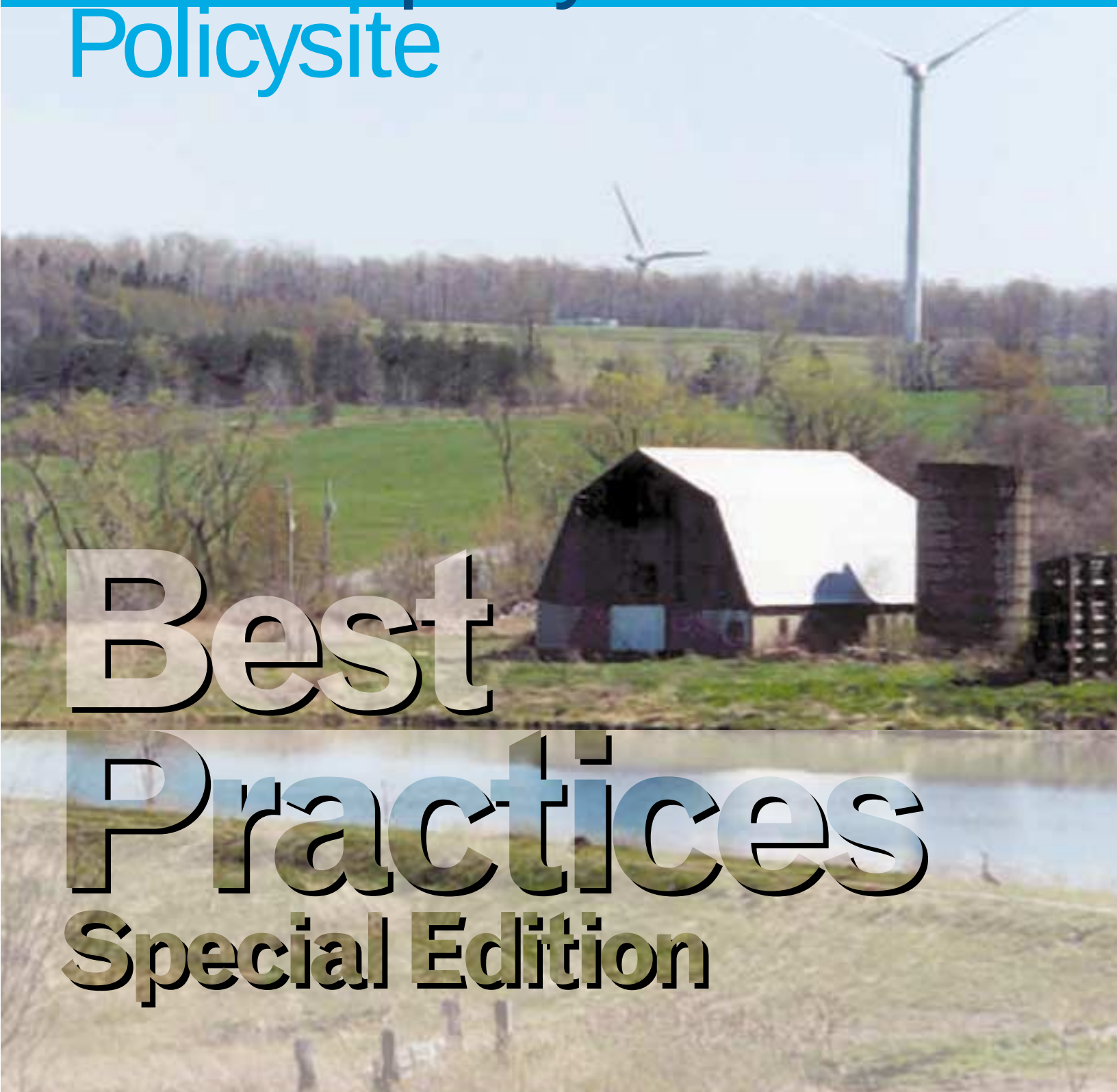
GSA

GSA Office of Governmentwide Policy

# Real Property Policysite

News and Views on Real Property and Workplace Policy

Fall 2003



# Best Practices

## Special Edition

*2003 GSA Achievement Award for Real Property Innovation Winning Entry, Environmentally Friendly Windpower Cover Photo: Fenner Wind Farm, Fenner, NY*



*This is the Seventh Edition of the Special Edition Best Practices POLICYSITE newsletter, an annual publication by the Office of Real Property, Office of Governmentwide Policy, U.S. General Services Administration.*

Real Property Policysite

# A Message from Marjorie L. Lomax

*Acting Deputy Associate Administrator for Real Property*

Creative thinkers in the Federal government are leading the way to better asset management. The practices they develop help improve the way we do business. These practices enable us to manage the Federal portfolio better, develop higher performing workplaces, focus on citizen services, protect our environment, and much more.

The Office of Real Property is pleased to present the seventh Best Practices Special Edition of Real Property Policysite. It includes this latest array of best practices and policies, culled from the top government practitioners in the Federal industry. Most of the practices included in here were entries submitted to the 2003 GSA Achievement Award for Real Property Innovation.

## The top award winning entries were:


- ***Energy Management at DOE Headquarters, Department of Energy***
- ***Environmentally Friendly Windpower, General Services Administration***
- ***NASA Ames Development Plan, National Aeronautics and Space Administration***

## Two superlative entries received the honorable mention designation:


- ***ABC/M Charge-back System, Department of Health and Human Services***
- ***PBS Project Information Portal, General Services Administration***

This was an outstanding year for the program, with the best participation to date. I would like to thank the twenty-one agencies that generously offered to share their best practices and policies. One of the original goals of the Innovation Award was to recognize and share best practices. Now we want you to share in the benefit of these proven strategies and tactics, adopt them, and help further improve asset management in the Federal sector. The GSA Office of Governmentwide Policy has added an additional category to the Award program – the Adopt-a-Practice category.

To be eligible, a Federal organization, team or individual must have applied a practice or policy submitted to our Award program in a previous year by another Federal agency. Winners will receive $5,000 for an individual, or $10,000 for a team of two or more.

Over 300 best practices have been identified through the Award Program from Federal agencies and published in the special edition newsletters. Agencies may apply year round for this award. You can get more information about this exciting new award and the best practices available, by checking out our website at...

***www.gsa.gov/realpropertypolicy***

...and clicking on "Best Practices for Real Property" under Publications. We look forward to receiving your submissions!

I also encourage you to submit your new ideas next year for the 2004 Real Property Innovation Award Program. Please contact Ms. Pat Rubino at 202-501-1457 or by e-mail at pat.rubino@gsa.gov with any questions on the Award program.

Please contact Mr. Chris Coneeney at 202-208-2956 or by e-mail at chris.coneeney@gsa.gov with any comments or suggestions about this special edition of the Policysite newsletter. ■

# Asset Management

## 03-POL-004

# Barracks Master Plan

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

The Army has developed an innovative policy for developing requirements, planning, programming and executing its $10 billion Barracks Construction and Modernization Program for over 141,000 soldiers worldwide. The Barracks Master Plan (BMP) was developed for use as a comprehensive programming and planning tool for all command levels of the Army by combining the efforts of on-site facility assessments, real-time database management of barracks complexes worldwide, the identification and validation of soldier spaces and mission administrative requirements, the merging of the various funding programs, the formulation and review of standards and construction criteria for a myriad of facilities to control costs, and the measurement of customer satisfaction and command approval of these real estate assets.

The Army BMP addresses overall buy-in to the program at the installation level up to the Congressional Committees that review and recommend funding of the total program requirements. The BMP has the support of the:

- Customer, both the individual soldier and the chain of command that must live and work in these facilities, built to a common agreed upon standard while executing and training the Army for mission requirements affecting the defense of the country
- Installation base operations personnel that must plan and maintain the facilities
- Resourcing community who has confidence in the Program Manager's program
- U.S. Army Corps of Engineers (USACE) personnel that must design and execute million dollar construction and renovation projects, consistently applying standards and controlling cost growth.

Adequate, modern, and private space to relax and create a home to call their own continues to be a major concern to soldiers when asked about their quality of life. The BMP concluded greater soldier satisfaction could be achieved by providing more >>>

# Asset Management

>>> flexibility in the standard design. The design standards were revised to place more emphasis on a soldier's private space and less emphasis on the communal space. The Army's BMP provides project details necessary not only to support the housing customer but also support the changing face of garrisons throughout the Army to recruit, train and retain dedicated individuals to serve as soldiers.

Merging the details of program-wide standards, assumption of the program requirements, and detailed and validated installation building level assessment and solution sets for both Military Construction and Restoration and Modernization funding requirements to meet the 2008 buyout goal, the Army was able to set the goal while maintaining maximum on-post "swing-space" to house soldiers on post, minimizing additional cost to the taxpayers in the form of basic allowance for housing payments if soldiers lived off post. The initial plan took several years of coordination from the installations, the Major Commands, the USACE, and the Army Staff level. Once approved, the plan was published on the Internet. This BMP document is located at:

***http://housing.army.mil/uph_plan.htm***

For more information, contact Ms. Suzanne M. Harrison at 703-428-9109 or via e-mail at suzanne.harrison@hqda.army.mil. ■

## 03-POL-005

# Army Installation Design Guide

### Department of the Army

The "Commander's Guide -- Army Installation Standards" established a management tool for the Army. The guide, published in October 2002, was the first phase of Command Guidance on policy and standards for installations. The guide may be found on the following web site home page:

***http://www.hqda.army.mil/acsimweb/homepage.shtml***

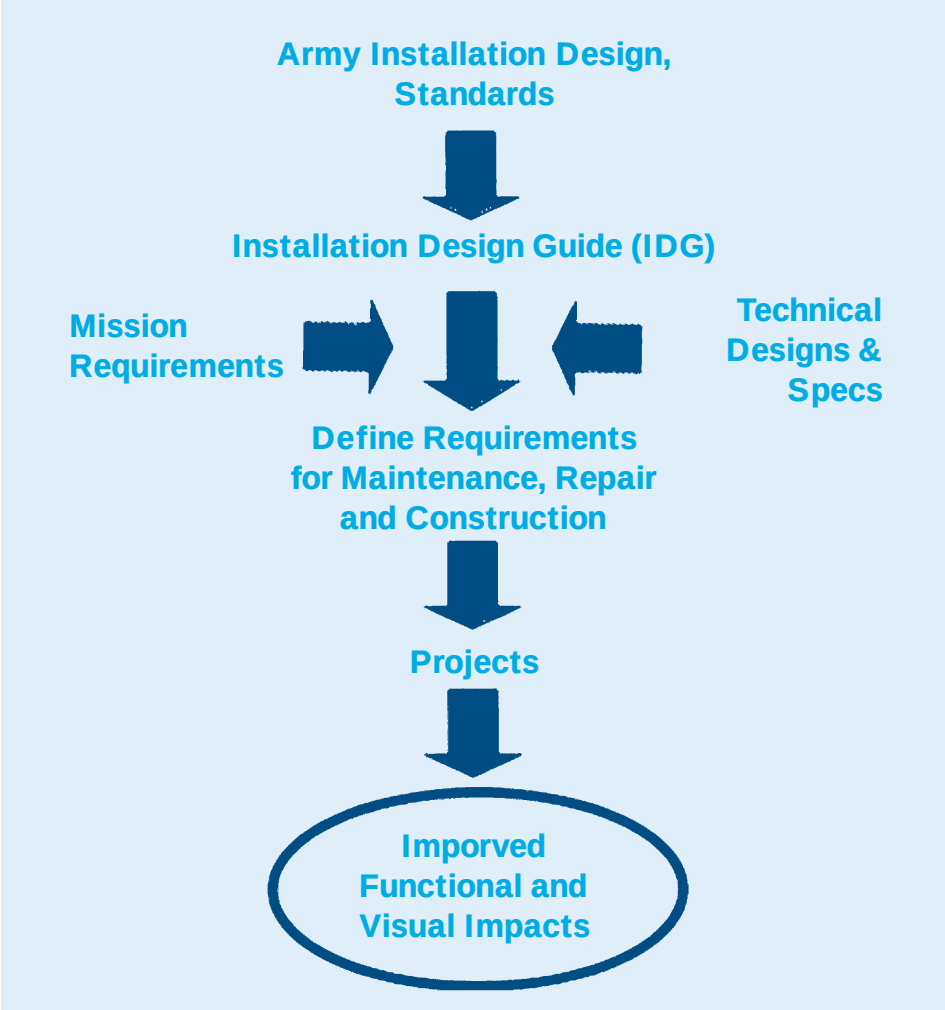
The guide describes ways Installation Commanders can focus on both short and long-term efforts to achieve standardization across all garrisons and provides examples of excellence. The guide shares methods to achieve a sense of community, order, tradition, and pride and offered guidance on ways to more cost effectively invest resources to achieve the highest degrees of sustainability, reliability, and efficiency.

The Office Assistant Chief of Staff for Installation Management, (ACSIM) researched the standards to incorporate into Army standards the best practices from other organizations such as the Air Force, Navy, Army Air Force Exchange Service, the U.S. General Service Administration (GSA), National Park Service, Federal Highway Administration, and various city and county governments and associations. Existing Installation Design Guides (IDG) were also reviewed for their application of procedures, examples, and benchmarks for IDG implementation Army-wide.

The Army Installation Design Standards were approved in April 2003. They were effective immediately and posted on the ACSIM web site.

The purpose of the Army Installation Design Standards is to provide Army standards and serve as a tool for implementing those standards. The design standards for site planning, buildings, vehicular and pedestrian circulation, landscaping, site elements (i.e. signage, utilities), force protection, and Sustainable Design are provided for incorporation into each Army installation. The framework for implementation is the Installation Design Guide. Each installation will imitate the IDG processes in the Army Installation Design Standards in the development of their installation specific IDG.

For more information, contact Mr. Larry Black at 703-428-6173 or via e-mail at larry.black@hqda.army.mil. ■



## 03-PRA-004

# Housing Privatization Portfolio Management

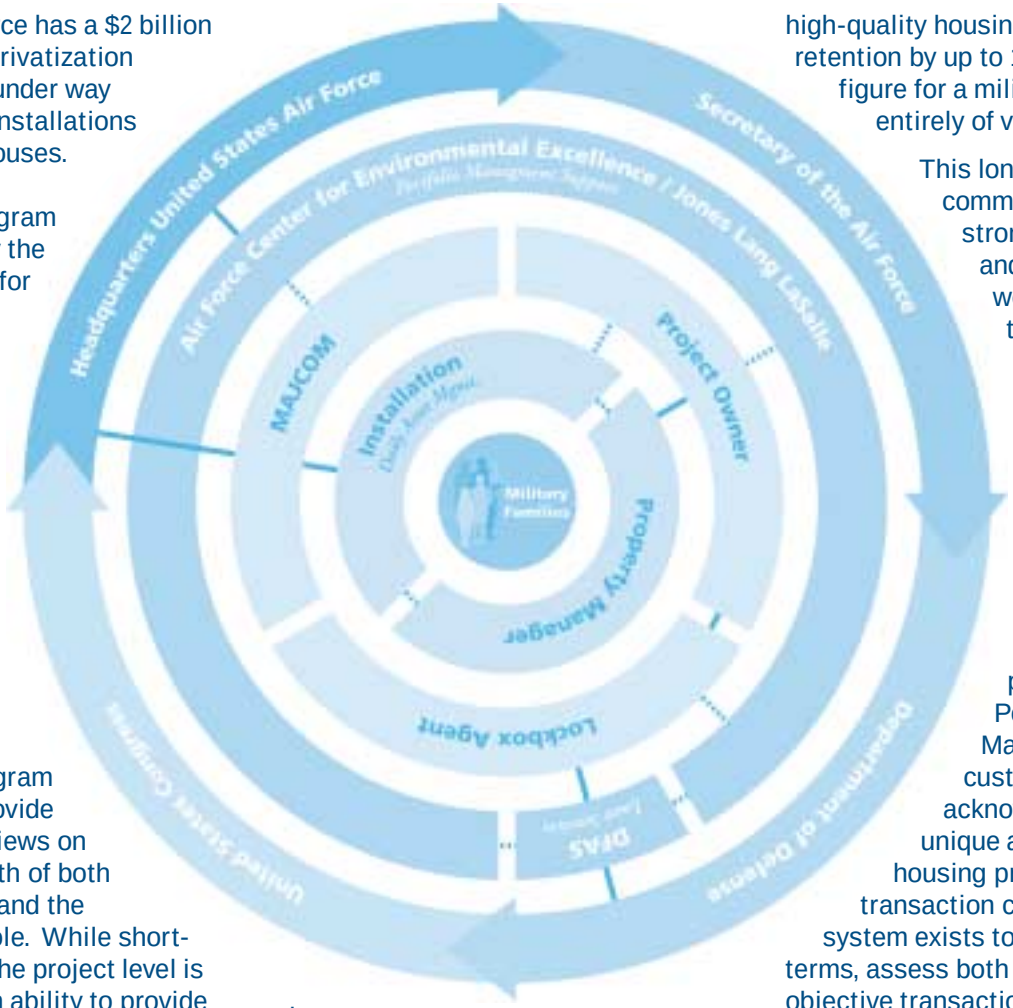
### Department of the Air Force

The Air Force has a $2 billion housing privatization program under way covering over 40 installations and over 40,000 houses. The Portfolio Management Program was conceived by the Air Force Center for Environmental Excellence, Housing Privatization Division and Headquarters Air Force Installations and Logistics and Engineering Housing Management Division.

The Portfolio Management program is designed to provide oversight and reviews on the financial health of both specific projects and the program as a whole. While short-term success at the project level is critical, long-term ability to provide affordable and quality housing across the Air Force will determine the success of the program. Sustaining the success of any endeavor over an extended period of time is challenging and the Air Force privatization projects are structured as 50-year agreements.

The Department of Defense has entered into housing privatization initiatives in the past; however, they have not been successful on a large scale. A key difference with today's housing privatization initiatives is the Portfolio Management Program. The other programs left all oversight functions to the commercial sector owners. This program is designed to ensure quality homes are maintained over the long-term in communities where service members will choose to live. Military studies indicate that high-quality housing can boost retention by up to 15 percent, a huge figure for a military made up entirely of volunteers.

***Stakeholder Partners in Air Force Portfolio Management***




This long-term commitment requires strong communication and a willingness to work in partnership to resolve issues. The Air Force has taken the necessary steps to build the Portfolio Management platform. The platform includes the best practices of private sector Portfolio Management customized to acknowledge the unique aspects of military housing privatization. Once transaction closing occurs, a system exists to monitor deal terms, assess both subjective and objective transaction performance, and protect the interests of the government. This system helps to ensure sustainable improvement to the overall quality of life for service members and their families throughout the life of the program.

The Portfolio Management Program coordinates the day-to-day asset management of operational, financial, and development oversight for individual installations. >>>

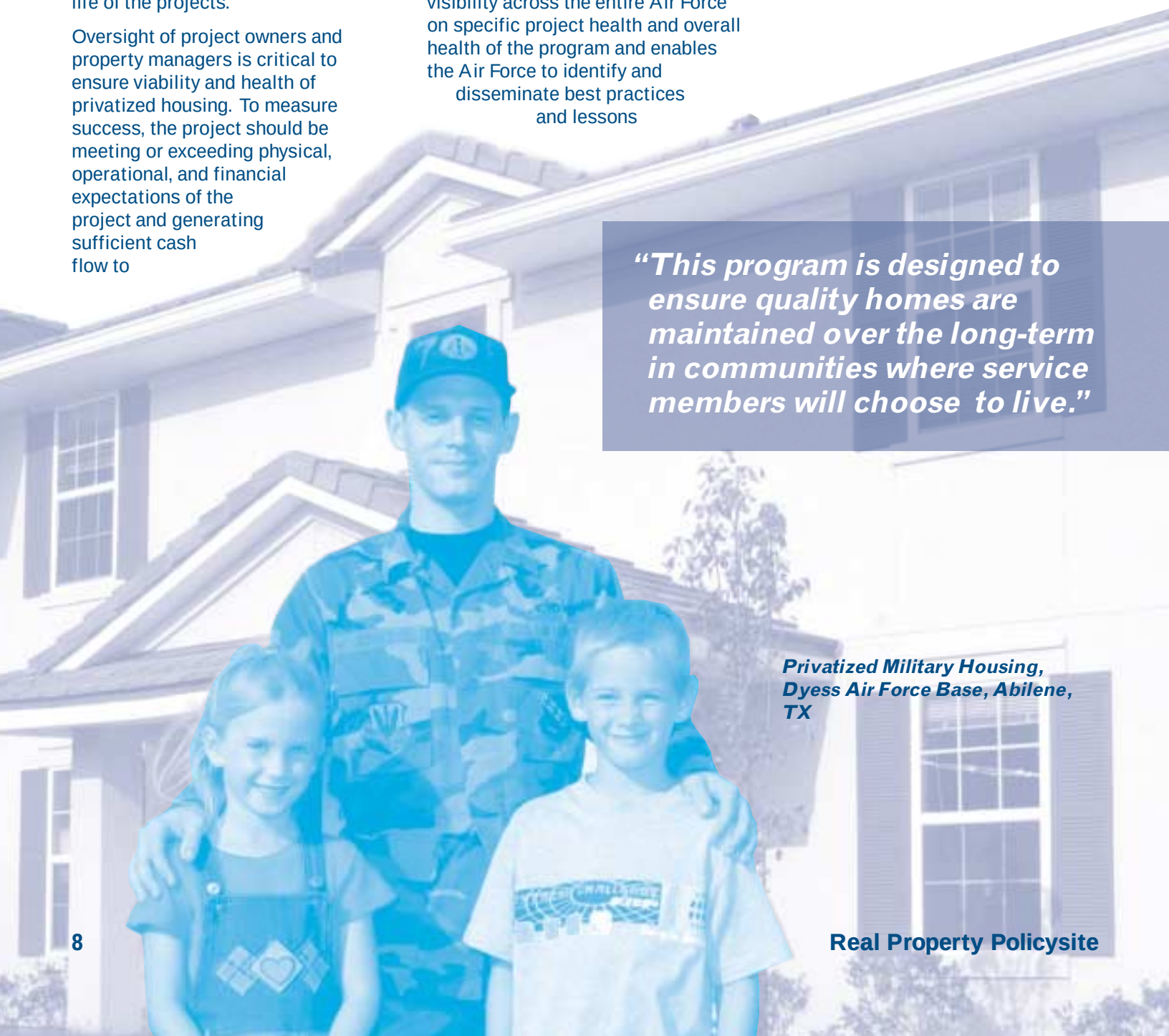
# Asset Management

**>>>** The Portfolio Management program is designed to identify potential problems and resolve them before they manifest themselves in vacant quarters and to take a long-term view to ensure the success of the program. The program is designed to retain programmatic intellectual capital and mitigate knowledge loss from frequent government turnover over the 50-year life of the projects.

