Property's other publication, "The Integrated Workplace: A Comprehensive Approach to Developing Workspace," highlights the need for cost-effective, flexible, efficient office environments that enhance productivity and attract and retain a quality workforce. One of our other publications, "People and the Workplace" (a companion publication to "Productivity and the Workplace"), expanded on the Integrated Workplace concept with new perspectives on alternative work environments.

"The Virtual Workplace" publication will address issues confronting



organizations as they consider alternative work environments. It will examine topics such as integrating alternative officing strategies into



today's workplace and present new ideas and case studies on the subject.

Our intended audience is Federal managers interested in putting into practice, sustainable, high-performing workplaces. While the primary audience will be real property and facilities management professionals, individuals involved in human resources and information technology, as well as other functional areas, will also benefit from learning more about the concepts expressed in the publications.

Contact Joanne B. Shore on (202) 273-4668 or joanne.shore@gsa.gov for more information on this initiative. ■

Sustainability

Sustainable Recapitalization Planning for Public Buildings

provided by J. Herz, Office of Real Property

Over the next 25 years the Federal government will spend more money and use more resources to operate, maintain, and recapitalize existing facilities than on building new ones.

Although much attention of the last few years has been spent on developing environmentally sustainable and energy efficient design standards for new construction, little has been done to incorporate these concepts into recapitalization efforts. Yet, over the next 25 years the Federal government will spend more money and use more resources to operate, maintain, and recapitalize existing facilities than on building new ones. The Logistics Management Institute (LMI), a nonprofit, public-sector management

consulting firm, is developing a systematic approach to integrate sustainable building and lifecycle cost analysis concepts into the recapitalization budget planning process for Federal facilities.

Typical recapitalization approaches assume that building materials and equipment will be replaced with "like" materials and equipment. Typical approaches also focus solely on achieving or maintaining certain facility condition levels without regard to lifecycle costs or environmental impact.

LMI's Energy and Environment Group is developing an approach that incorporates green building design concepts into the recapitalization planning process. The approach identifies opportunities for

recapitalizing with cost-effective, environmentally-preferable materials and equipment. The approach uses the Army Corps of Engineers SPiRiT or the US Green Building Council's LEED™ Green Building Rating™ systems to measure buildings' sustainability. It allows decision makers to compare the lifecycle costs of recapitalizing the facility with like materials and equipment with lifecycle costs for alternative 'green' approaches, and to estimate the impact that specific recapitalization decisions will have on the facility's SPiRiT or LEED score.

For more information about this approach, contact Mr. Emil Dzuray at the Logistics Management Institute on (703) 917-7013 or e-mail edzuray@lmi.org. ■

Regulatory Changes

Real Property Inventory Regulation Goes Final!

by John D. Thomas, Office of Real Property

On October 25, 2001, GSA Administrator Stephen A. Perry signed Federal Management Regulation (FMR) Part 102-84, entitled "Annual Real Property Inventories." The regulation was published as an interim rule in the Federal Register on November 2, 2001 and will be published shortly as a final rule without change. This culminates work begun in FY 1999 in concert with the Corps of Engineers, the

Department of Energy, and the Department of the Interior, when the Office of Real Property began conducting a comprehensive review of the policies in the existing Federal Property Management Regulation (FPMR) Part 101-3, also entitled "Annual Real Property Inventories."

In addition to rewriting the regulation in plain language, the review focused on improvements to make the real property inventory

program more useful, and to enable Federal agencies to manage their real property inventories more effectively. Most significant of the improvements involve eliminating the use of paper forms in order for all agencies to submit real property inventory data electronically and ensuring that the regulation is consistent with current Government accounting standards. Contact: John D. Thomas on (202) 501-0365 for more information. ■

GSA Updates General Reference Guide for Real Property Policy

by John D. Thomas, Office of Real Property

The Office of Real Property is updating the General Reference Guide for Real Property Policy, originally published in April 1998, to reflect the addition of new laws, executive orders, and regulations that impact real

property management. In the past, the guide has provided an easy-to-understand reference of legal authorities, by subject area, that are applicable to GSA and Federal agencies to whom GSA real property management and

operations have been delegated. The updated General Reference Guide for Real Property Policy is in the final stages of review and will be issued shortly. Contact: Iona Calhoun on (202) 501-0821 for more information. ■

Electronic Inventory

Retooling the Worldwide Inventory

by Carol Anadale, Office of Real Property

How to effectively manage the 3.2 billion square feet in the Governmentwide space inventory? Federal asset managers need a real property tool to manage their portfolio assets and which will, in the process, improve data accuracy and reporting timeliness. The "new" WWI will be this tool!

How will this come about? Well, to start with, the General Services Administration (GSA) prepares the Worldwide Inventory (WWI) report on real property owned by or leased to the United States Government.