Oversight of project owners and property managers is critical to ensure viability and health of privatized housing. To measure success, the project should be meeting or exceeding physical, operational, and financial expectations of the project and generating sufficient cash flow to provide funds for maintenance and future improvements. Costs are minimized through the use of generic legal instruments keeping key provisions alike throughout the Air Force. In addition, standardized reporting mechanisms make it possible to more effectively manage the project and identify anomalies and problem areas. The Portfolio Management Program provides visibility across the entire Air Force on specific project health and overall health of the program and enables the Air Force to identify and disseminate best practices and lessons learned from one installation to another or Air Force wide. The Portfolio Management program has been key to guaranteeing the Air Force's successful management of a large portfolio of over 40 separate installations and 40,000 homes.

For more information, contact Ms. Sheryl Faust-Beck at 210-536-9580 or via e-mail at sheryl.faust-beck @brooks.af.mil. ■

***"This program is designed to ensure quality homes are maintained over the long-term in communities where service members will choose to live."***



***Privatized Military Housing, Dyess Air Force Base, Abilene, TX***

## 03-PRA-007

# ABC/M Charge–back System

Honorable Mention

### Department of Health and Human Services

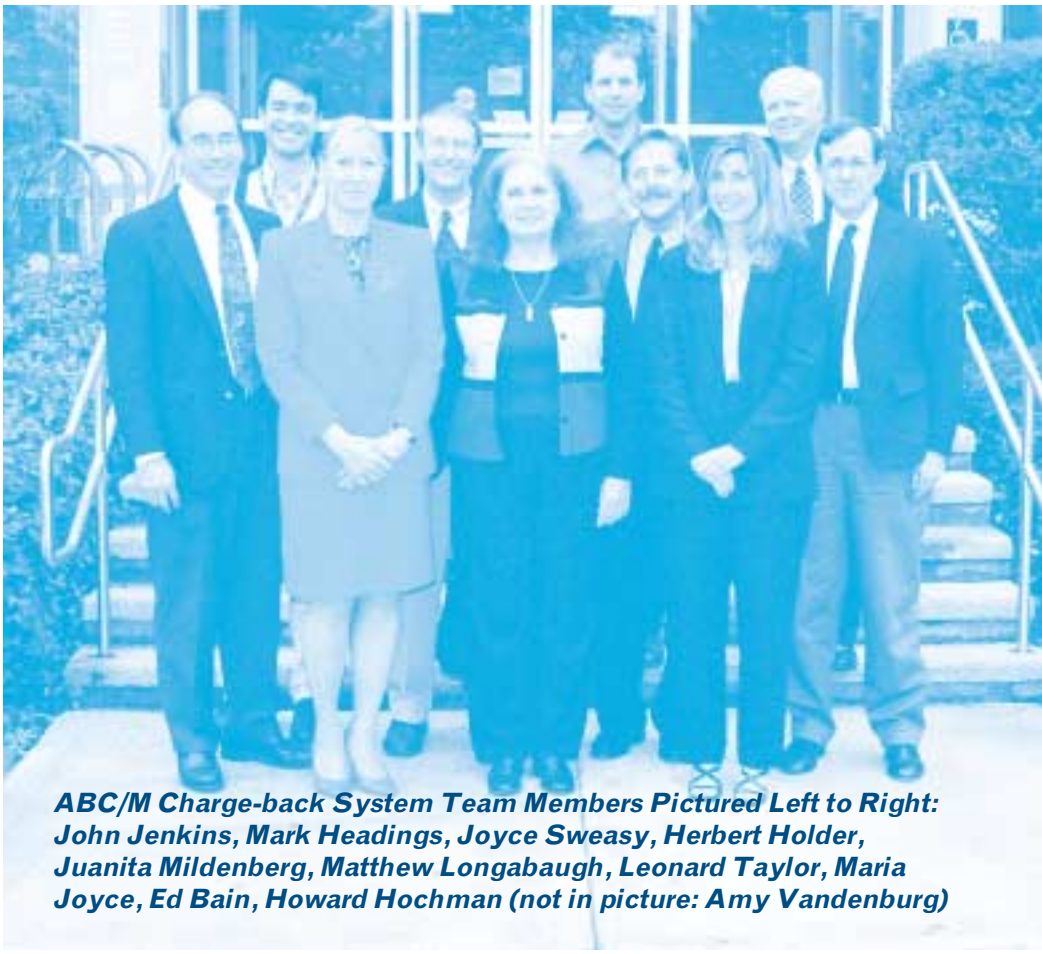
The National Institutes of Health (NIH) of the Department of Health and Human Services is using activity-based costing and management (ABC/M) and a balanced scorecard (BSC) performance assessment program to manage 1,286 acres of Federally owned land, 158 Federally owned buildings, 10,539,597 gross square feet of laboratory, vivarium (a building for keeping and raising living animals and plants under natural conditions for observation or research), hospital, and administrative space and 85 leases encompassing an additional 3,866,629 rentable square feet of laboratory and administrative space.

NIH uses activity-based management and the balanced scorecard to better understand the costs of operations, to improve financial planning discipline, and to help identify areas for improvement. The combined ABC/M and BSC approach provides a complete view of how NIH is performing.

Selling intra-agency services to the NIH Institutes and Centers (IC) via a revolving fund called the Service and Supply Fund (SSF) funds facility operations. Each business activity develops a cost recovery system to reflect the cost of operations. NIH recovers the cost through the SSF using a rent model developed using commercial best practices. NIH bills rent on a per square footage basis and for different types of space. The model provides better accountability for results and services provided and gives customers a very clear rate structure.

The cost of providing services to each building is modeled using activity-based costing. In the ABC model, each service is assigned to those facilities or part of facilities to which the service is provided. For example, the cost of providing janitorial services is distributed to the spaces cleaned under the janitorial contract. The assignment also indicates how much of the cost of the services should be assigned to a particular area within a facility. The amount assigned is based on operationally based work measures. They include, connected energy load, number of trouble calls, cleaning service level, and tons of solid waste generated by occupancy.

The same information is used to define the service level provided to each type of space. In another example of how NIH uses a commercial best practice, service levels are specified in the annual occupancy agreements that NIH executes with each IC. As the fiscal year progresses, the facilities management organizations, >>>



***ABC/M Charge-back System Team Members Pictured Left to Right: John Jenkins, Mark Headings, Joyce Sweasy, Herbert Holder, Juanita Mildenberg, Matthew Longabaugh, Leonard Taylor, Maria Joyce, Ed Bain, Howard Hochman (not in picture: Amy Vandenburg)***

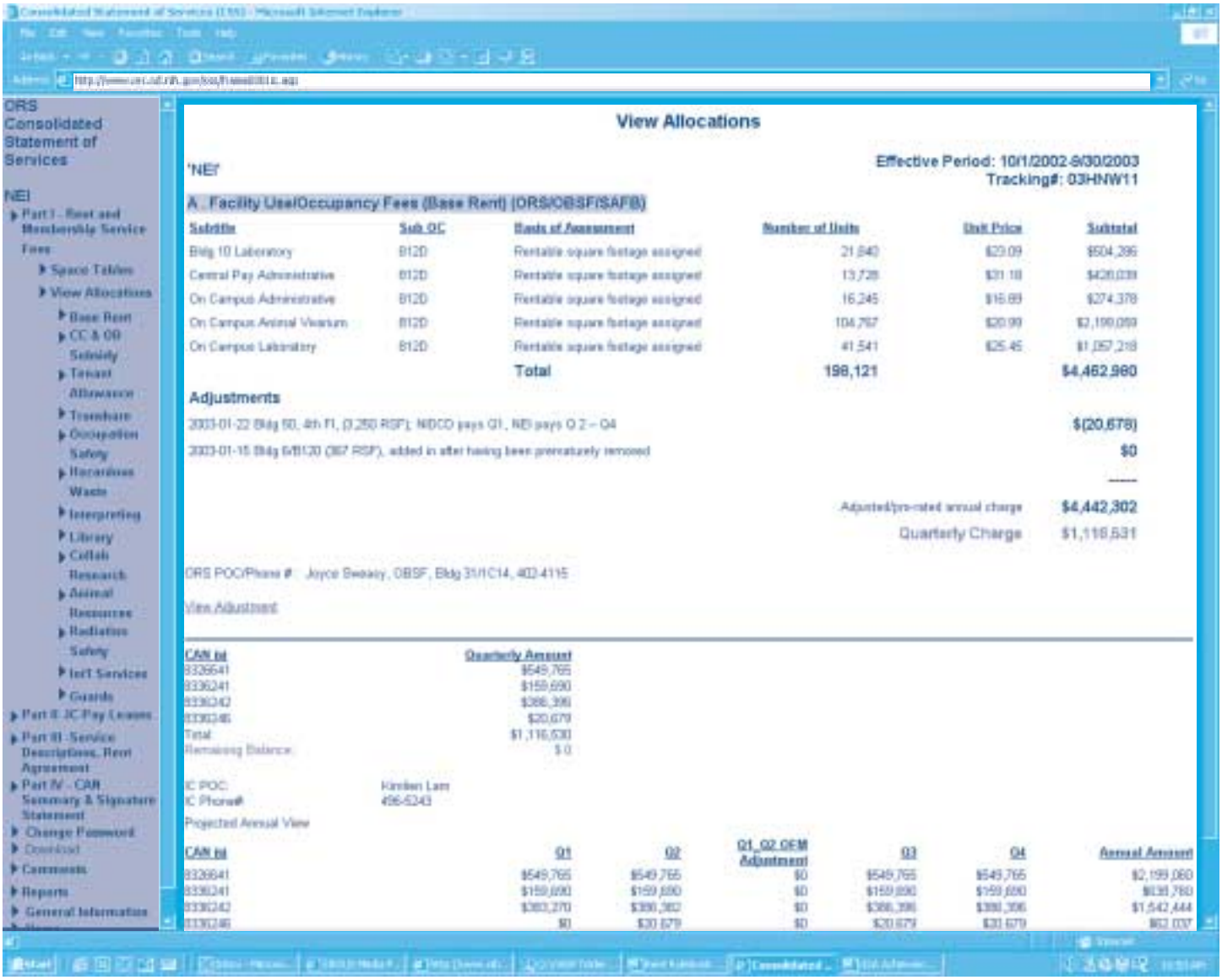
# Asset Management

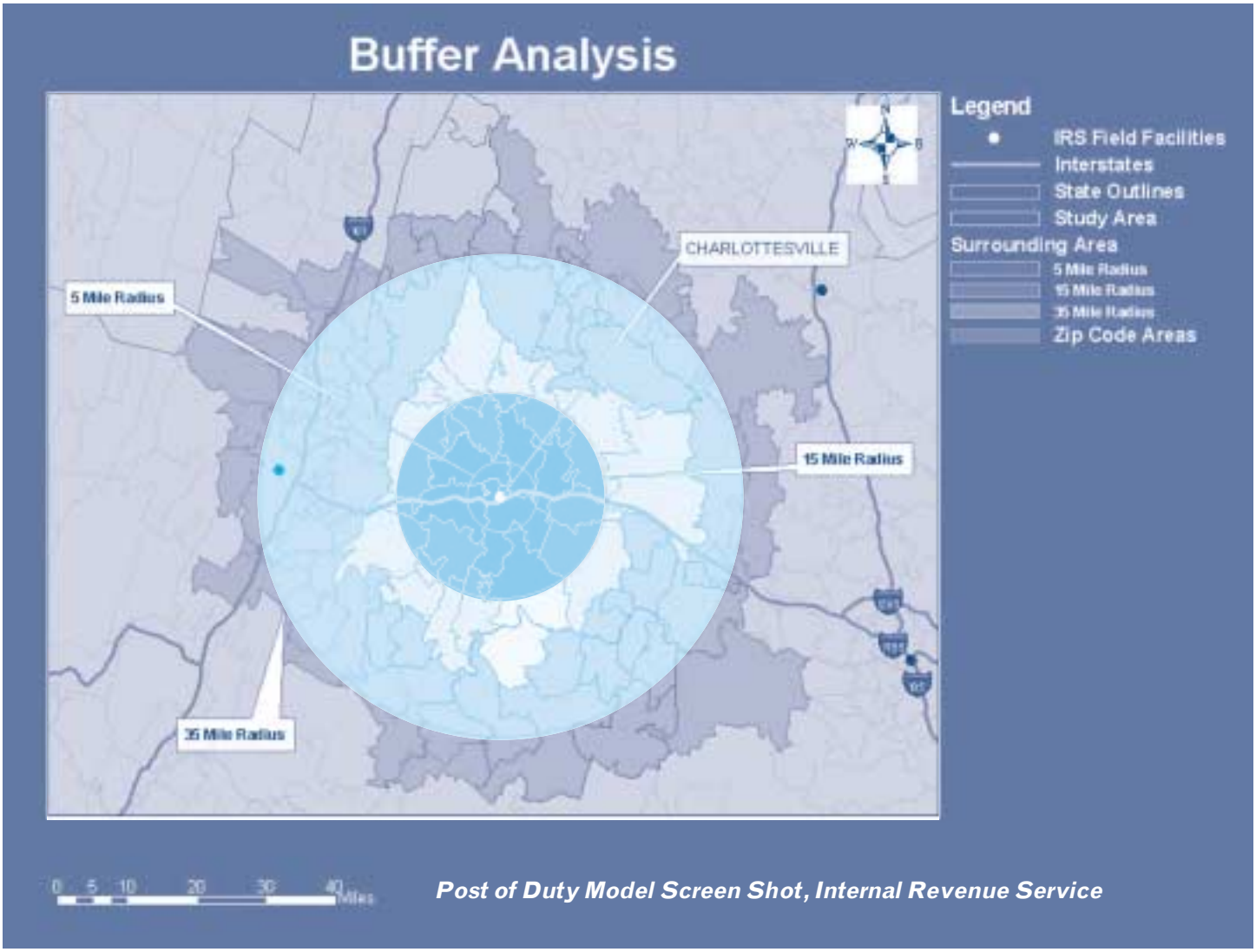
>>> funded by the rent monitor their performance management plan of balanced scorecard measures to ensure performance, meets the requirements of the occupancy agreement.

NIH has achieved effective cost management with the ABC/M business model and effective performance measurement with the balanced scorecard performance management plans. NIH has a very clear rate structure and transparent and rational rate setting process based on industry best practice. The customers' prices are directly linked to the customers' consumption of services as detailed in the standard occupancy agreement. Using the methodology NIH confirms its facilities services are competitive on price and cost with, and in some cases better than, the surrounding commercial real estate market. The innovative practice has resulted in increased customer satisfaction over the way NIH facilities were funded and managed prior to 2001.

For more information, contact Mr. Leonard Taylor at 301-594-0999 or via e-mail at taylore@mail.nih.gov. ■

***Consolidated Statement of Services, National Institute of Health***






*Post of Duty Model Screen Shot, Internal Revenue Service*

## 03-PRA-010

# Post of Duty-Location Model

### Department of the Treasury

The Internal Revenue Service (IRS) implemented the Location Model of the Post of Duty (POD) Guidelines System. The Location Model is used to improve real estate portfolio and facility management decision-making for a portfolio of nearly 800 buildings totaling 31 million square feet. Since 1998, the Location Model and the entire POD System have been used to improve facility management, after going through four stages of development:

- Analysis of IRS' facility management needs—The traditional organization footprint of the IRS was geography-based, using regions and districts to manage POD facilities. POD locations established by management decisions were made years before, and did not reflect emerging demographic changes. There was no consistent approach to the placement of facilities. The IRS sought a standardized and objective method for >>>

# Asset Management

**>>>** reviewing the POD portfolio and for efficiently allocating facility resources. To create the Location Model tool, IRS used a three-step process en route to creating a new "in the path of the customer" location criteria for the POD portfolio. The three analysis steps were:

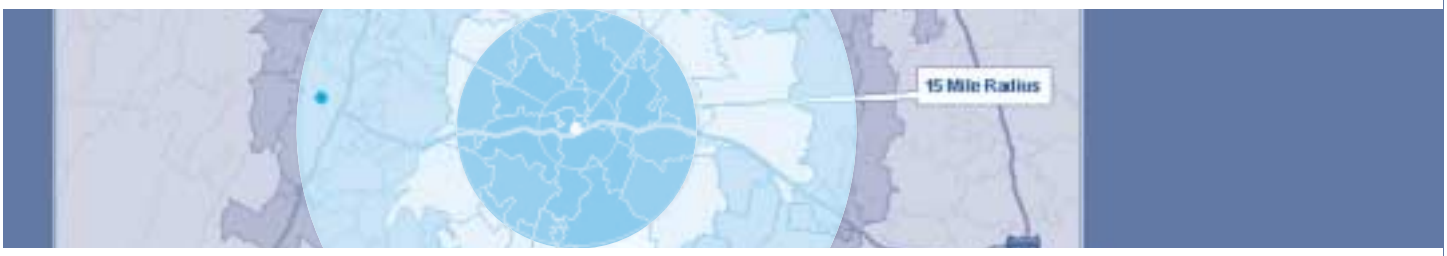
1. Interview employees nationwide;
2. Benchmark three "best practice" public or private sector organizations; and
3. Conduct three focus group work sessions and incorporate feedback in the prospective system.

- Design of a decision-making tool to meet these needs—The path-of-customer concept was translated into a Location Model using optimization and Geographic Information System (GIS) software. The optimization software compares a facility's current location to alternate scenarios using a weighted distance-workload matrix. The evaluation provides an optimal five-digit zip code where travel costs for IRS customers are minimized. By identifying the zip code location where customer travel costs are minimized, the optimal path-of-customer location for the IRS POD is identified. The Location Model uses GIS to display the optimal location information. The GIS output allows facility managers to visually interpret the Model's results, as its robust output includes the delineated area under study, the optimal zip code, demographic and workload patterns, and a street level map of the optimal zip code.
- Development of the Location Model of the POD System—The IRS successfully used the Location Model to determine optimal path-of-customer locations, but as the IRS customer service model and organizational approach was updated, a new challenge emerged: using the model to create solutions tailored to each newly-created IRS business unit's unique needs and customer bases. The flexible and robust process embedded in the model proved to be an advantage. The model adapted to accommodate the identified alternative customer bases and locations. Using the model, IRS was able to consistently make the best possible location decision.
- Implementation of the Location Model as a policy requirement—The IRS issued a Location Model Policy in June 2002, stating, "The POD Model data should be used to support the development of all delineated areas and provide a basis for the business case justification." Due to the policy and outreach efforts to train the facility managers using the model, utilization of the Location Model has grown exponentially. Over 300 requests have been made for Location Model scenario reports.

By using the Location Model, the IRS has benefited from improved management of facility resources. The formal elevation of the model to a required real estate policy highlights the IRS's emphasis on customer service and facility resource maximization. The model not only allows the identification of customer travel cost savings, but provides flexibility through a dynamic "what-if" scenario capability, automating the analysis of many layers of information for facility managers, including demographic studies, buffer analysis, and staffing analysis.

The Location Model addresses the critical issue of providing a standardized and objective method to identify locations for POD's while maintaining a flexible environment adaptable to changes in the IRS' organizational structure. The Model is a powerful analytical tool that enhances the IRS facility managers' abilities to determine how to maximize facility resources and to continually align facility resources with customer service focused mission and strategic goals.

For more information, contact Mr. Joseph M. Tezza at 804-916-3860 or via e-mail at joseph.tezza@irs.gov. ■



## 03-PRA-023

# Marketing Historic Buildings for TV/Films

### General Services Administration

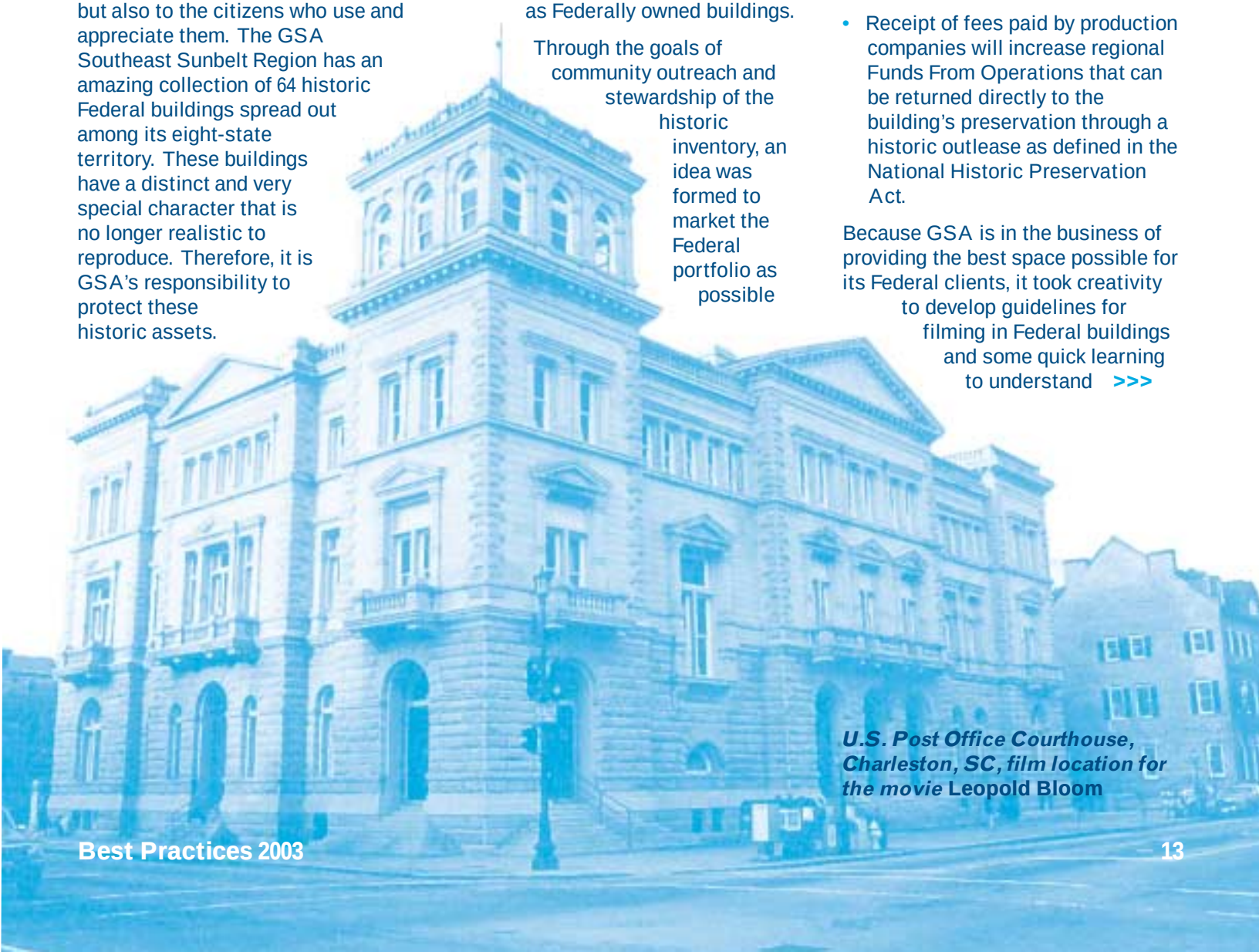
Marketing historic buildings for television and films is a simple idea to promote historic assets and to provide a tremendous return for showcasing the preserved properties, stimulate local economies, and use historic outleases to obtain funds to assist in maintaining properties. Historic buildings are priceless assets, not only to the tenants who work in them, but also to the citizens who use and appreciate them. The GSA Southeast Sunbelt Region has an amazing collection of 64 historic Federal buildings spread out among its eight-state territory. These buildings have a distinct and very special character that is no longer realistic to reproduce. Therefore, it is GSA's responsibility to protect these historic assets.

However, these buildings compete for funding for repair and maintenance with the rest of the portfolio within a pool of resources that is not sufficient to fund every project. Therefore, any additional revenue that can be generated, especially at the same time it can show off these historic assets and buoy the local communities, is essential to keeping these treasures as Federally owned buildings.

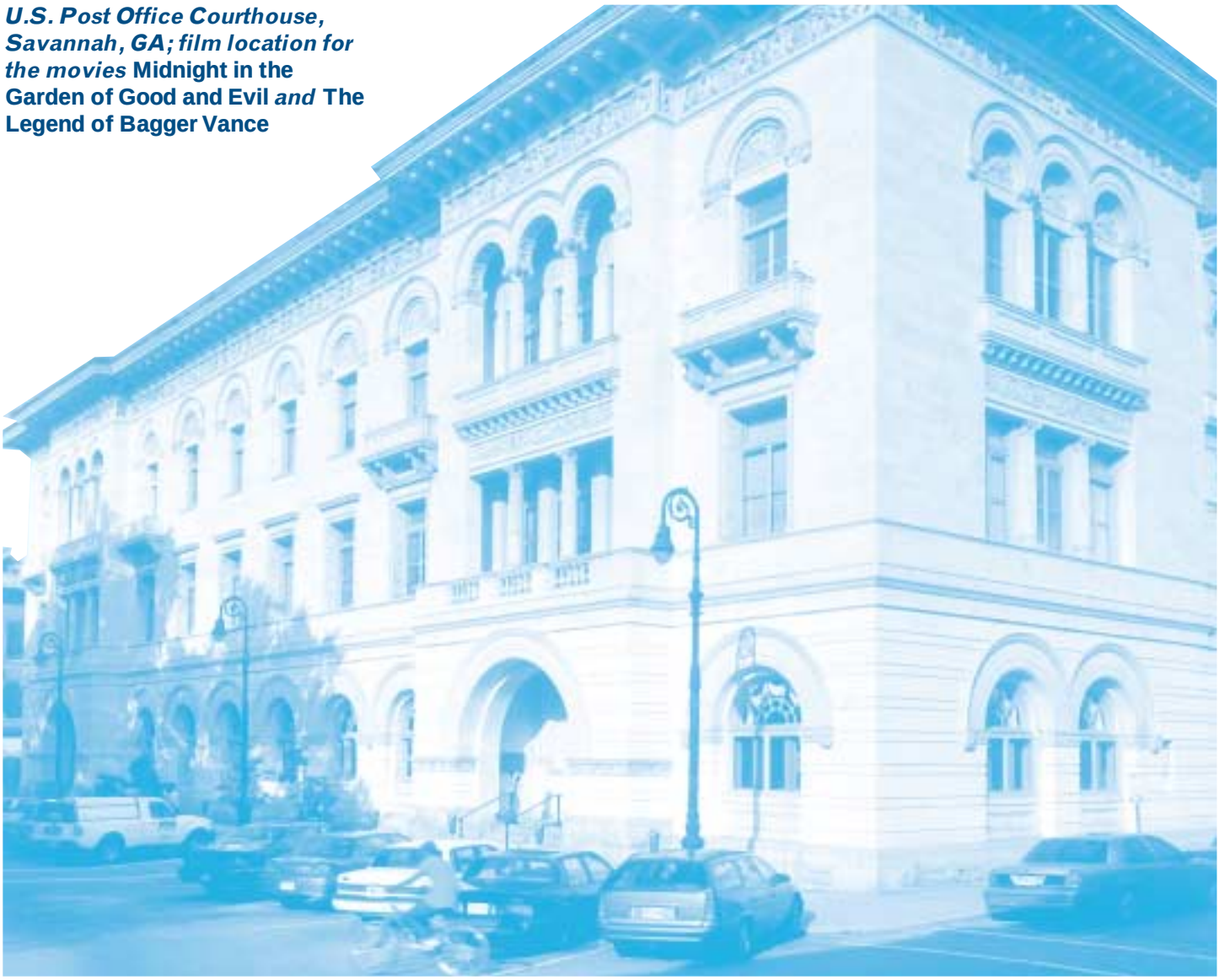
Through the goals of community outreach and stewardship of the historic inventory, an idea was formed to market the Federal portfolio as possible locations for television and film productions. The benefits of this program include:

- Promotion of the historic preservation program through appearances and credits in television and film productions
- Boon to the local economy that results from television and film production
- Receipt of fees paid by production companies will increase regional Funds From Operations that can be returned directly to the building's preservation through a historic outlease as defined in the National Historic Preservation Act.

Because GSA is in the business of providing the best space possible for its Federal clients, it took creativity to develop guidelines for filming in Federal buildings and some quick learning to understand >>>



***U.S. Post Office Courthouse, Charleston, SC, film location for the movie* Leopold Bloom**



***U.S. Post Office Courthouse, Savannah, GA; film location for the movies* Midnight in the Garden of Good and Evil *and* The Legend of Bagger Vance**

>>> the way movie locations are selected. Policies have also been developed for prospective film production companies that detail the special circumstances inherent in filming within a Federal building.

As the program grows, GSA expects to encounter more obstacles such as a larger workload and particular problems that may come with certain film projects. However, GSA has already received a check for $10,000 for one day of filming for the upcoming motion picture "Leopold Bloom." The South Carolina Film Commission has also toured the historic buildings in Charleston, increasing awareness and possibilities of additional revenue.

Federal buildings all over the country are one-of-a-kind expressions of the country's values and cannot be easily replicated on a Hollywood soundstage. By developing some simple guidelines and promoting availability of venues, other GSA regions or Federal agencies could easily take advantage of the benefits of a program such as the one developed in the Southeast Sunbelt Region.

For more information, contact Mr. Jeffrey M. Jensen at 404-562-1354 or via e-mail at jeffrey.jensen@gsa.gov. ■

## 03-PRA-025

# Standard Embassy Design

### Department of State

The Department of State's Bureau of Overseas Buildings Operations (OBO) has developed a Standard Embassy Design (SED) that it is using for the majority of its capital projects. The SED lays out the process to plan, design, and construct new embassy compounds. It consists of a series of documents, including site and building plans, specifications, design criteria, an application manual describing its adaptation for a specific project, and contract requirements.

The SED documents identify prescriptive requirements by incorporating embedded architectural and engineering concepts to assure that new facilities are safe, secure, and functional. In developing the SED, OBO revised its standard space parameters, updated its design criteria, evaluated previous projects to identify and incorporate best practices, determined what items had been problematic in previous projects, and incorporated industry standards into the project.

The SED uses the design build method of project delivery. It is anticipated that use of the SED will reduce the overall duration of a project by 34 percent from the initiation of site selection to project completion. This will enable the State Department to provide new facilities to a greater number of diplomatic posts in a shorter period of time. Savings of $63 million, achieved from the fiscal year 2002 projects and reinvested in the capital program, allowed OBO to plan for one additional facility.

The State Department views the new Standard Embassy Design as the model for meeting its mandate to cost effectively replace the embassies and consulates that do not provide adequate security for US diplomatic personnel and functions.

For more information, contact Ms. Sandra K. Donovan at 703-875-6365 or via e-mail at donovansk@state.gov. ■

***"This will enable the State Department to provide new facilities to a greater number of diplomatic posts in a shorter period of time."***

***Generic Embassy Rendering from Standard Embassy Design***

## 03-PRA-037

# Upfront Investment Created Future Savings

### General Services Administration

In the wake of the terrorist attacks of September 11, 2001, GSA quickly set out to find replacement space for the Bureau of Alcohol, Tobacco, and Firearms (ATF) in New York City. There were many challenges, including:

- Tight market conditions
- Limited sites capable of meeting the government's space and parking requirements
- Need for the space to be completed and ready for occupancy within 45 days

A careful evaluation of potential sites resulted in the decision to relocate ATF to a converted warehouse facility in Brooklyn, NY. During negotiations, the team realized that, due to the nature of the building's heating, ventilation, and air conditioning (HVAC) system, overtime utility costs would be exorbitant. Since the ATF required a round- the-clock operation of 4,000 square feet, the issue of overtime utilities was crucial. The low-pressure steam system for the warehouse required a certified engineer to operate the system continuously. Due to ATF's requirements of continual operation for a portion of the space, an analysis of the costs associated with overtime utilities showed costs exceeding $850,000 per year. The team was faced with the challenge of reducing overtime utility costs and keeping the project on time and within budget.

By weighing the life cycle costs associated with redesigning the lessor's HVAC system, the team was able to amass substantial savings over the term of the lease. GSA evaluated all aspects of the redesign including the costs of the equipment, the cost of work associated with the new equipment and redesign, recurring operating costs, and the cost savings associated with eliminating the need for mechanical rooms. All things being considered, the team saved the government $7,587,361 over the lease term. In addition to the cost savings, the project timeframe was not affected and the project did not exceed the budgetary constraints. The new equipment is more reliable and efficient and will enhance employee productivity and customer satisfaction.

For more information, contact Ms. Maureen Lennon at 212-264-9151 or via e-mail at maureen.lennon@gsa.gov. ■

***Bureau of Alcohol, Tobacco and Firearms, Brooklyn, NY***

## 03-PRA-042

# Recommissioning Existing Facilities

### Social Security Administration

In an effort to better renovate existing facilities, the Social Security Administration (SSA) is developing and applying a method to assure a more efficient facility, better suited for the mission of the SSA. The method originates from the adaptation of an American Society of Heating Refrigeration and Air Conditioning Engineers guideline, titled, Whole Building Commissioning to Buildings and Facilities Undergoing Extensive Remodeling or Renovation.

SSA researches the basis of design for the existing facility. This process of discovery is applied to the essential building elements impacted by the proposed work. As the design develops for the large-scale repair or replacement, the recommissioning process identifies the level of impact the work has on each of the building elements. Following the identification, the impact on the building elements is monitored as the design and the work proceed.

The goal of this application is to produce a more coordinated and efficient final product. The recommissioning will focus the building owner to identify essential requirements necessary to produce the level of completed work that meets the stated goals and budget. The process also serves as the base for benchmarking the facility and aids the owner, designer, and constructor to produce completed work that meet the owner's stated requirements. The owner then has the ability to monitor the performance of the finished product on an ongoing basis.

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

## 03-PRA-005

# Communication Planning: Moorhead Lobby Renovation

### Department of Homeland Security
### General Services Administration

GSA owns and manages the William S. Moorhead Federal Building in Pittsburgh, PA, built in 1962. The facility provides a workplace for more than 2,500 Federal employees in approximately 50 Federal agencies. A 1997 building tenants survey revealed only 73 percent of Moorhead tenants were satisfied with GSA services compared to a GSA average of 82 percent in the region. The vacancy rate was 12.6 percent. GSA was in the midst of long-range planning for a complete modernization of the facility, including modernization of building systems and a complete renovation of interior spaces, to begin in 2004.

The modernization would likely increase customer satisfaction, but the project wouldn't be completed until 2008. GSA's plan is to phase the work so it could be completed while the facility remained occupied. With customer satisfaction decreasing in the building and agencies looking ahead to the major modernization, GSA feared agencies would begin to leave the Federal building for leased space, leaving GSA with a fully modernized, but half empty Federal building in 2008. The question was how to gain the tenant agencies' trust and confidence that GSA would manage construction work in the facility with their best interests in mind, minimizing disruption to the largest extent possible, and provide a much improved workplace.

At the same time, GSA was struggling with a nationwide dilemma in its Federal buildings. Many buildings were not designed to accommodate new security requirements and equipment instituted following the 1995 bombing in Oklahoma City. Tenants and visitors were greeted by a profusion of signs spelling out various prohibitions and immediately confronted with security devices. Many entries failed to provide clear directions. Various signs on wobbly easels and notices taped to walls did not give a professional appearance. Federal building lobbies were clean, but >>>

*William S. Moorhead Federal Building before lobby renovation, Pittsburgh, PA*

# Customer Focus


***William S. Moorhead Federal Building after lobby renovation, Pittsburgh, PA***

**>>>** cluttered, intimidating, dreary in appearance, and in essence they undercut Federal agency tenants' efforts to serve their customers.

These same entries were often where the citizens got their first impression of the Federal government. GSA contracted with Gensler & Associates to survey public areas in Federal buildings across the nation and identify opportunities for improved first impressions. Only 65 percent of Moorhead tenants were satisfied with the attractiveness of the building and office environment and only 66 percent were satisfied with the attractiveness of common and public areas of the facility.

GSA set funding aside to renovate the entrance and lobby of the Moorhead Federal Building. The project would serve as a precursor to the larger modernization project. GSA needed to manage this renovation well in order to achieve its long-range goal of maintaining occupancy and reducing the vacancy rate upon completion of the larger modernization.

The GSA project team implemented a communication plan for the lobby renovation. The goal is to involve tenants in the renovation plans, ensure improved satisfaction with the appearance of the facility, and build trust and confidence in GSA to manage renovation work in the facility and communicate with them during the process.

As a result of the lobby renovation, a Gallup survey showed the Moorhead tenants' satisfaction with the building and office environment attractiveness increased from 65 percent to 87 percent and the attractiveness of the common and public spaces increased from 66 percent to 83 percent.

During the lobby renovation, the Moorhead tenants' satisfaction with:

- Follow-up communication increased from 79 percent to 91 percent
- Effectiveness of communication increased from 81 percent to 91 percent
- GSA's flexibility increased from 83 percent to 92 percent
- GSA's responsiveness increased from 84 percent to 92 percent
- Ease of doing business with GSA increased from 84 percent to 92 percent

GSA is now heading into the major modernization project with a 12.6 percent vacancy rate. Based on discussions with tenants, GSA is projecting to decrease the vacancy rate to 6.5 percent upon completion of the major modernization.

For more information, contact Ms. Gina M. Waring at 215-446-2895 or via e-mail at gina.waring@gsa.gov. ■

## 03-PRA-009

# Enhancing Communication Between Agencies

### Department of Transportation
### General Services Administration

The Federal Aviation Administration (FAA) has initiated a quarterly review process practice to improve and enhance the communication between itself and GSA concerning the GSA Rent Program. The goal of each review is to enhance the communication between the FAA representative in the field, the GSA contact personnel on the rent bill, and FAA's program manager with GSA at the headquarters' location.

The quarterly reviews consist of three components.

- Section One describes FAA's projection for the current year and expiration data. FAA requests GSA to validate its projection and expiration information to ensure that FAA is on target. GSA validates the information and discusses proposed credits, shell rental increases, tax projections, and step increases that may potentially affect FAA's Rent budget.
- Section Two is a list of outstanding questions or clarifications for GSA to address to avoid negative budgetary impacts to FAA's GSA Rent budget. Questions are developed and forwarded to FAA regional representatives and then forwarded to GSA for resolution.
- Section Three is the Note section that discusses agreements that were previously discussed between the two agencies, GSA's projection information, and square footage data that address the differences between fiscal years. FAA requests GSA to verify the notes, provide any remarks necessary, and provide the agency with a briefing of any updated guidance that will affect the GSA Rent program, including the occupancy agreement tool.

The goal in developing open communication is to minimize unplanned charges to the FAA rent billing data. Findings show the resolution of questions proves to be a successful tool. The reviews promote a team concept within GSA and FAA to resolve outstanding questions in a timely manner. The process reduces potential barriers. The concept of working in teams for a timely response is necessary to ensure FAA's long range and short range budgeting is current and accurate.

For more information, contact Ms. Laura Sullivan at 202-267-7854 or via e-mail at laura.sullivan@faa.gov. ■

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## 03-PRA-030

# Turn Key Opportunity

### General Services Administration

The turn key opportunity (TKO) concept is a proactive effort to measure the effectiveness of the space delivery process; to promote open communication and to maintain or develop a high level of credibility with the customer agency.

GSA is hopeful that full implementation of this practice for all space acquisitions will result in improved customer satisfaction and realty transaction survey scores.

GSA believes good customer service relationships should be formed at the beginning of the lease acquisition process and continue throughout the occupancy of the lease. Good customer service includes the understanding of each organization's roles and responsibilities attributed to the administration and compliance of the space agreement. >>>

## 03-PRA-022

# GSA/INS Gateway Partnership

### General Services Administration

In response to an overwhelming increase in personnel and space needs of the Immigration and Naturalization Service (INS), GSA and INS entered into a joint partnership. The main goal of this partnership was to develop new ways of working together to accommodate the increasing demand for workspace and to improve the collaborative project delivery process. This partnership came to be known as the GSA/INS Gateway Program.

The mission statement of the GSA/INS National Gateway Program partnership is "We, the GSA/INS partners, will cooperate, trust, and communicate openly with each other with an attitude of mutual respect and honesty so that we deliver quality work environments on time and within scope and budget." INS and GSA have been working together in a formalized fashion to meet this mission statement.

Both agencies entered into a memorandum of agreement to define the real estate services to be provided, the scope and types of projects to be delivered, and how GSA and INS would accomplish projects together.

GSA agreed to modify its organizational structure, on a virtual basis, to mirror INS. This vastly simplified INS's ability to obtain information from GSA. As a result of the Gateway Partnership, INS is now able to contact a single GSA associate to order services, obtain project information and status and resolve problems.

INS and GSA also developed several unique real estate tools for project managers and realty specialists:

- Lease acquisition guide
- Customized occupancy agreements and solicitation for offers
- Space allocation standards
- Reimbursable Work Authorization search system

Project managers and real estate specialists from both agencies have been trained on these tools and they have been posted on web sites for easy access. Communication protocols are in place and being utilized to timely escalate issues in need of resolution for both agencies at all levels. The real estate tools and the defined roles and responsibilities for all involved have led to better communication and project accomplishment for both agencies.

The real estate tools and the defined roles and responsibilities for all involved have led to better communication and project execution. The end result has been a better understanding of the customer's needs, and ultimately workplaces that improve INS' ability to carry out its mission.