The WWI report is based on annual reporting by agencies from a variety of electronic and manual real estate data systems. Two years ago, the WWI Internet Application (WWI-IA), an Internet application tied to an Oracle 8.0 database that can be accessed via the web, was developed. It captures information on installations, land, buildings, and other structures. The system permits users to enter new records, modify existing records, and generate reports. The WWI-IA was developed to give the capability of updating

data and entering new data in real-time and to "enforce" integrity and data validation rules.

GSA continues to receive a large number of requests for real property information from members of Congress, from Federal agencies and from the general public, many of which cannot be answered using the WWI. We have therefore concluded that the Worldwide Inventory needs to be enhanced. The proposed approach will make the WWI a valuable real property asset management tool that asset managers will find useful and useable, and which will, in the process, improve data accuracy and reporting timeliness.

In this regard, GSA is undertaking a comprehensive review of the Worldwide Inventory, including the processes and databases that support the WWI. GSA plans to establish an effective transition to a technologically enhanced platform for tracking the Federal Government's real property assets.

The enhanced system is intended to provide current information to all stakeholders, including Congressional members and staffs, and Federal agencies and citizens regarding Federal holdings, in a real-time environment. And it is intended to assist agencies in managing their real property assets and in effectively meeting their stewardship responsibilities.

Federal agencies are assisting in this initiative, which we are calling the Retooling of the Worldwide Inventory, and agency staffs are assisting GSA during this process. In light of these efforts to improve the WWI, we requested and received the agreement of the Office of Management and Budget to suspend the production of the FY 2001 Summary Reports so that maximum effort can be devoted to development of a re-tooled WWI.

Contact Carol Anadale at (202) 208-2970 for more information. ■

Table 2.1 Federal Real Property Throughout the World

Description	Number of Installations	Land (acres)	Buildings (sq ft)	Total Cost (in thousands)	Percent of Total Cost
United States		611,049,334.3	675,390,256	\$110,800,129	46.5
Civil Agencies	29,982	14,706,746.0	1,986,476,192	\$96,130,503	39.9
Defense (military functions)	4,304	4,511,555.7	11,316,014	\$28,160,155	11.0
Defense (civil functions)	1,509	630,265,826.8	2,875,186,472	\$232,091,967	97.4
Total United States	35,777			\$316,382,625	
Outlying areas of the U.S.		140,341.7	3,568,447	\$1,440,410	0.6
Civil Agencies	177	58,520.0	1	\$3,969	0.0
Defense (military functions)	1	46.0	0	\$1,764,227	0.7
Defense (civil functions)	3	199,915.7	3,568,447		
Total Outlying Areas	180			\$1,470,156	0.6
Foreign Countries		182,381.4	33,116,627	\$2,991,203	1.3
Civil Agencies	308	2.0	1	\$4,069	0.0
Defense (military functions)	11	138.4	1,144	\$1,171,208	1.9
Defense (civil functions)	1	182,421.8	33,117,922		
Total Foreign Countries	389			\$1,179,347	0.5
Worldwide	30,547	611,371,947.4	672,097,540	\$112,594,073	47.3
		14,706,746.0	1,986,476,192	\$99,164,116	41.0
		4,511,555.7	11,316,014	\$28,160,155	11.0
		630,265,826.8	2,875,186,472	\$232,091,967	100.0

Outreach

Burton New Advocate for BOMA

BOMA International provides a network forum for industry professionals to discuss mutual problems, exchange ideas and share experience and knowledge in the commercial real estate industry. W. Ronald Burton leads the charge as the new Executive Director of Advocacy and Research Advancement. Mr. Burton will lead legislative, regulatory, and code making efforts. "Ron Burton brings in-depth knowledge to the advocacy and research areas of real estate. His industry experience, staff leadership and advocacy skills will ensure that BOMA will continue

building and strengthening its presence at all levels of government" says BOMA Chief Staff Executive

Henry Chamberlain, CAE, APR. (find out more at BOMA's website www.boma.org) ■

BOMA is...

...the **Building Owners and Managers Association (BOMA) International**. It is a network of over 18,000 commercial real estate professionals.

BOMA International represents **100 North American** and nine overseas associations in **Australia, Brazil, Finland, Indonesia, Japan, Korea, the Philippines and South Africa**. BOMA's North American membership represents a combined total of more than 8.5 billion square feet of office space.

Check out BOMA's website at www.boma.org for more information on everything from industry research to performance data to education programs to conventions and more. ■

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In This Issue: Property Act Reform

" This property reform bill will provide agencies with the management tools necessary to effectively manage their assets."

GSA Administrator Stephen A. Perry

U.S. General Services Administration
GSA Office of Governmentwide Policy
Evaluation and Outreach Division (MPE)
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