For more information, contact Mr. Mike Dunbar at 617-565-6228 or via e-mail at mike.dunbar@gsa.gov. ■

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**>>>** The TKO meeting, which occurs at the start of the space acquisition process is an opportunity for GSA, the tenant agency, and the lessor to meet and discuss the roles, responsibilities, and expectations with the lease acquisition process. The TKO meeting is attended by the core space delivery team, which includes the Realty Specialist, Property Manager, Federal Protective Security Specialist, customer agency's representative, lessor and the lessor's property management personnel. The presentations clarify any specific terms of the agreement and give participants the opportunity to articulate expectations as a stepping stone toward ensuring a successful long-term tenancy. At the end of the meeting, the customer completes a survey to measure the effectiveness of the space delivery. GSA's customers have responded very positively to the TKO concept. GSA is very excited about its continued application in all space acquisitions as well as further applications of the concept in other program activities utilizing a team approach. The TKO concept has been incorporated into GSA's asset management strategic plan as a method to improve customer service.

For more information, contact Ms. Karen B. Johnson at 404-562-2760 or via e-mail at karen.johnson@gsa.gov. ■

## 03-PRA-031

# Customer Satisfaction Survey Team

### General Services Administration

In order to gauge customer satisfaction with the services GSA provides, The Public Buildings Service (PBS) teamed with the International Facilities Management Association and the Gallup Organization to create and implement a Customer Satisfaction Survey. The survey, instituted in 1993 and refined over the years, provided PBS with a wealth of information directly from customers.

The challenge became deciding what to do with the information. It was clear that the survey results pointed out areas of strengths and weaknesses. However, consistently strategizing and addressing these areas remained an issue. In 2001, a Customer Satisfaction Survey Team was formed to devise an action plan to discuss and perform a multitude of duties. The team consisted of representatives from each Property Management Service Center in the Rocky Mountain Region as well as the regional marketing team. The team has met weekly since 2001 to address issues including:

- Improving customer satisfaction
- Distributing customer satisfaction surveys and encouraging customers to complete and return the survey to the Gallup Organization for analysis
- Forming action plans based on the results of the survey
- Improving communications with customers
- Streamlining the process

Weekly meetings produced efforts towards this end, which include the development and on-going refinement and implementation of pre- and post-survey communications tools that are distributed to customers, a website with reference tools for property managers administering the survey, and the utilization of the GSA Ambassador team to assist in the distribution of the surveys.

The Customer Satisfaction Survey team has helped property managers overcome obstacles and ultimately increase the overall customer satisfaction scores over the last two years. In 2002, the Rocky Mountain Region became the first PBS region to achieve an overall customer satisfaction rating of 90 percent. Not only was this the highest score in the nation but a significant increase over the previous year's score of 82 percent.

For more information, contact Ms. Ann Marie Hausler at 303-236-7174 ext. 562 or via e-mail at annmarie.hausler@gsa.gov. ■

***"The Customer Satisfaction Survey team has helped... ... increase the overall customer satisfaction scores over the last two years."***

03-POL-001

# The National Historic Lighthouse Preservation Act Pilot Program Partnership

**Department of Homeland Security**
**Department of the Interior**
**General Services Administration**

The National Historic Lighthouse Preservation Act (NHLPA) Pilot Program Partnership, (the Partnership), conceptualized, developed, and implemented a successful model for an enduring National Historic Lighthouse conveyance program.

The NHLPA program is administered through the combined efforts of the U.S. Coast Guard (USCG), GSA, and National Park Service (NPS).

The Partnership and the process developed under the NHLPA established the framework to effectively and efficiently dispose and divest of these historic assets while accomplishing agency goals for each partner. This Partnership successfully transferred the first group of over 300 lighthouses under the NHLPA, and has begun a more ambitious round of transfers. The Partnership enabled the agencies to reduce the transfer time for a lighthouse property from 334 days to 225 days in fiscal year 2002. The Federal government will also realize a cost avoidance of $300 million for protection and maintenance of these properties. The Partnership has also allowed the USCG to focus its resources on critical Homeland Security issues.

For more information, contact Ms. Melissa Green at 202-208-0498 or via e-mail at melissa.green@gsa.gov. ■

***Tybee Island Lighthouse, Tybee Island, GA***

## 03-POL-006

# GSA's Federal Legacy Vision

### General Services Administration

In August 2002, PBS Commissioner, F. Joseph Moravec, issued a policy paper entitled Integration of a Federal Legacy Vision with GSA's Portfolio Strategy for Restructuring and Reinvesting in the Owned-Inventory. The policy integrates GSA's stewardship strategy, that calls for putting historic buildings first, with agency portfolio management initiatives for financially sound and sustainable management of the agency's Federal workspace inventory.

The goal of the Legacy Vision is to position the government's finest buildings to be the strongest financial performers possible. For all under performing historic buildings, the strategy requires GSA to take a second look and make every effort to make them financially viable. Specific financial turn around measures include undertaking necessary repairs and improvements to eliminate vacant space, relocating tenants from leased space or non-historic Federal buildings to historic Federal buildings, increasing rent rates to better reflect operating and repair costs, and supplementing Federal tenants with non-Federal or outlease tenants.

The policy also recognizes that given the constraints on capital, strategic use of limited funds requires GSA to make choices that will benefit some properties more than others. Not all buildings warrant the same amount of investment and stewardship effort. Legacy buildings, designed to serve a symbolic and ceremonial, as well as functional, purpose for the government will have high priority.

The policy has already had an impact on several historic facilities. The National Historic Landmark U.S. Customhouse in New Orleans, LA, is being renovated to provide additional office space. Accessibility upgrades are being performed in the U.S. Customhouse in Portland, ME, to ensure continued occupancy. GSA has identified tenants for the Federal Building in Minneapolis, MN, to backfill vacant space.

For more information, contact Ms. Kristi M. Tunstall at 202-219-0343 or via e-mail at kristi.tunstall@gsa.gov. ■

***U.S. Customhouse, New Orleans, LA***

## 03-PRA-006

# Portland, Historic Preservation through Technology

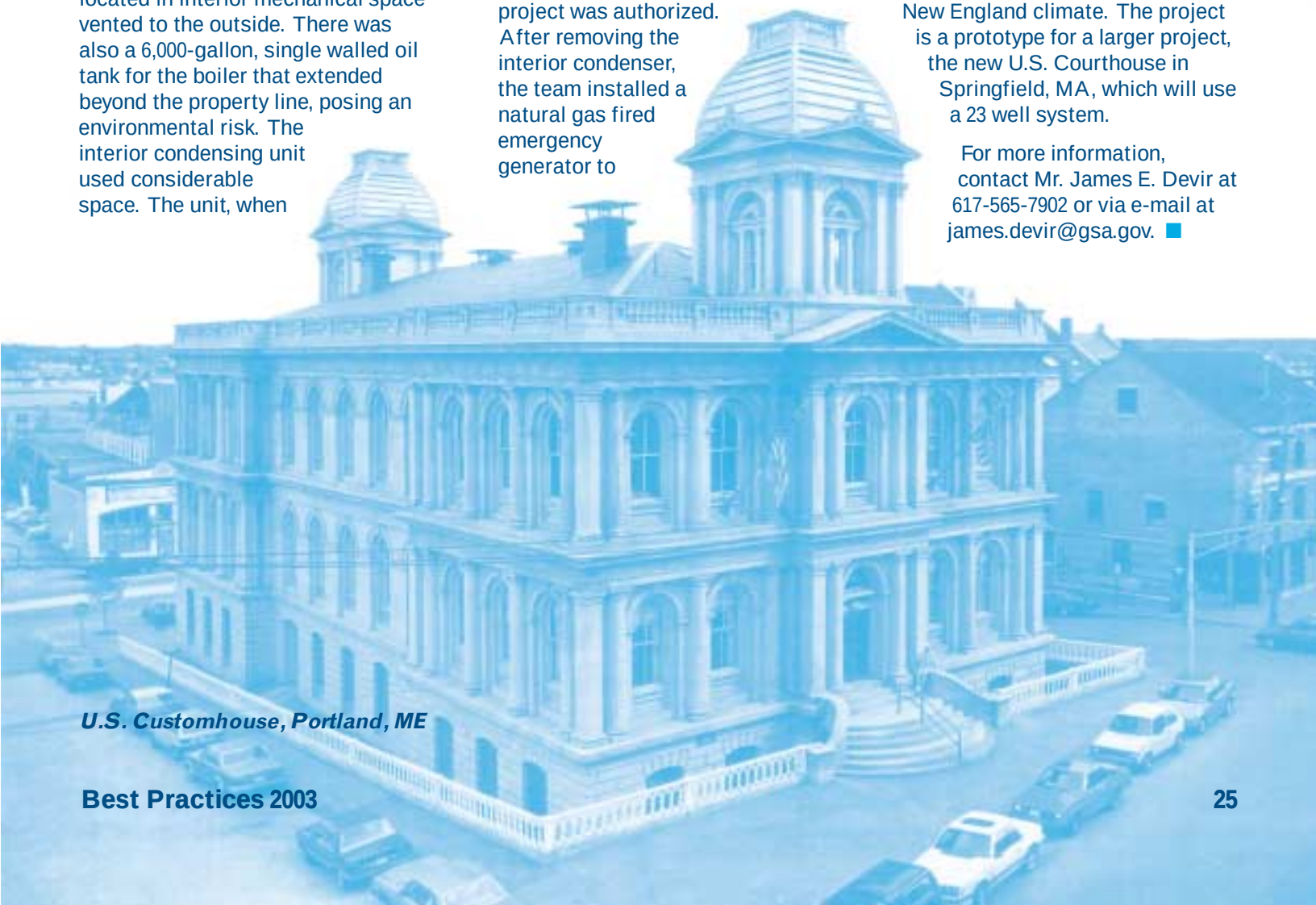
### General Services Administration

The Historic Preservation through Technology project describes the upgrading of the HVAC system in a historic building while preserving and reusing its historic qualities. The existing HVAC systems in the U.S. Customhouse in Portland, ME, consisted of an oil-fired boiler and a chiller with an air-cooled condenser unit. Because the building occupied the entire site, the condenser was located in interior mechanical space vented to the outside. There was also a 6,000-gallon, single walled oil tank for the boiler that extended beyond the property line, posing an environmental risk. The interior condensing unit used considerable space. The unit, when idle, also allowed for infusion of vehicle emissions from the street. To address these problems the project team investigated alternative solutions and proposed a ground source heat pump (GSHP) system.

The team justified their solution with a life cycle cost analysis. Although initial costs were more than the replacement of the existing system, the project was authorized. After removing the interior condenser, the team installed a natural gas fired emergency generator to reduce the building electrical load during high usage periods, in addition to providing emergency power. The Customhouse, built in 1877, used a convection system for ventilation, consisting of 12 vent shafts. The shafts, which were sealed, have been reopened, ducted and are now used as the interior air distribution system, taking a feature from the past and reusing it in the present. The new systems' life cycle cost savings is based primarily on energy use. The system is projected to save 30 percent over a conventional system. Current data indicates a savings in excess of 40 percent.

This is the second GSHP system installed in Maine, demonstrating that this technology works in the New England climate. The project is a prototype for a larger project, the new U.S. Courthouse in Springfield, MA, which will use a 23 well system.

For more information, contact Mr. James E. Devir at 617-565-7902 or via e-mail at james.devir@gsa.gov. ■



*U.S. Customhouse, Portland, ME*

# Historic Preservation

## 03-PRA-019

## NASA/CMU Historic Lease

### National Aeronautics and Space Administration

The NASA Ames Research Center and Carnegie Mellon University (CMU) have established an active collaborative partnership focused on research and education. The partnership has resulted in the adaptive reuse of underutilized historic structures in the Shenandoah Historic District and the furtherance of NASA's research and educational mission.

The Ames Research Center, founded back in 1939 in the heart of Silicon Valley, provides research support to NASA in the fields of information technology, biotechnology, astrobiology, nanotechnology, and human factors. In 1994, the Navy transferred the 1,500-acre Naval Air Station Moffett Field to NASA, including the Shenandoah Historic District with its collection of Spanish Colonial Revival and Art Modern style buildings that reflect the nation's naval aviation history. With limited resources, NASA was unable to properly maintain these historic structures that needed seismic retrofitting, improvements to comply with the Americans with Disabilities Act, and other repairs to restore the facilities to a useful state.

CMU and NASA partnered to sign a 15-year lease for two buildings at the former Naval Air Station. CMU is spending an estimated $5.6 million to rehabilitate the historic structures as well as adjacent cultural landscape to bring the buildings in compliance with all codes and laws. The partnership will allow CMU to physically locate its High Dependability Computing Program and other educational and research programs at the Ames Research Center to collaborate with NASA. This is the first step CMU is taking to establish its Carnegie West campus at NASA's Research Park in the Bay Area. NASA is able to restore these historic properties to a first class condition, while avoiding an estimated $111,600 in annual operating, maintenance, and repair costs.

For more information, contact Ms. Mejghan Haider at 650-604-4771 or via e-mail at mejghan.k.haider@nasa.gov. ■

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## 03-PRA-026

## Presidio Remodel Showcases Sustainability Practices

### Department of the Interior

Long before the Golden Gate Bridge became just another entrance; the Presidio has been one of San Francisco's most treasured locations. Once a historic military base, its ongoing conversion into a national park continues to earn environmental accolades in the innovative world of sustainable development. As stewards for the National Park Service (NPS), the restoration goals of the Presidio are to apply sustainability objectives to historic renovation projects in order to increase resource protection and raise public awareness.

The challenge for the NPS was to actually integrate the most suitable sustainable practices without sacrificing historic preservation. The most recent and successful marriage of these concepts can be seen in the restoration of a 2,400 square-foot engineering warehouse located directly on the Bay between Fort Point and Crissy Field. Originally built in 1909, the "Warming Hut" currently houses an information center, bookstore, and café. Less than a year was available to design and renovate the dilapidated structure, but this building provided design professionals and environmental consultants the unique opportunity to combine sustainable design, construction, public education and operations all in one project.

From the design and material selection to merchandising, maintenance and operation, the proper integration of all components remained the paramount concern. Building materials were selected based on recycled content, low-toxicity levels and re-use potential. Retail products and fixtures were chosen for their educational value and ability to meet sustainability >>>


***Warming Hut at the Presidio, San Francisco, CA***

***"[T]his building provided design professionals and environmental consultants the unique opportunity to combine sustainable design, construction, public education and operations all in one project."***

>>> objectives. Even story panels and photographs interpreting contextual themes are framed in recycled barn wood.

The café uses local organically grown produce in support of sustainable farming practices. Add to that renowned Bay Area chef Alice Waters consulting on the organic menu, and it wasn't long before the Warming Hut left the best taste possible in everyone's mouth.

In short, the Warming Hut is one of the most integrated examples of sustainable design available to the public. And even as the project continues to receive awards, most recently the 2002 NPS Environmental Achievement Award, its ultimate goal will always be the inspiration of even better practices for the future.

For more information, contact Ms. Carrie Strahan at 415-561-4931 or via e-mail at carrie.strahan@nps.gov. ■

## 03-POL-003

# NASA Ames Development Plan

### National Aeronautics and Space Administration

Award Winner

The NASA Ames Development Plan (NADP) provides for the future development of collaborative research and educational facilities as well as the preservation of cultural and natural resources at the NASA Ames Research Center (ARC) in Mountain View, CA.

***NASA Development Plan Team Members***

***L to R: Lisa Lockyer, Gregory Gibbs, Mejghan Haider, Michael Marlaire, Trish Morrissey, Geoffrey Lee. Not pictured: Laura Lewis***

***Photo credit: NASA Photo by Tom Trower***

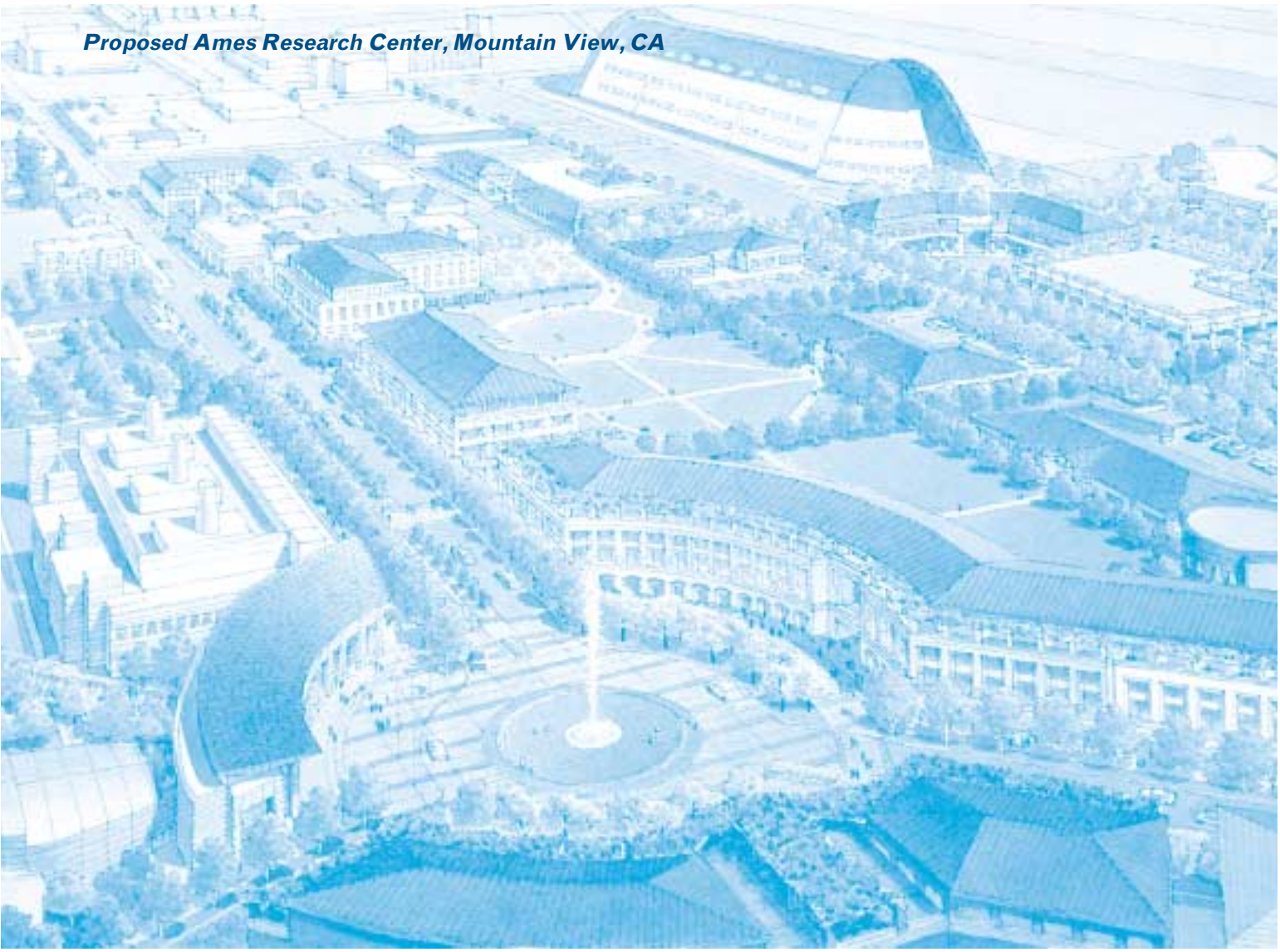
NADP will result in the transformation of the original 500-acre ARC campus and 1,500 acres of the former Naval Air Station Moffett Field into an integrated, dynamic research and educational community in the heart of California's Silicon Valley. The NADP will consist of the renovation of approximately 600,000 square feet of historic buildings, demolition of approximately 560,000 square feet of obsolete structures, and the addition of 2.1 million square feet of newly constructed space, including:

- Educational facilities
- Office space
- Research and development space
- Housing

The NADP leverages NASA's underutilized building and land assets in order to advance its mission through the extensive use of public private partnerships. The partnerships with academia, industry, and non-profit organizations will ensure the preservation of historic properties and the redevelopment of non-historic buildings at the former Naval Air Station Moffett Field. The partnerships fulfill NASA's goals of advancing each party's capacity in basic and applied information technologies, astrobiology, life and micro gravity sciences, biotechnology, nanotechnology, and aeronautical and space technology; and promoting educational programs in science, technology, engineering, and math.

NASA has begun to implement the NADP through a signed a lease with Carnegie Mellon University to establish a "Carnegie West" campus for science and engineering research and education. In addition, >>>

# Partnering



***Proposed Ames Research Center, Mountain View, CA***

**>>>** NASA has signed memoranda of understanding with the following partners:

- University of California Santa Cruz
- San Jose State University
- Foothill and DeAnza Community College District National Center for Women in Science, Technology, Engineering and Math
- National Association for Equal Opportunity in Higher Education
- California Air and Space Educational Foundation
- Girvan Institute

The partners will be solely responsible for the rehabilitation of existing buildings and the construction of new buildings for their use. Consequently, the financial feasibility of the NADP does not depend on any direct or indirect financial commitment from NASA. NASA has implemented a full cost recovery program to cover costs and services provided to NASA's partners. NASA also expects the ground rent payments from its partners to reduce operating and maintenance costs at the ARC.

For more information, contact Ms. Patricia Morrisey at 650-604-1168 or via e-mail at tmorrissey@mail.arc.nasa.gov. ■

## 03-PRA-003

# Creative Reuse of Federal Assets

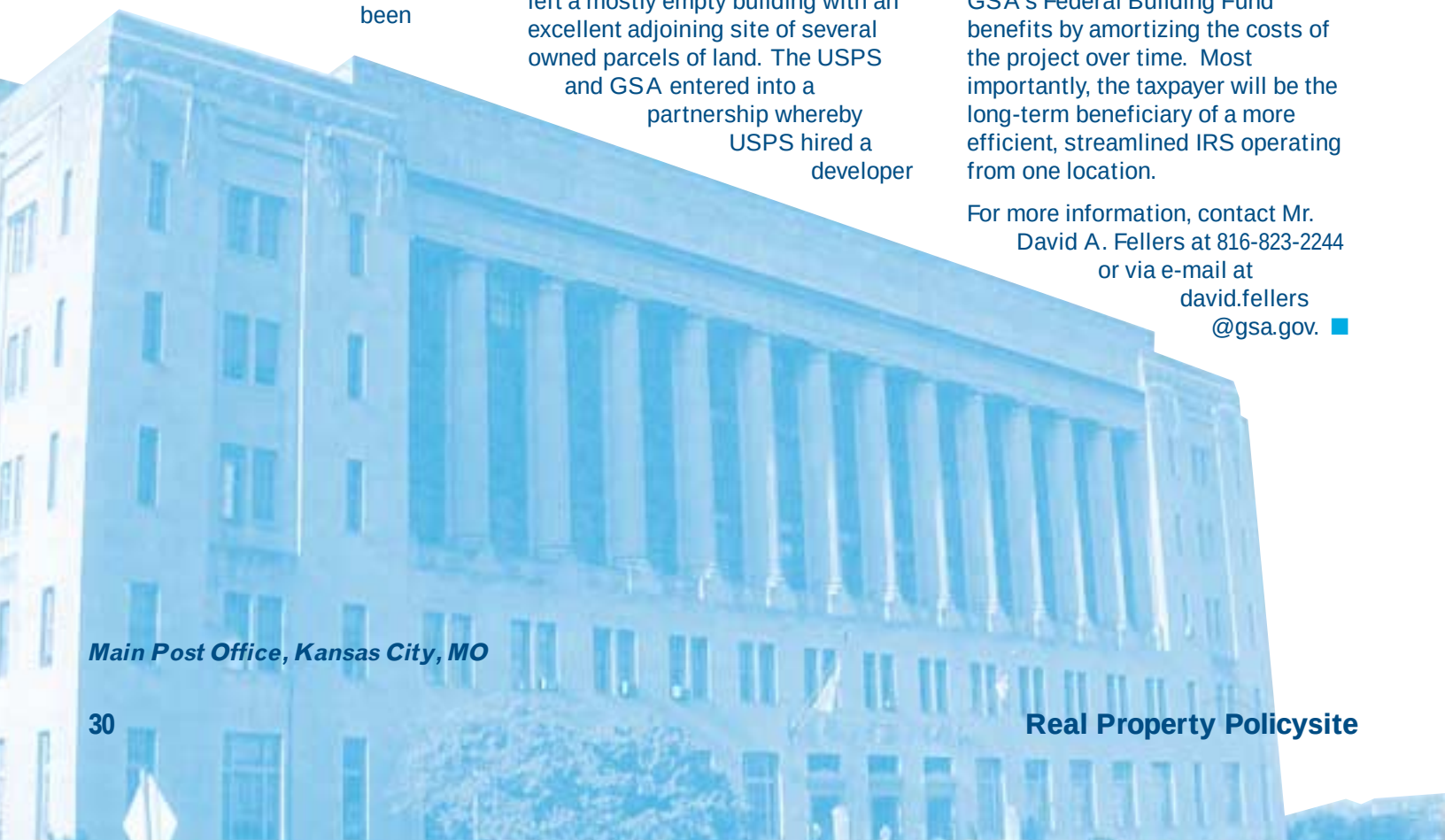
### General Services Administration

The Creative Use of Federal Assets provides a framework in which an agency can transfer its underutilized real estate assets to another agency that needs them. The Kansas City Internal Revenue Service (IRS) Service Center has sought funding for several years to update and consolidate its aging, geographically dispersed, and inefficient campus. The existing IRS campus is made up of several Federally owned and leased facilities spread out in five major locations within the Kansas City metropolitan area. Prospectus requests for updating the Service Center have repeatedly been turned down. Concurrently, a joint IRS and GSA team, named the Strategic Campus Action Team (SCAT), has been developing a conceptual design for an IRS campus that will facilitate the reinvented method in which the IRS will conduct business in the 21st century.

The existing Kansas City Main Post Office had considered expanding its central city site several years ago and had acquired 25 acres adjoining the Main Post Office. When a better financial opportunity to expand presented itself in another part of the city, the U.S. Postal Service (USPS) left a mostly empty building with an excellent adjoining site of several owned parcels of land. The USPS and GSA entered into a partnership whereby USPS hired a developer to transform the Post Office and site into a new IRS Service Center. GSA will lease the building from USPS, and in turn assign it to IRS. Private sector financing has been obtained to build the project. The financing is secured by GSA's long-term occupancy agreement with IRS. As it happens, the existing Post Office and site provide a nearly perfect fit for the construction of a new IRS Service Center based on SCAT principles. The project will be a leading example of a new results orientation in the Federal sector.

The project represents a winning combination for all parties involved. The IRS gets a new state of the art Service Center, consolidating its scattered business operations into one location. GSA houses its client in first class space. Kansas City benefits by having almost 6,000 Federal jobs relocated within the urban core. As private sector financing will be used up front, GSA's Federal Building Fund benefits by amortizing the costs of the project over time. Most importantly, the taxpayer will be the long-term beneficiary of a more efficient, streamlined IRS operating from one location.

For more information, contact Mr. David A. Fellers at 816-823-2244 or via e-mail at david.fellers@gsa.gov. ■



*Main Post Office, Kansas City, MO*

## 03-PRA-041

# Creative Property Exchange

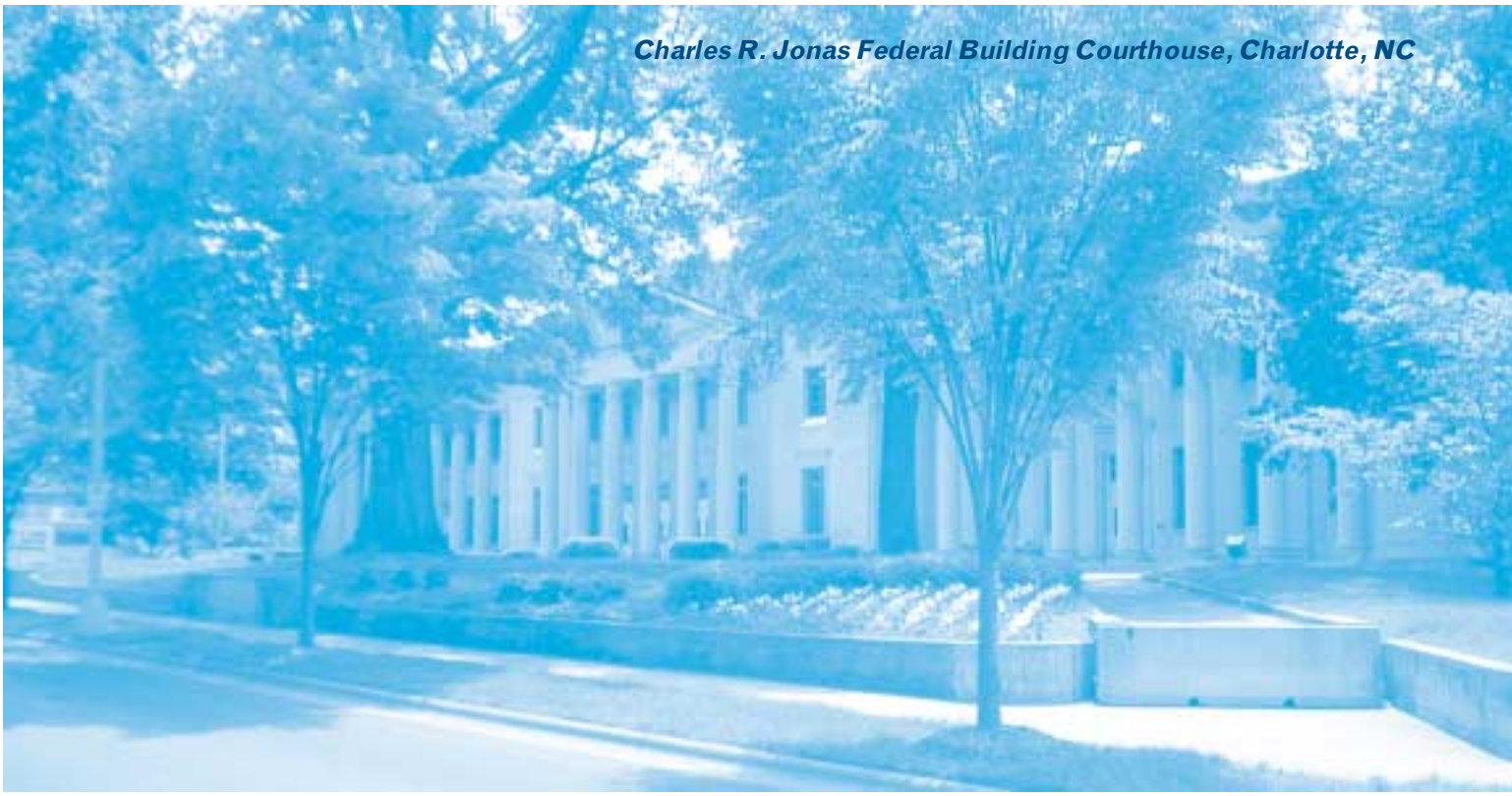
### General Services Administration

The PBS Southeast Sunbelt Region has aggressively negotiated exchanges of under-utilized Federal properties with city and county governments. In consideration, GSA receives land and/or buildings from cities, of substantially equal value, to meet the Federal government's current needs. Cities receive expansion space often adjacent to their existing civic buildings. GSA is provided desirable land or buildings without additional taxpayer cash outlay. Tens of millions of dollars have already been saved via these creative property exchanges. Project examples can be found in Natchez, MS; Jacksonville, FL; Charleston, SC; Charlotte, NC.

In the Charlotte exchange, GSA was considering the purchase of a site for a new U.S. Courthouse. The confirmed appraised value of the desired site was $10 million. Ultimately, GSA acquired that land for zero dollars. GSA had an owned building, with a value of nearly $10 million that no longer met the needs of the Federal government. That building; however, was desired by the City of Charlotte. The City was able to secure the parcel of land GSA sought. As the properties were of like value, Federal law grants GSA the authority for both parties to exchange the properties at no cost. The exchange created a winning situation for GSA, its tenants, the City of Charlotte, and most importantly the taxpayer. GSA and the City received the real estate asset it needed in the zero cost exchange.

To receive the mutual benefit of the exchanges requires delicate negotiation, intensive research into the needs of the cities, educating many stakeholders to a new way of doing business, and building consensus with multiple parties with different agendas.

For additional information, please contact Mr. Tim S. Pfohl at 404-562-0665 or by email at tim.pfohl@gsa.gov. ■



*Charles R. Jonas Federal Building Courthouse, Charlotte, NC*

## 03-PRA-043

# Federal and State Governments Partnership

### National Aeronautics and Space Administration

As Kennedy Space Center (KSC) searched for a way to replace the Korean War-era hangar that had for years served as the processing laboratory for its life science experiments to be flown aboard the Space Shuttle, it engaged Florida leaders in discussing a bold new partnership to design, construct, and operate a Space Experiment Research and Processing Laboratory (SERPL). This facility would serve as the primary gateway to the International Space Station for its scientific experiment payloads.

Acting through the Florida Space Agency, Florida Governor Jeb Bush and a group of legislative leaders offered the National Aeronautics and Space Administration (NASA) a commitment of $30 million in State funds to build the lab that the International Space Station needed and to lease the lab's capacity to NASA's experiment processing contractor to perform Space Station payload work. In addition, the lab would host Florida's university researchers and their colleagues. The NASA KSC team identified and obtained program commitment for annual lease funding approximating the costs that would have been incurred had operations continued in the existing, inadequate hangar. This provided a state-of-the-art replacement facility, fair return on the State's investment, with neutral impact to the NASA facility budget.

In addition, NASA and Florida leaders saw this laboratory as an opportunity to expand KSC and the State's resident research and development capabilities, recruit intellectual capital, and attract private investment to establish a robust space industry sector willing to locate here for the long haul.

This 100,000-square-foot facility will host the world's most prominent scientists engaged in life science research to be conducted aboard the orbiting space station. In accredited laboratories and processing areas, NASA's life sciences support personnel will carefully house and prepare these experiments for launch aboard the Space Shuttle from KSC to the Space Station.

SERPL's state-of-the-art laboratories are also available for use by qualified researchers working in collaboration with KSC or through the Florida Space Research Institute, established by the State of Florida to promote and coordinate access by public and private universities and associated institutes.

SERPL will also support NASA research in fundamental biology, such as investigations into how microbial communities evolve in open and closed environmental systems and the Center's ongoing research in conservation biology. For over 25 years, KSC's ecological research has been a key component of NASA's environmental stewardship of the Cape Canaveral Spaceport.

Experiments prepared at SERPL and then flown aboard the International Space Station, and other ground-based research performed in SERPL laboratories, will add immensely to NASA's knowledge of biology and may lead to breakthrough technologies to enable humanity's future colonization of space and improve the human condition here on Earth.

For additional information, please contact Mr. Donald H. Schiller at 321-867-2556 or by email at donald.schiller-1@nasa.gov. ■

***Space Experiment Research and Processing Laboratory, Kennedy Space Center, FL***

## 03-PRA-014

# Patriot Partnership: Veterans Affairs Headquarters Building

### Department of Veterans Affairs
### General Services Administration

In March 2002, GSA and the Veterans Affairs partnered to offer the Service Disabled Veterans Business Association (SDVBA), a community resource program providing service-disabled veterans to commercial companies to perform various tasks, the opportunity to provide facility management services at the Veterans Administration Headquarters Building in Washington, DC. The SDVBA partnered with a large commercial business concern, Consolidated Engineering Services Inc., to provide complete facility management services using service disabled veterans.

This "Patriot Partnership" represents an innovative approach because the Government receives high quality facility management services managed by recognizable leaders in their industry, while affording expanded employment opportunities to disabled persons as envisioned under the Jacob Wagner O'Day Act. The contract has been highly successful at the Veterans Affairs Building.

For more information, contact Ms. Doris A. Cook at 202-708-5841 or via e-mail at doris.cook@gsa.gov. ■

## 03-PRA-020

# Stipend Use for Lease Construction

### Department of the Treasury
### General Services Administration

In 2001, the Bureau of the Public Debt (BPD) requested expansion office space in Parkersburg, WV, to accommodate the growing needs of its Administrative Resource Center (ARC). Separate from BPD's primary function of financing and accounting for the public debt, the ARC provides accounting, human resources, facilities, and technology services to other Federal agencies. In order to better serve its customers and promote internal operational efficiencies, the BPD asked GSA to deliver approximately 150,000 square feet of new office space. This new office space would not only afford BPD the ability to consolidate their operations, but also collocate approximately 400 employees currently housed in several leased locations throughout Parkersburg.

GSA and BPD agreed to incorporate the provision of a stipend into the lease procurement, in an effort to attract high quality architectural firms to the project and to introduce them to real estate developers. Stipends assist the bidding architectural firms defray the costs of developing their design submission. While stipends had been used successfully in the past for the design and construction of Federally owned buildings, this was the first time that GSA had used a stipend for a leased construction project.

The procurement was divided into two phases. The first phase gauged the technical aspects of the developer's submission. This process narrowed the potential bidders down to four, who split $30,000 to defray their design costs. The second phase of the procurement evaluated building configuration, exterior design, interior design, expansion plan, and building systems.

Building upon the success of GSA's Design Excellence Program to improve Federal architecture and building high quality Federally owned structures, several years ago GSA took the next step, and applied Design Excellence to the leasing program.

For more information, contact Ms. Abigail Smith at 215-446-4585 or via e-mail at abby.smith@gsa.gov. ■

## 03-PRA-027

# Open Book Competition

### General Services Administration

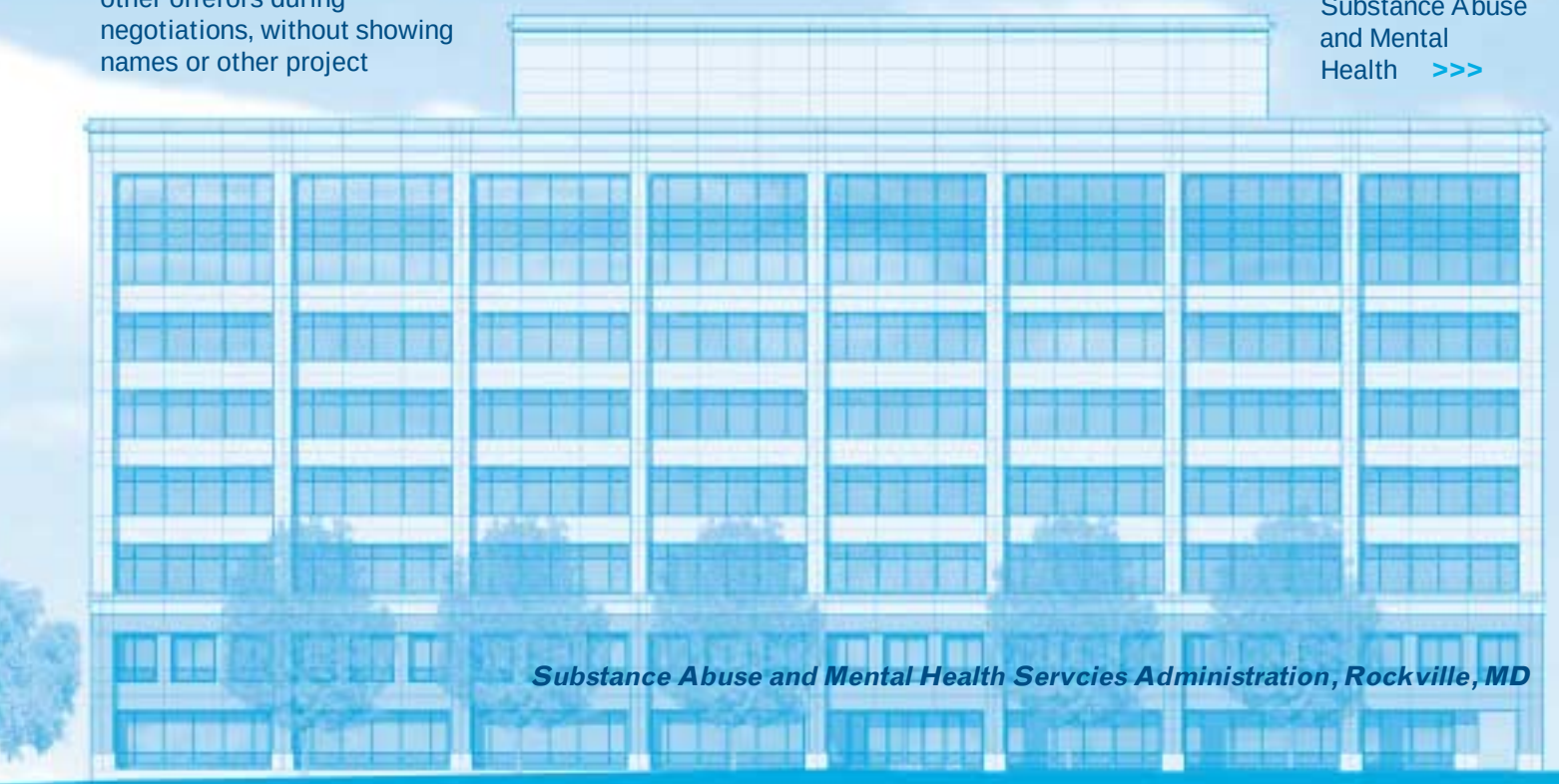
Until recently, GSA has been prohibited from divulging one offeror's price to another during real estate procurements. This practice typically meant that offerors did not have the proper data to formulate accurate, detailed pricing. Consequently, they ended up padding their prices to cover any unknowns, and GSA's customers ended up paying much higher rents.

After changes to the regulation removed the limitation, GSA decided to implement an innovative practice designed to spur market competition and secure best-value rates for its customers. The basic premise is to show the price of each offeror to the other offerors during negotiations, without showing names or other project identifiers, and to show each offeror GSA's understanding of their offer, exclusive of ranking. The practice allows each offeror to see exactly what the competition is, where the offeror stands among the competition, and what the offeror must do in order to win the procurement. The result is market competition that becomes much more intensified, culminating in significantly lower rental rates for the Government.

To beef up the negotiation process even more, the team decided to develop an extensive Program of Requirements (POR) prior to negotiations. Past POR's were a few pages and generally generic, so that prospective offerors had to essentially "guess" what their requirements were. As a result, they weren't able to accurately tabulate their costs and ended up inflating their prices.

The new practice gave way to a highly detailed POR that spanned several hundred pages. Because offerors now had the luxury of seeing exactly what they were required to build, they could more accurately determine the cost of these requirements. This allowed them to provide a competitive offer, which again meant lower rental rates for the Government.

GSA has used these innovative practices twice on behalf of its Department of Health and Human Services customers. The first procurement was for the Agency for Healthcare and Research Quality (AHRQ) and the second was for the Substance Abuse and Mental Health >>>



*Substance Abuse and Mental Health Servcies Administration, Rockville, MD*

>>> Services Agency (SMAHSA). While the AHRQ procurement was successful, the SAMHSA negotiations proved to be even more effective. GSA was able to negotiate a rate of $21.90 per rentable square feet, more than $12 per square foot below the authorized prospectus amount. This translates into savings of $25 million over the next ten years.

The process also gave GSA additional leverage in negotiating the combined lessor's fee, general contractor's fee, and overhead and profit markups. While recent leases have markups as high as 28 percent, GSA was able to negotiate SAMHSA's fees at 10.3 percent, allowing for nearly $1 million in an additional tenant improvement allowance for this 228,000 square foot project.

For more information, contact Ms. Mary L. Hewson at 202-219-2497 or via e-mail at mary.hewson@gsa.gov. ■

## 03-PRA-033

# Integrated Approach to Contracted Services

### General Services Administration

The Regional Customer Operations Service Team (COST) has developed a streamlined methodology for procuring operation and maintenance services for assets across the Northwest Arctic Region that has significantly improved the business process.

The intent of the initiative was to develop a regional strategic response to address the operational needs of the numerous real estate assets that had been served by PBS wage-grade associates. The intended outcome of the COST's efforts is to improve and streamline the procurement, performance, and administration of operation and maintenance (O&M) service contracts. The COST also provided the flexibility to address the goals and objectives of GSA, the Region's Asset Business, Local Portfolio, and Regional Portfolio "Family of Plans."

The performance work statement (PWS) indefinite delivery, indefinite quantity (IDIQ) contract vehicle can be used to deliver services by means of a two stage, "Best Value, Multiple Award, Task Order Procurement" process. The first stage, Multiple Award Schedule (MAS), allows for continuous expansion of the vendor pool, enabling task order completion. The second stage, allows for the best value for all individual assets, and to evaluate socio-economic considerations for each asset.

With the MAS format, internal customers can obtain services much faster and more economically than a fully competitive contract award. The PWS places the onus of performance and quality control on the contractor, rather than the Government. There is ongoing development of key performance indicators and a quality assurance database that links performance of contractors with the overall performance of the asset and tenant customer satisfaction. The PWS IDIQ has greatly increased capacity for COST to efficiently serve its customers in the field operations through reduced redundancies in service contract development, procurement, and administration. The Integrated Approach to Delivery of Contracted Services is already reducing the regional overhead expenses attributed to COST and applied to facilities as a percentage of total asset operating costs. This MAS contract provides PBS Customer Operations personnel a tool that has vastly improved delivery, yet retains the government's abilities for competitive delivery of contracted O&M services to real property assets.

Because of the contract vehicle's ability to deliver services much quicker while leveraging GSA's buying power, it makes the Government a true customer not a default profit center and holds the promise of providing GSA with the best skilled craftspeople and industry best practices for operating government real property assets.

For more information, contact Mr. S. Shadd Soth at 253-931-7224 or via e-mail at shadd.soth@gsa.gov. ■

## 03-PRA-039

# Lease Building Commissioning Pays Back

### General Services Administration

GSA's Heartland Region instituted the concept of building commissioning for the Environmental Protection Agency (EPA) Science & Technology Center (STC) in Kansas City, KS. Building commissioning is an innovative approach in the design and construction industry in which a third party commissioning agent is retained by the developer to provide documented confirmation that building systems function according to the design documents. For GSA, commissioning provides a creative solution in Government-owned and leased facilities by shifting the task of system verification from the general contractor's oversight to a third party commissioning agent whose focus is more on quality, function and adherence to design rather than dollars and schedules. Far from ignoring costs and schedules, the commissioning agent's focus on quality encourages the general contractor's accountability in building a quality product for the same dollar and on the same schedule. Making the building's acceptance dependent upon the commissioning agent's checks and balances validates the commissioning practice because the Government receives assurance that the facility functions as intended and is to the level of quality workmanship for which it has contracted without impacting the schedule or budget.

In 1996, after over two decades in a leased laboratory facility in Kansas City, KS, EPA approached GSA with the prospect of developing a new state of the art STC. GSA partnered with EPA, the Unified Government of Kansas City, KS, Wyandotte County and a local developer through a competitive bid lease to design and construct a new 72,000 square foot STC.

In response to the lease requirements, the developer retained a professional commissioning firm to commission the major building systems in conjunction with the U.S. Green Building Council's Leadership in Energy & Environmental Design (LEED) certification requirements, which were incorporated in the lease. The process proved to be a resounding success in April 2003 when GSA accepted the building from the developer on time, on budget and fully functional on the first day of occupancy. The STC has already received the prestigious GSA Environmental Award, MCA Award and is expected to achieve the LEED Gold rating from the U.S. Green Building Council, again in large part, due to the contribution of the commissioning process.

Although commissioning carried a price tag of nearly $200,000, the costs were offset exponentially in the form of the Government's exposure to loss, alleviation of potential delays, energy cost saving projected to be upwards of $4.5 million over the term of the lease, avoidance of lost productivity as a result of design errors, and improved communication amongst the design and construction team. Most importantly, the client, EPA, is thrilled with their new surroundings as well as GSA as their provider of choice.

For more information, contact Mr. S. Dennis Clemons at 816-823-1212 or via e-mail at dennis.clemons@gsa.gov. ■

03-POL-002

# The National Capital Urban Design and Security Plan

## National Capital Planning Commission

The National Capital Planning Commission (NCPC), the Federal government's central planning agency in Washington, D.C. and surrounding region, has released a plan that is changing the way security measures are designed and implemented at Federal facilities throughout the city's Monumental Core.

The groundbreaking plan shows ways to provide adequate building perimeter security while preserving the beauty and dignity of Washington's historic Federal structures and public properties. The plan is a guide for Federal agencies and is designed to assist facilities managers to meet their security requirements with design solutions that are acceptable to Federal employees and the wider community. The Urban Design and Security Plan demonstrates that good urban design and good security can go hand in hand.

The Urban Design and Security Plan:

- Provides perimeter security against the threat of bomb-laden vehicles.
- Assists facility managers to meet their security needs with good urban design solutions.
- Offers a citywide program of both security and urban beautification.
- Expands the palette of attractive street furnishing and landscape treatments that can provide curbside security.

In an unprecedented, collaborative effort with security professionals, facilities managers, public and private stakeholders, and designers, the NCPC team demonstrated to all participating agencies that good design would not diminish security at their facilities. Because of the diversity of precincts, streets, and public space in the plan area, and the variety of security requirements of individual Federal buildings, the team responded with an innovative array of flexible and customized design solutions.

America's public buildings and properties are the nation's patrimony. Today, however, the unsightly jumble of fences and barriers that surround public facilities diminish these valuable assets and erode the image of a strong and democratic government. The Urban Design and Security Plan offers a way to secure the nation's great public places while ensuring they reflect the civic ideals of openness and accessibility.

For more information, contact Mr. William Dowd at 202-482-7240 or via e-mail at william.dowd@ncpc.gov. ■

***"The Urban Design and Security Plan offers a way to secure the nation's great public places while ensuring they reflect the civic ideals of openness and accessibility."***

# Security

## 03-PRA-011

# Mission Dependency Index

### Department of Homeland Security
### Department of the Navy

The Mission Dependency Index (MDI) is an operational risk management (ORM) metric linking facilities to mission execution, filling a void in the public sector, which is represented by profit indicators in the private sector. The MDI replaces ORM terminology of probability and severity with real property centric issues of interruptuabilty, relocateabilty, and replaceabilty.

MDI is generated from straightforward interviews held with senior level decision makers having authority over operational and facility decisions. The product of the interviews is a quantitative score normalized over a scale from one to one hundred, with higher scores representing higher mission dependencies or mission critical facilities. The MDI is also color coded and described over a natural distribution to better support visual decision-making.

| MDI Score | Term | Color Scheme |
|---|---|---|
| *100 -85* | *Critical* | *Red* |
| *85-70* | *Significant* | *Orange* |
| *70-55* | *Relevant* | *Yellow* |
| *55-40* | *Moderate* | *Green* |
| *40-0* | *Low* | *Blue* |

The MDI was first defined at the Naval Facilities Engineering Service Center (NFESC), Port Hueneme, CA, in the spring of 2000 and has from early inception been co-developed by NFESC and the US Coast Guard's Office of Civil Engineering in Washington, DC. Since then there has been three Navy and one Coast Guard field tests and the MDI is incorporated into the asset management strategic plans of each agency. The Chief of Naval Operations has approved the MDI and the Navy is scheduling for deployment in fiscal year 2004. Likewise, the Coast Guard's Chief Civil Engineer has approved the MDI and has already deployed it in conjunction with its pilot Regional Strategic Plan covering all Coast Guard shore facilities within USCG Group Charleston's area of responsibility.

The MDI is highly recognized for its versatility and adaptability. In both the Navy and Coast Guard the MDI is applied to support the prioritization of real property maintenance, repair and sustainment projects, prioritization of real property resources, performance of facility assessments, developing short lists of real property divesture opportunities, and attendance to physical security needs. The MDI's greatest strength and its distinguishing quality over similar initiatives is its simplicity. Interviews take about an hour and generate objective, auditable, highly creditable data scalable and adaptable to differing mission definitions.

From inception, the MDI has been recognized as a versatile and highly transferable metric by virtue of the Navy and Coast Guard's co-development efforts. The U.S. Army Corps of Engineers at Fort Steward, GA, and NASA at Wallops Flight Facility, VA, have already scheduled field tests. The transferability is a product of the versatility built directly into MDI methodology, which specifically allows agencies to independently define missions using their own terminology. The MDI methodology only requires an understandable definition of mission implying the ability to act or communicate mission critical information.

For more information, contact LCDR James J. Dempsey at 202-493-7009 or via e-mail at jdempsey@comdt.uscg.mil. ■

## 03-PRA-012

# Computer Emergency Notification System

### Department of Defense

The terrorist attack on September 11, 2001 challenged the emergency communications channels within the Pentagon. The Pentagon Security Advisory Group recognized the need existed for a supplemental means of communicating emergency information to the Pentagon community. The result is an automated Computer Emergency Notification System (CENS) using the Pentagon network infrastructure to support emergency notifications.

CENS's main requirement is to enable the Pentagon Force Protection Agency (PFPA) to send messages to computer users within the Pentagon, notifying them of action required in a crisis situation. The philosophy was the more methods that existed for communication during a crisis situation, the more likely lives would be saved. As a result, CENS was developed to supplement the use of the Public Address system and e-mail to communicate with the Pentagon community in the event of an emergency. Since the implementation of CENS the average network user receives the emergency message within 10 to 20 seconds.

CENS was designed and certified specifically to operate within the Pentagon internetwork, a unique, multiple-domain network environment. The system is coded and configured to support the specific force protection role and procedures of PFPA. While CENS is not a commercial, off-the-shelf product, the concept is very transferable to other agencies and DOD has shared the concept and design wherever possible. The cost to implement CENS was just over $345,000. The client software installed on approximately 20,000 computers represents an investment of about $17.25 per end user workstation.

For more information, contact Mr. Eric Schilling at 703-614-0525 or via e-mail at eschilling@ref.whs.mil. ■

# Security

## 03-PRA-013

# Building Emergency Contact Database

### Department of Homeland Security
### General Services Administration

Until this year, the four PBS NCR Service Centers and the Federal Protective Service were using manually prepared telephone contact lists for assigned buildings. GSA formed a team to develop a computerized system, providing a cascade of emergency contact phone numbers for each building, with GSA associates' home phone numbers protected from unauthorized access and use. Facility contact information is now available to any authorized user of GSA's intranet. The new computerized system eliminates five separate databases and allows for the database to be centrally updated. The original idea received acceptance across GSA and all eleven GSA regions have implemented the system.

Activated in 2002, the system provides significant enhancement to NCR's emergency procedures for facility management, and is a critical component of NCR's asset management strategic plan.

For more information, contact Mr. John Allen at 202-219-3367or via e-mail at john.allen@gsa.gov. ■

03-PRA-017

# Strategic Partnering in WorkPlace 20/20

## General Services Administration

The Federal government is responding to rapid changes in workforce, technology, customer and taxpayer demands, funding and constituency. All these combine to dramatically change the nature of work. Such pressures couple with other challenges, ranging from a high rate of organizational and process changes, to telecommuting, to worker retention difficulties, to knowledge transfer. One result is the desire to re-shape work and the workplace becoming a pressing issue for many of GSA's client agencies, which need the ability to develop nimble organizations and workplaces responding quickly to change.

Thinking about the workplace as a strategic organizational tool requires a shift in how the workplace is viewed. A strategic approach to workplace must go further, by embracing agency mission and integrating decision-making as it relates to specific organizational goals, to individual and group behaviors, and to aspects of physical environment (business, behavior and building).

WorkPlace 20/20 is PBS's new process for providing workplaces for clients. Not Only does WorkPlace 20/20 incorporate the principles articulated in The Integrated Workplace, it also links every project to business, behavior and building. WorkPlace 20/20 insists on measurement as the basis of determining success. The profound difference between the program and standard space programming is encapsulated in how the process starts. Where space programming begins with an examination of things people need to do their work, WorkPlace 20/20 begins with what work they do, why they do it, and how the work links with the strategic direction of their agency.

Perhaps this is the first time in the real estate industry, interdisciplinary consultants and experts have teamed to contribute their knowledge and processes. PBS has not only developed a research program but also attracted a diverse group of partners from the private sector, academia and corporations creating the synergy necessary to move the practice forward.

This strategic partnership, a departure from traditional government contracting, is the innovation. While WorkPlace 20/20, is a considerable innovation, the results are being researched, measured and evaluated. Today the strategic partnering practice is already working. With each consultant contributing and sharing tools, techniques, methods and critique, the WorkPlace 20/20 program is improving and maturing.

GSA recognizes the need to change methods to meet demands of the market and customers. GSA must provide the best value for customer agencies and taxpayers. This is the goal of the practice: using real estate to add value to customers' work. WorkPlace 20/20 addresses the fact that the industry is fragmented and historically started with the question, how much will it cost? WorkPlace 20/20 starts with the business challenges:

- How do I attract and retain a superior workforce?
- How do I increase organizational productivity?
- How do I get knowledge workers to communicate and collaborate?
- How do I change to meet demands of customers?

The program allows and encourages change. Every time something valuable is learned the information is added to the process. At this juncture of discovery the business objectives rise up and the nature of work is linked with the workplace solution. Change and design working together, all for the benefit of the business and people, results in 'Form Following Mission'.

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

## 03-PRA-018

# Strategic Facility Plan

### Tennessee Valley Authority


*Knoxville Office Complex, Knoxville, TN*

The Strategic Facilities Plan Team has identified ways to help TVA reduce costs by more than $26 million over the next five years. "Our primary objective was to develop a strategy for all TVA facilities throughout the Tennessee Valley," says Terrell Burkhart, VP of Facilities Management, who led the team that developed the plan.

Members of the core team worked with representatives from each Strategic Business Unit (SBU) to develop a cross-organizational facility strategic plan. For the first time, that plan was aligned with TVA's business planning. Because of their diverse backgrounds, the members representing the SBU's provided valuable information on their organizations' needs for space. A major goal of the Strategic Plan was to divide TVA facilities into two categories--"core" and "non-core."

A core facility is a building TVA owns or leases that is strategically located and has high operational efficiency in terms of heating, cooling, and maintenance costs. TVA looked at the possibilities of consolidating within those core facilities, increasing efficiency, reducing costs of operations, and maintaining quality. A non-core facility is one TVA leases or owns that is not strategically located and has high operational costs. The objective for these facilities is to move similar TVA businesses out of these non-core facilities. Then TVA could terminate the lease, sublease the property, or sell it.

Two other goals of the Strategic Facility Plan were to centralize facility management functions into one TVA organization and to evaluate, prioritize, schedule, and fund all facilities' projects from one TVA-wide budget.

The Strategic Facility Plan has led to:

- the reduction of 315,000 square feet of leased, owned, and subleased space.
- a total savings of $12 million from the sale of non-core properties and cost avoidance of ongoing maintenance.
- a 50 percent reduction in ancillary and support space square footage when co-locating TVA organizations.
- the alignment of the real property inventory with TVA enterprise wide strategic goals.

TVA President and Chief Operating Officer Ike Zeringue states that the efforts of the Strategic Facilities Plan Team model the standards required for TVA to compete in a re-regulated marketplace. "The objectives of the plan are very clear and are aligned with TVA's Critical Success Factors," Zeringue says. "The plan has formed the basis for us to make business-driven decisions relative to our physical-facility assets."

For more information, contact Mr. William C. Threlkeld at 865-632-3497 or via e-mail at wcthrel5@tva.gov. ■

## 03-PRA-036

# Portfolio Restructuring Strategy

### General Services Administration

The Portfolio Restructuring initiative is a policy accompanied by a series of practices. The policy, adopted in 2001, will create an inventory that consists primarily of strong, income-producing properties. This innovation also seeks to eliminate assets that have high capital reinvestment requirements. While culling non-performing or obsolete properties from real estate portfolios is standard practice in the private sector, this policy represents a dramatic innovation in the public sector.

There are a number of new, as well as existing practices that are being used to implement this policy. Paramount of these is a set of newly developed asset diagnostics that apply quantitative tests to determine whether an owned asset meets certain income thresholds and does not have unacceptably high reinvestment requirements. Based on the results of these tests, assets are then grouped into performing, under performing, or non-performing.

The genesis of the portfolio restructuring policy and practices was multi-fold. For several years prior to its development, studies had indicated compression of the inventory in terms of its income producing ability. In fiscal year 2002, 187 buildings, approximately 99.2 million rentable square feet, or 13 percent of GSA's owned inventory generated 90 percent of all funds from operations. The average age of the inventory is over 40 years old and the amount of funds typically appropriated by Congress for capital reinvestment is not enough to cover the cost of upkeep. As of last fiscal year, there is a short-term need of $5.5 billion and a long-term need of $9 billion.

The restructuring policy initiative, in merely one full year of operation, was responsible for a dramatic impact on key indicators that measure the state of the portfolio. The areas of improvement include:

- Improved return on the value of the portfolio
- Overall decrease in total reinvestment needs
- Improved space quality

Much of this change is attributable to a dramatic increase in the number of disposals—from 11 in fiscal year 2001 to 73 in fiscal year 2002.

For more information, contact Mr. Ronald E. Kendall at 202-501-4940 or via e-mail at ron.kendall@gsa.gov. ■

# Award Program Jury Panel

The Office of Real Property would like to recognize and express its gratitude to the independent panel of public and private real estate professionals who reviewed the entries for the 2003 GSA Achievement Award for Real Property Innovation and selected the award winners and honorable mention recipients:

***Ms. Carol Beal***
Assistant Deputy Minister, Real Property Programs,
Public Works and Government Services Canada

***Mr. Stephen Bell***
President – Fidelity Corporate Real Estate
Fidelity Investments, Boston, MA

***Ms. Barbara Hampton***
Vice President – Knowledge Management
North Kingstown, RI

***Mr. Glenn S. (Sam) Hunter***
Independent Consultant
Vienna, VA

## 03-PRA-015

# Low Impact Sustainable Landscape Design

### General Services Administration

GSA developed the Low Impact Sustainable Landscape Design and Management Program, combining state-of-the-art storm water management techniques with the principles of sustainable landscape design.

GSA had in place a strong sustainable landscape design program emphasizing low maintenance plants, holistic design, and recycling of quality plant material. GSA also had an existing storm water management program emphasizing low-impact development and pollution prevention to protect the Chesapeake Bay watershed. The two programs worked independently until the Landscaping Program was combined with the Safety and Environmental Branch. The team members recognized the unique opportunity to create and implement a new practice combining low-impact development (LID) storm water management techniques with existing principles of environmentally and economically beneficial landscape design.

Each landscaping project is viewed as an opportunity to incorporate elements of LID. Bioretention cells or strips, which filter and slow down polluted storm water runoff, are in place at two facilities and are planned for at least two other sites. The Low Impact Sustainable Landscape Design and Management Program has steadily increased its scope in storm water filtration, storm water retention, and reduced water usage. The combined approach is a more effective use of resources, is beneficial to the environment, earns GSA LEED points, and adds value to GSA's assets, making them more appealing and "green."

For more information, contact Mr. Steve Richard at 202-708-5258 or via e-mail at steve.richard@gsa.gov. ■


***Low Impact Sustainable Landscape Design at the Southeast Federal Center, Washington, DC***

# Sustainability

## 03-PRA-016

## Energy Management at DOE Headquarters


### Department of Energy

The Department of Energy (DOE) Headquarters (HQ) takes seriously its responsibilities to reduce consumption of energy and raw materials and reduce generation of waste. DOE HQ has taken significant steps toward meeting its responsibilities to save money and protect the environment, as well as a way to "Lead by Example" other DOE field operations, and operations of other Federal agencies.

The operation of the Germantown, MD DOE HQ facility is more energy efficient and customer focused through the use of a Performance Agreement for Energy Management. The agreement includes energy efficient projects, initiatives, programs, partnerships and surveys to meet specific performance objectives. The innovation is the development and implementation of performance measures to cost effectively meet or exceed all applicable Executive Orders and Federal regulations for energy efficiency, as well as for the use of renewable energy and water conservation at DOE HQ facility.

The performance agreement achievements are reviewed at the end of each fiscal year. A report is issued on DOE results against specific objectives to sustain efforts through fiscal year 2010, complying with E.O. 13123, Greening the Government Through Efficient Energy Management.

DOE's report card for fiscal year 2002 reflects a 41 percent reduction in energy consumption at the Germantown facility, which is comprised of 8 buildings totaling 600,000 gross square feet, when compared to the baseline year of fiscal year 1985. E.O. 13123 required a 35 percent reduction by fiscal year 2010 compared to the fiscal year 1985 baseline. DOE has exceeded the goal by 6 percent and in 8 years sooner than the deadline. The fiscal year 1985 consumption was 98.3 billion British Thermal Units (BTU) and the fiscal year 2002 consumption was 58.7 billion BTU for a total energy savings of 39.5 billion BTU or a direct dollar savings of $340,000. The overall monetary savings attributed to the projects is $2.68 million from fiscal year 1985 through the end of fiscal year 2002. This equates to eliminating 402 tons of sulphur dioxide, 194 tons of nitrous oxide and 50,393 tons of carbon dioxide from the atmosphere. The team achieved the energy consumption reduction without sacrificing occupant comfort, health or safety.

For more information, contact Mr. Louis A. D'Angelo, III at 202-586-6080 or via e-mail at louis.d'angelo@hq.doe.gov. ■

***Energy Management at DOE Headquarters Team Members. L to R: Edward J. Danchik, Michael E. Shincovich, Douglas, J. Bielan, Michael C. Watkins, Kenneth G. Grossnickle, Harry L. Callis, Brian D. Costlow, Louis A. D'Angelo, III. Not pictured: David A. Wilson***

## 03-PRA-021

# Environmentally Friendly Windpower

### General Services Administration

Award Winner

Under the authority of Executive Order 13123, GSA's Energy Center of Expertise and the Northeast and Caribbean Region made history by awarding the Federal Government's first 100 percent wind power contract to Select Energy.

GSA's contract with Select Energy requires that the company provide 100 percent wind power to both the

>>>

*Environmentally Friendly Windpower Team Members. L to R: Brian K. Magden, Linda Collins, Louis M. Lozito*

*Federal Building, Binghamton, NY*

# Sustainability

**>>>** Alexander Pirnie Federal Building in Utica, NY, and the Binghamton Federal Building in Binghamton, NY.

GSA is obtaining 1,100 megawatt hours of wind power from the Fenner Wind Farm in Fenner, NY. Completed in 2001, the wind farm uses twenty Wind Energy Turbines. Awarding this contract to Select Energy shows the taxpayer that GSA is actively striving to comply with Executive Order 13123's Renewable Energy Goals by having the equivalent of 2.5 percent of its facilities electricity consumption come from renewable energy sources by fiscal year 2005. The 1.75 cents per kilowatt hour (kWh) wind power premium that GSA is paying is significantly lower than the New York Independent System Operator average price of 3 cents per kWh for wind power.

GSA's successful purchase of 100 percent wind power in upstate New York attracted such positive attention throughout the Federal community that EPA has requested that GSA purchase 100 percent wind power for the EPA regional headquarters in New York City. Purchasing renewable power has now been incorporated into the Regional asset management strategic plan. For example, GSA is seeking to obtain a LEED silver certification from for the U.S. Courthouse in Buffalo, NY.

For more information, contact Mr. Brian K. Magden at 212-264-0591 or via e-mail at brian.magden@gsa.gov. ■

***Fenner Wind Farm, Fenner, NY***

## 03-PRA-001

# GSA Cost Estimating Tools

### General Services Administration

The cost estimating methodology and associated tools will ensure cost-effective and efficient consideration of security as GSA balances all needs in its new construction and modernization programs.

The two new computer based tools will help GSA program managers plan for security related costs. One develops budget level cost estimates for the impact of security for new constructions. The other develops the cost of retrofitting windows in support of GSA's Glass Fragment Retention for Windows Program. The goal is to produce preliminary planning methodologies and tools for GSA to develop budget-level cost estimates for the incremental costs of security required by the Interagency Security Committee criteria. To achieve the goal for a budget-level cost estimate, the approach is necessarily simple enough to apply rapidly, yet sophisticated enough to capture the impact of the security requirements on the predicted cost estimate.

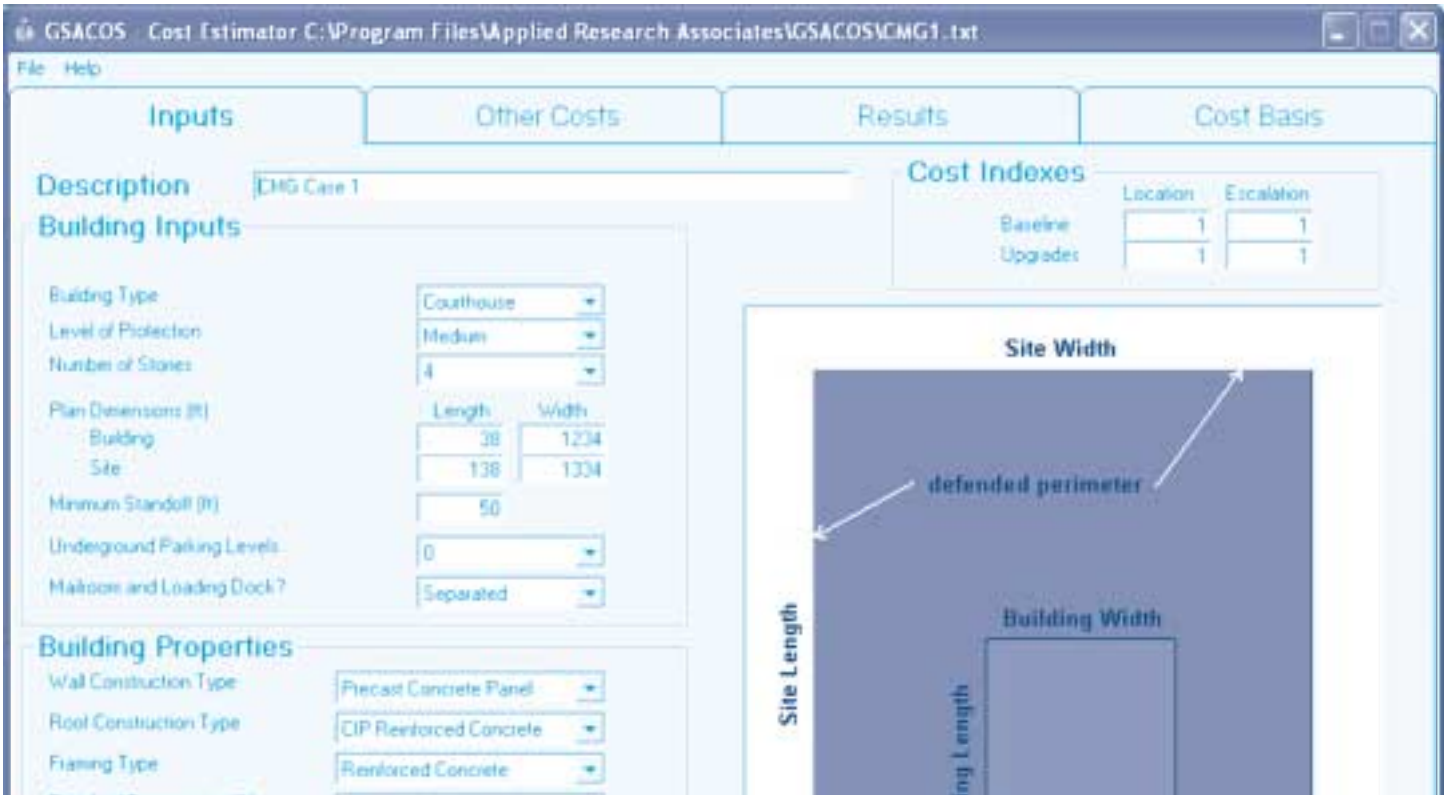
The cost estimating tool provides primary variables including:

- Level of protection
- Explosive threat size and type
- Stand-off distance
- Type of construction

This cost estimating tool extends and enhances the ability of GSA to estimate security related costs for planning purposes. The tool builds on prior studies, taking advantage of the data and methodologies previously developed.

For more information, contact Mr. Bruce Hall at 202-501-1997 or via e-mail at bruce.hall@gsa.gov. ■

***GSA Cost of Security Screen Shot***



## 03-PRA-002

# Window Glazing Analysis Response and Design (WINGARD)

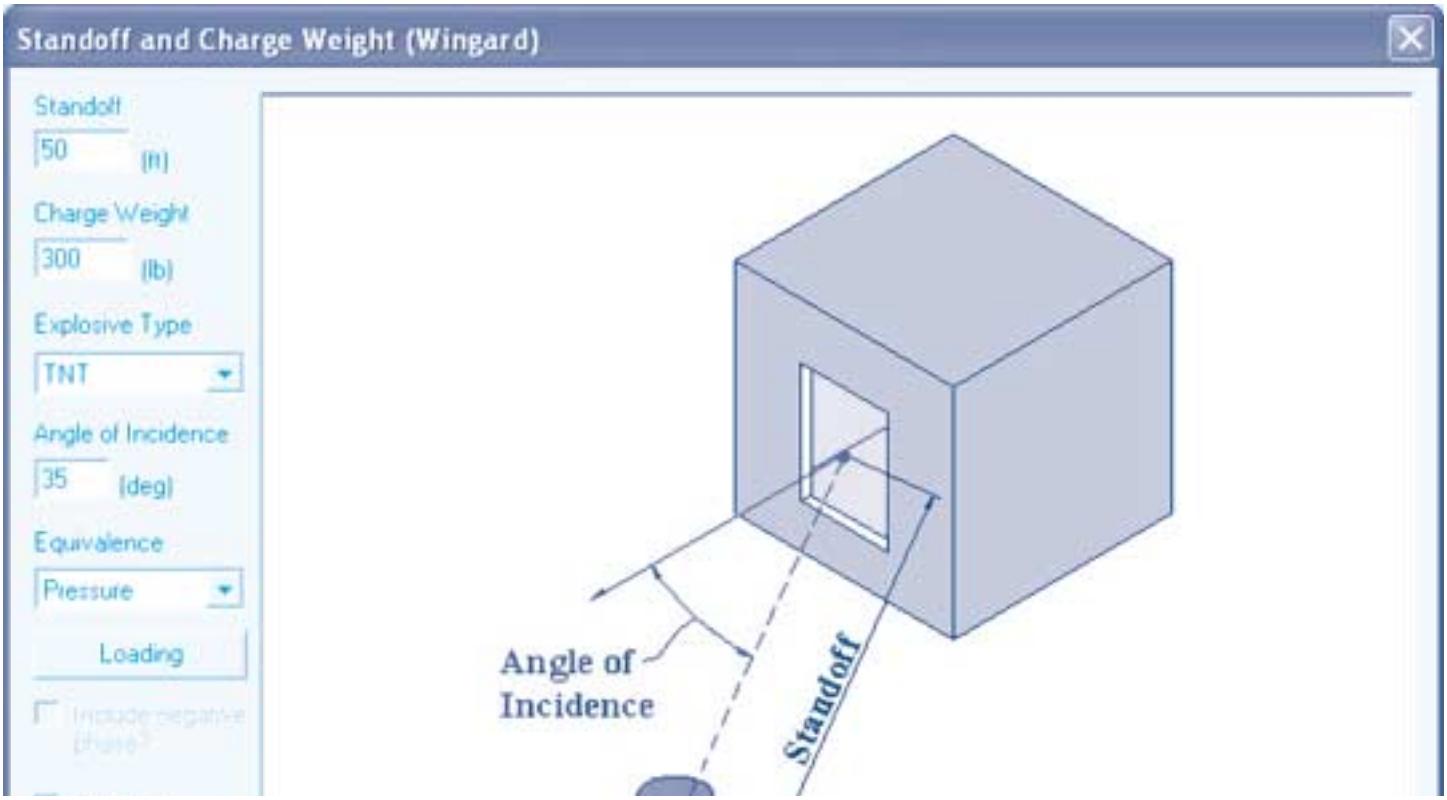
### General Services Administration

GSA developed a state-of-the-art method to analyze and predict the behavior of window glass under blast loads. This method, entitled Window Glazing Analysis Response and Design (WINGARD), is the first technique available for the prediction of glass hazards and has become a national standard used by many agencies. WINGARD leveraged early research performed by other agencies to develop a critically needed tool to fulfill Presidential directives and GSA protection goals.

This software supports GSA's goals of providing increased protection to employees and visitors, in space owned or leased by the Federal government, in response to the GSA Glass Fragment Retention for Windows Program. This program is working to upgrade windows to mitigate the hazards from flying glass caused by high winds, explosions, or other sources of window failure. To support this effort, GSA developed WINGARD, a state-of-the-art method to analyze and predict the behavior of window glass under blast loads. The WINGARD computer program has facilitated the protection of people with cost-effective solutions while helping to preserve the architecture that is so vital to buildings in the GSA inventory.

For more information, contact Mr. Bruce Hall at 202-501-1997 or via e-mail at bruce.hall@gsa.gov. ■

***WINGARD Screen Shot***



## 03-PRA-008

# PBS Project Information Portal

### General Services Administration

Honorable Mention

Begun as a web enabled project fact sheet, the Project Information Portal (PIP) has evolved into an enterprise-wide system for tracking an active capital construction program valued at over $10 billion.

The unique qualities of PIP are its graphically pleasing, highly intuitive user interface and easy to understand and navigate information architecture. From a program level overview to a detailed list of projects for each PBS region, the information is easy to find and update. The display of a project, from design renderings, construction photos, or completed project views, makes the portal a destination for anyone within GSA who wants to know the progress, images, and detailed data about a project.

Extensive report development has provided PBS executives with views across their regions and by customers that previously had been very difficult and time consuming to obtain. The PIP has helped PBS achieve its goal of keeping a "finger on the pulse" of a multi-billion capital construction program. PIP has provided executive roll-ups of information, including a real-time dashboard of issues and actions for all projects in the portal.

Updating projects by the project managers takes less than 30 minutes per month. Cultural and organization resistance to change is gradually being overcome by continuing to establish communication, trust and confidence between the project manager, the executive and the customer. Communication builds trust, and trust builds confidence the system will provide reliable and up to date information. GSA expects to save almost $2.4 million annually, or about $12 million over a five-year horizon when the PIP becomes fully functional through project managers' reduced reporting requirements.

For more information, contact Mr. Stephen R. Hagan at 202-708-7031 or via e-mail at stephen.hagan@gsa.gov. ■

# Tools and Models


***PBS Project Information Portal Team Members***

***L to R: Thomas Graves, Reggie Gavett, Robert Hixon, Randy Roark, Stephen R. Hagan***

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## 03-PRA-028

# HUD Multifamily Property Sales E-Commerce

### Department of Housing and Urban Development


***http://www.hud.gov/offices/hsg/mfh/pd/mfplist.cfm***

The Department of Housing and Urban Development (HUD) has entered the world of electronic commerce in advertising multifamily HUD-owned properties and properties in foreclosure sales. HUD's multifamily property advertising and sales processes is now one line including:

- an electronic mail list to notify subscribers of new property sales
- a web site with instant downloading of property specific packages required for due diligence and bidding on a property.

A web team consisting of staff from the Fort Worth and Atlanta HUD Multifamily Property Disposition Centers worked together to develop an innovative, cost saving approach to market real property assets throughout the nation. As a result, print advertising is no longer the only medium for advertising. The use of the Internet to advertise the sale of properties reaches thousands of prospective purchasers at once, and provides instant access to information about the properties, including pictures, HUD's terms and conditions of sale, and required forms, at no cost to the Government. The use of print advertisements has been greatly reduced with an estimated annual cost savings of $810,000. HUD also expects to create additional cost avoidance of approximately $300,000 each year when it discontinues printing and mailing contracts for the bid kits on properties in December 2003.

HUD's web-based approach to advertising is cost effective, can be adopted by other Federal agencies, assists in the timely disposition of properties, and is very customer service oriented. The Department has received numerous positive calls and e-mails from its customers. There are approximately 22,000 thousand subscribers to the electronic mailing list, and it grows by several subscribers daily.

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## 03-PRA-029

# Real Estate Operating Cost System

### U.S. Army Corps of Engineers

The Real Estate Operating (REO) Cost System resulted from an effort to develop a reliable method to manage the administrative costs required to execute the annual Department of Defense (DoD) Recruiting Facilities Program. The U.S. Army Corps of Engineers (USACE) had tried unsuccessfully over the years to identify a means of realistically estimating such costs and allocating appropriate funding among the 18 Corps districts responsible for the mission. Use of historical cost data was the most prevalent method for allocating funds, but was found to be seriously lacking in credibility due to variations in the number and complexity of programmed actions in a given district from year to year.

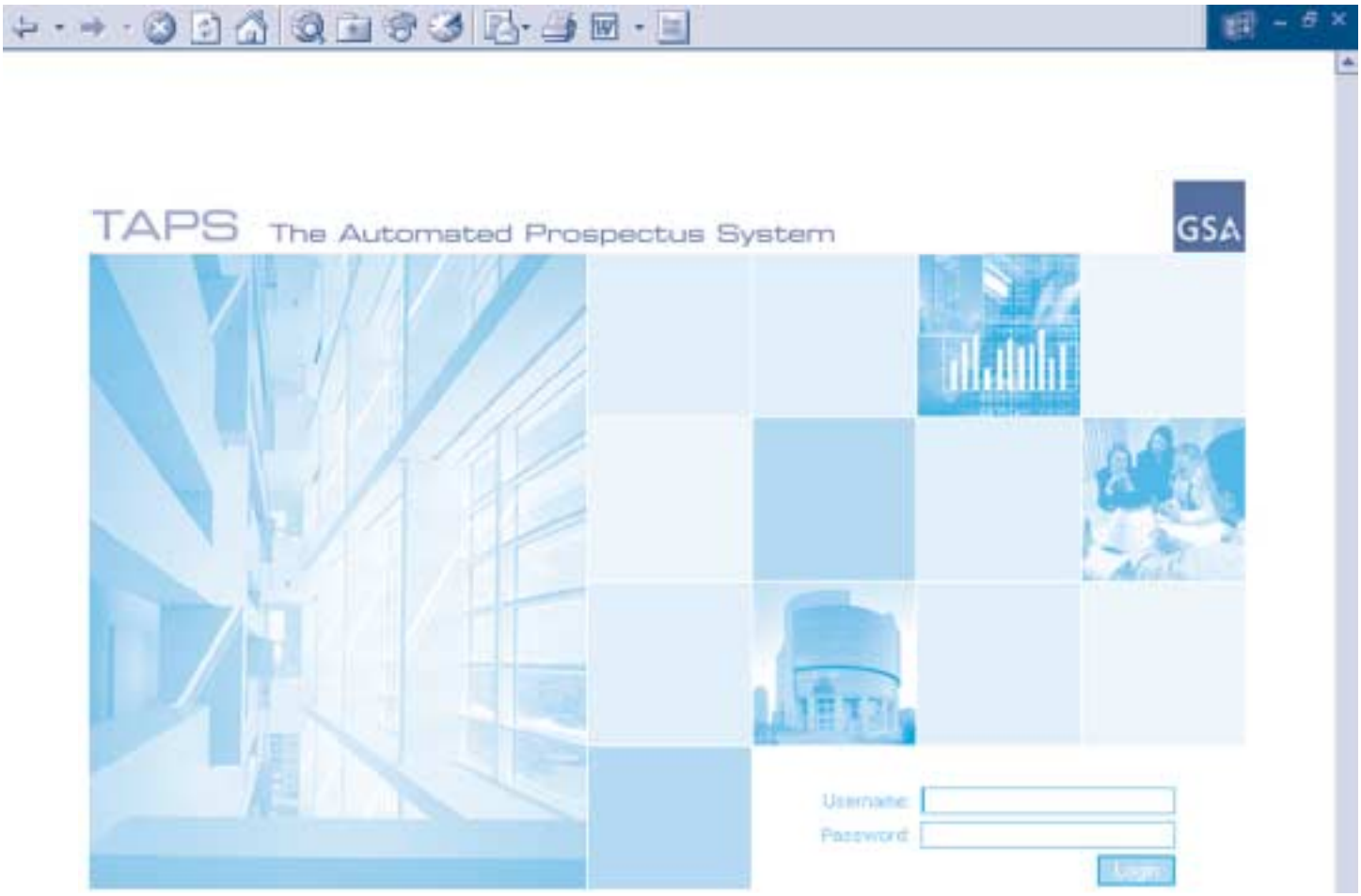
The REO Cost System provides a supportable framework for reliably determining the appropriate level of funding required to execute the program based on actual programmed actions. The key component of the system is a "time and cost" matrix for each of the defined types of actions that make up the program. Action types include new leases, renewals, relocations, and minor upgrades. The time and cost sheet for each action type is a matrix comprised of a list of all activities required to accomplish that action along with the time allocated for each. The steps and time required vary by action type, but are held constant for any given action type.

USACE districts input the applicable hourly rates for their district based on the grade of the individual in their office who will undertake each respective activity. Once the matrix is summed up, USACE knows the average administrative cost to accomplish any given type of action in a particular district. The "approved" Annual DoD Recruiting Program shows the number of each action type to be accomplished by each district. This information coupled with the average estimated cost per action type makes it a simple arithmetic task to calculate an estimated administrative cost based on the actual programmed actions for each district. This summation is shown on a district administrative cost "Recap Sheet" matrix. Once all the costs set forth on the Recap Sheet are totaled USACE has a realistic estimate of the administrative costs to execute the program in a given district, region or nationwide. The data provides a number of ways to analyze the program, which serves as a powerful management tool.

The REO Cost System will result in increased consistency in business processes throughout USACE in its execution of the DoD Recruiting Facilities Program. The initiative has spun off several successful streamlining initiatives, which significantly reduced the delivery time and cost to accomplish certain actions. The System accords the Division as a regional business center a tool for workload leveling. The System also addressed another critical shortfall by providing management a quality control and quality assurance tool for evaluating program execution. It allows program managers to determine whether costs that are not as predicted are merely aberrations or whether there is a problem that needs to be addressed. Most importantly it enjoys the enthusiastic support by the customer as a means of justifying budget requests to DoD.

For more information, contact Mr. William P. Thompson at 404-562-5144 or via e-mail at william.p.thompson @usace.army.mil. ■

# Tools and Models




## 03-PRA-032

# Streamlining GSA's Capital Investment and Leasing Program

### General Services Administration

By leveraging on existing technologies, the PBS Office of Portfolio Management led a team to develop a family of electronic tools that have made GSA's Capital Investment and Leasing Program (CILP) operate more efficiently.

Through the CILP, GSA allocates over one billion dollars of capital annually to maintain aging assets, acquire new or replacement assets, and meet the dynamic requirements of its Federal tenants. Since GSA's real property assets have a significant backlog of repairs and it is likely that the agency will receive less additional direct appropriations in the future, GSA has become more reliant on the viability on its own Federal Buildings Fund. Therefore, due diligence is necessary in ensuring that PBS makes investment decisions that are optimal for its portfolio and the taxpayer.

The CILP entails a deliberate process with many parts that can consume insignificant human and paper resources. If not managed properly, the CILP can lead to poor communication among those whose expertise is essential to the optimal allocation of capital. The regional offices propose and justify >>>

# Tools and Models

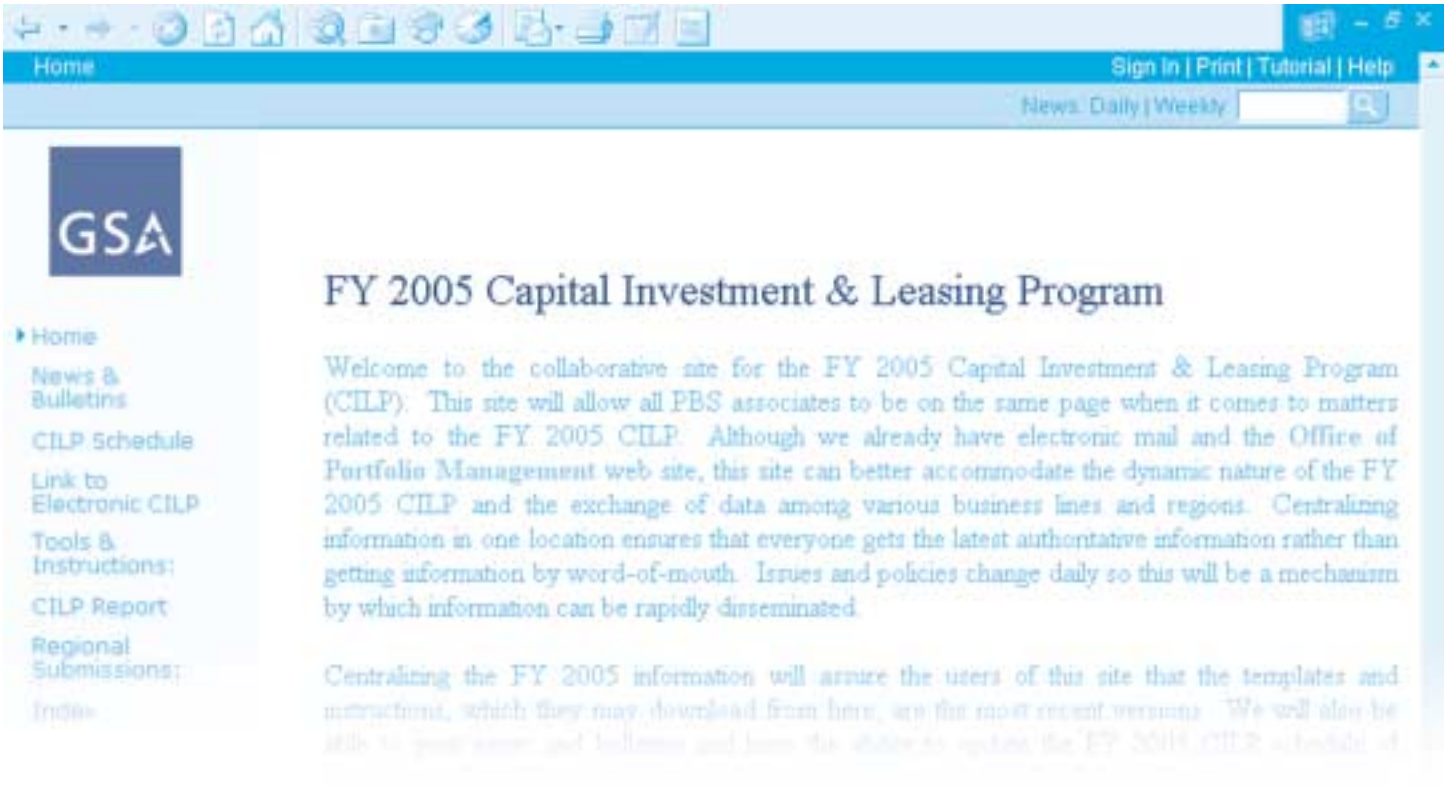
**>>>** their capital investment needs by completing several studies and analyses for each proposed project. Before these projects can be undertaken, their justifications undergo continual scrutiny and iterative refinements as the proposals are approved by GSA Headquarters, the Office of Management and Budget (OMB), and finally Congress.

The continual refinement of proposals can lead to confusion about whether modifications have been made or clearances granted to a project proposal. The CILP must also handle changing OMB guidelines and unexpected Congressional authorizations of projects. These events affect GSA's capital investment strategy, making it crucial that all GSA business lines and regions have current information.

In the spirit of the President's E-Government goal of improving government efficiency and effectiveness, the CILP has incorporated the following four new improvements that have made the process more user-friendly, accessible, flexible, coordinated, and current.

1. Website that disseminates the latest CILP instructions, OMB policy changes and Congressional news. The web site ensures that all PBS associates have the same current information.
2. Web-enabled The Automated Prospectus System (TAPS), OMB's primary financial justification for a project. The TAPS can now be done in half the time with fewer errors.
3. Instantaneous transmission of each region's CILP proposal through the Project Information Portal. The labor-intensive task of compiling paper binders to be submitted to PBS Central Office is no longer necessary.
4. Current information about any project and its current status in the approval process through the Project Information Portal. This invites the collaboration of those who have technical expertise with those who have project-specific knowledge.

For more information, contact Mr. Dennis Ryan at 202-501-1857 or via e-mail at dennis.ryan@gsa.gov. ■



## 03-PRA-038

# Spatial Data Integrity

### General Services Administration

Part of PBS's mission is providing quality workplaces to Federal agencies at best value to them and the American taxpayer. The PBS Spatial Data Initiative (SDI) team supports this mission by creating and maintaining electronic building assignment drawings of regional GSA-owned buildings and making those drawings and billing data available to regional GSA associates and customers.

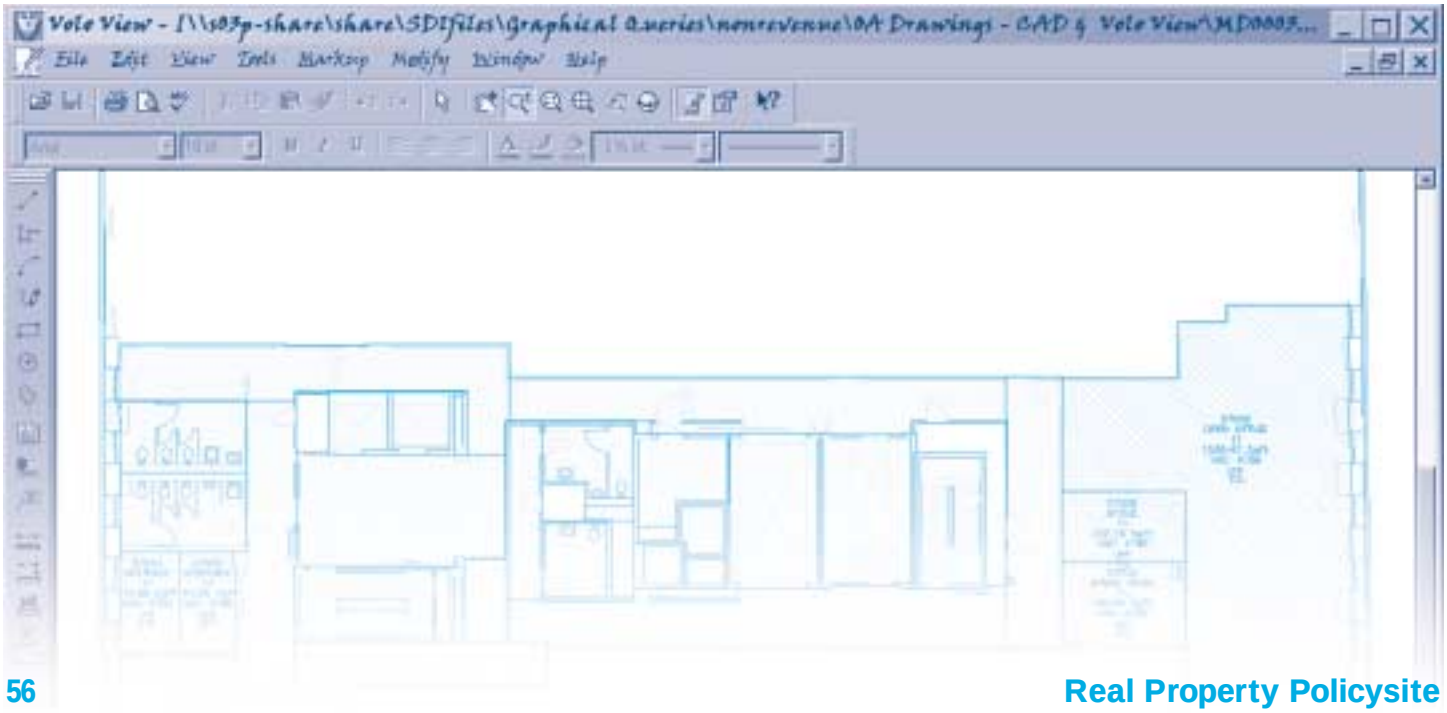
The SDI team focuses on re-measuring Federal facilities to maintain accurate spatial data and establishing a system that enables this data to be shared with both internal and external GSA stakeholders. The team's intention is to charge customers for their exact amount of space. Accurate measurement translates to accurate revenue projections. Through the SDI re-measurement process, the team evaluated the creation of regional billing data and changed it as necessary. They did this to ensure that accurate spatial data was maintained in a real time application. This cross-functional team of PBS associates evaluated the affected practices, recommended and implemented changes, educated both its customers and employees on this initiative, and provided training to support the revised business practices and new technology.

GSA has realized, to date, well over $10 million in annual revenue returns on a $1.1 million dollar investment with more revenue returns expected in the future.

Other team achievements include:

- Revenue integrity
- Access to spatial data and drawings in "3 clicks" of a mouse
- Reconciliation of data in 3 database systems
- Effectively managed customer expectations
- Increased customer confidence in billing data
- Reliable billing data for associates and customers
- Visual representation of space that matches bills
- Providing a more consistent understanding of revenue generation and the billing process
- PBS wide definitive guidance and tools to assist associates through often voluminous and contradictory information about pricing
- Billing and measurement standards

For more information, contact Ms. Ellen J. McCole at 215-446-4613 or via e-mail at ellen.mccole@gsa.gov. ■



03-PRA-024

# PBS Advanced Leadership Development Program

**General Services Administration**
**Office of Personnel Management**

The Advanced Leadership Development (ALD) program represents GSA's core effort to plan for executive succession by developing future leaders. The need is immediate as 60 percent of the agency's senior-level leaders are eligible for retirement over the next five years. ALD is designed to ensure that the agency has a cadre of well-prepared leaders who can effectively replenish those positions.

PBS created this pioneering developmental program in 2000-2001, in conjunction with the Office of Personnel Management. ALD was implemented within PBS and then, given its tremendous success, was embraced agency-wide in 2002. It reflects GSA's goal of "Maintaining a World-Class Workforce" and is a lynchpin of the agency's human capital strategy – human capital referring to the human assets that drive the rest of the agency's asset management plans, including every strategy related to real estate.

ALD participants benefit from a 360-degree assessment, continuous executive coaching, a series of leadership seminars, and a developmental assignment encompassing director-level responsibilities designed to assist PBS with its real property activities. While carrying out these assignments, participants add exceptional value by assuming significant roles and responsibilities in critical real estate positions throughout PBS – and beyond. Upon completion, graduates receive two very tangible rewards: an immediate pay increase, and eligibility for promotion without further competition. Most important, they have enhanced their leadership skills and increased their ability to qualify for senior positions as GSA's current top-level leaders are promoted or retire.

In creating ALD, PBS had a singular objective: to find the very best associates in the organization and develop them into the leaders of tomorrow. The challenge was that no other Federal agency had created a program quite like it. Original policies, practices and procedures were needed – and these had to be devised, embraced, implemented and evaluated in an ambitious timeframe.

PBS made a huge commitment with the inauguration and implementation of ALD. As well-prepared, highly effective leaders move into positions at the organization's helm over the next several years, PBS' capability to carry out its evolving mission will be assured, and the progressive and cost-effective management of its real property assets will be advanced. Creative and assertive human capital planning will have added value to GSA's portfolio for the ultimate benefit of the American public.

For more information, contact Mr. Paul Lynch at 202-501-0971 or via e-mail at paul.lynch@gsa.gov. ■

***"ALD is designed to ensure that the agency has a cadre of well-prepared leaders..."***

## 03-PRA-040

# Contingency Real Estate Support Team

### General Services Administration
### U.S. Army Corps of Engineers

Since the President declared Global War on Terrorism in October 2001, the U.S. Army Corps of Engineers (USACE) Contingency Real Estate Support Team (CREST) has rapidly deployed 29 highly trained professional civilian volunteers performing real estate activities for the Army and Air Force in eight different countries in Southwest Asia and Europe to support Operation Enduring Freedom, and now Operation Iraqi Freedom. CREST is involved in numerous real property activities, including leasing space and facilities for operations, providing guidance to the theater commander on real property matters, and coordinating real estate issues between the custodial Command and the host nation's real estate authority. By deploying early along with the first troops arriving in-country, CREST is able to save the Government money leasing at true market values while at the same time expediting the deployment for the troops.

Over the last 18 months, CREST has executed approximately 200 overseas firm-term leases worth approximately $30,000,000 for various types of real property including housing, schools, guest quarters, doctor's and safe houses. Offices, compounds, hotel rooms, apartments, morgue, motor pools, tent cities, warehouses, cargo and fuel storage spaces, land, airports, hangers, ramps, stand off spaces, and roads were also leased.

CREST was developed to have high caliber realty professionals, familiar with military protocols to be embedded with troops. CREST members are trained in using military equipment and in dealing with hazards in hostile environments. CREST members needed to be, in every manner, ready and able to deploy with as little as 24-hours notice.

CREST is constantly an evolving organization. No two wars are alike. The legal requirements to lease real estate are different in virtually every country and monetary denominations and languages vary. Overcoming these challenges is a part of the CREST mission statement. CREST looks for existing common denominators. The CREST members are trained to know the denominators or look for them, but while remaining flexible to change when facing new challenges.

For additional information, please contact Mr. Dwain McMullen at 202-761-5531 or by email at dwain.d.mcmullen @hq02.usace.army.mil. ■

***"CREST was developed to have high caliber realty professionals, familiar with military protocols to be embedded with troops."***

# Office of Real Property Best Practices

In addition to the best practices and policies that were submitted for the 2003 General Services Administration Achievement Award for Real Property Innovation, the Office of Real Property has found best practices through its own programs, initiatives, and partnerships. We include these practices in the newsletter for your reference; however, they are not eligible for the new Adopt-a-Practice Award.

## State Government Best Practices in Real Property Management

GSA sought to identify innovative and best practices in real property management at the state level, with the intent that sharing these practices may lead to creative, new approaches throughout all levels of government. A team from George Washington University, under contract to GSA, interviewed 22 officials in eight states. Many of these innovative and best practices have resulted in streamlined operations, cost savings, innovative solutions to complex problems, and other benefits. They offer new ideas for real property management. The following is a glimpse into the study:

**Imagine** a rooftop ice pond system that freezes water at night and blows air across it by day to provide the primary source of air conditioning. Then...imagine grass growing on other portions of the roof, for use as insulation and as a storm water measure. The building also stores storm water, pumps it to the roof, and then uses it to flush the toilets. These scenarios describe the Montgomery Park Business Center in Baltimore, MD. Originally a 1925 Montgomery Ward catalog building, it was renovated using smart growth criteria and green building concepts. These included use of recycled materials, a state-of-the-art energy system, water conservation systems, a rooftop grass area, ice pond and storm water collection system to promote energy conservation.

**Imagine** finding all maintenance materials for a building on a CD-ROM, complete with links to drawings, manuals, etc. Washington State's "Buildings on a Disk" system that provides maintenance information electronically is detailed in the study.

And then **imagine** trading in your existing property with its outmoded facilities for a new site with facilities built to your specifications, valued at twice the amount of your original property. This unique real estate transaction in Washington State turned a $4.8 million asset into one worth at least $9.5 million.

**Imagine** being able to choose architects, engineers, and contractors based on value provided, rather than lowest bid. Utah's value-based selection system now results in selection of higher quality contractors, better performance, and increased savings in the long run.

**Imagine** and now acknowledge that each of these scenarios are real and exist as a result of innovative best practices undertaken by states throughout the country. These are only a few of the innovative practices you'll find detailed within the study.

The following states were chosen as exemplars in the following study areas:

| | |
|---|---|
| *Acquisition and Construction* | *(Maryland, Minnesota, Utah)* |
| *Operations and Maintenance* | *(Michigan, Missouri, Utah)* |
| *Web-Enabled Software* | *(Texas, Washington)* |
| *Public-Private Partnerships* | *(Arizona, Washington)* |

The report is available at ***http://www.gsa.gov/statesrpbp*** . Further details or any questions can be directed to Ms. Andrea Wohlfeld Kuhn at 202-208-1237 or via e-mail at andrea.kuhn@gsa.gov. ■

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### 03-POL-005
### Army Installation Design Guide

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### 03-PRA-004
### Housing Privatization Portfolio Management

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### 03-PRA-007
### ABC/M Charge–back System

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### 03-PRA-010
### Post of Duty-Location Model

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### 03-PRA-023
### Marketing Historic Buildings for TV/Films

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### Standard Embassy Design

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### 03-PRA-037
### Upfront Investment Created Future Savings

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### 03-PRA-042
### Recommissioning Existing Facilities

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### Communication Planning: Moorhead Lobby Renovation

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### Enhancing Communication Between Agencies

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### Customer Satisfaction Survey Team

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### The National Historic Lighthouse Preservation Act Pilot Program Partnership

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### 03-POL-006
### GSA's Federal Legacy Vision

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### 03-PRA-006
### Portland, Historic Preservation through Technology

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### NASA Ames Development Plan (NADP)

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### 03-PRA-003
### Creative Reuse of Federal Assets

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### 03-PRA-041
### Creative Property Exchange

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### Federal and State Governments Partnership

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### Patriot Partnership: Veterans Affairs Headquarters Building

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### Open Book Competition

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### 03-PRA-033
### Integrated Approach to Contracted Services

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### 03-PRA-039
### Lease Building Commissioning Pays Back

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### The National Capital Urban Design and Security Plan

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### Strategic Partnering in WorkPlace 20ü20

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### Strategic Facility Plan

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### 03-PRA-036
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### 03-PRA-021
### Environmentally Friendly Windpower

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### 03-PRA-002
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### 03-PRA-028
### HUD Multifamily Property Sales E-Commerce

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### Real Estate Operating Cost System

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### Contingency Real Estate Support Team

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## State Government Best Practices in Real Property Management

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# Adopt-A-Practice... NOW!

**with the**

## 2004 GSA Achievement Award for Real Property Innovation Program

The Call for Entries for the 2004 Innovative Awards will be published in March 2004. However you may submit your Adopt-a-Practice entry for the Adopted Best Practice or Policy Award right now. To find out how to Adopt-a-Practice go to ***www.gsa.gov/realpropertypolicy*** and click on Achievement Award. Read the Adopt-a-Practice program requirements. Find a best practice or policy that meets your needs and adopt it, and then use the easy Electronic Entry form to submit your application. Entries are judged by an independent jury of industry leaders. Winners are selected based on responses to the following questions:

*Describe the best policy/practice that you implemented. Indicate the originator/source of the policy/practice, the timeframe it has been in place, and whether it was used more than once. Has it been incorporated into your agency's asset management strategic plan?*

*List the significant achievements obtained from implementing the policy/practice. Explain the benefits or results, such as, cost and/or time saving, organizational efficiencies, customer satisfaction, employee productivity, sustainability, etc..*

*Cite any modifications and improvements you made to the policy/practice, if applicable. Was it applied to a single facility in your inventory, or multiple facilities?*

## Adopt-a-Practice TODAY

***It's never been easier....***

**Best Practices 2003**

**U.S. General Services Administration**
GSA Office of Governmentwide Policy
Evaluation and Outreach Division (MPE)
1800 F Street, NW
Washington, DC 20405





# Adopt-a-Practice!

***Check our new Adopt-a-Practice award.***

***See page 63 inside for details on adopting a best practice and you may be eligible for a cash award of up to $10,000.***