



## *building assets*

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### *our mission*

To deliver a superior workplace to the Federal worker and at the same time superior value to the American taxpayer.

### *building assets*

This newsletter is a Public Buildings Service Internal Communications effort.

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## Integration of a Federal Legacy Vision with GSA's Portfolio Strategy for Restructuring and Reinvesting in the Owned-Inventory



### *commissioner's perspective*

Faced with insufficient capital to maintain its existing inventory, GSA is undertaking a comprehensive review of its public buildings to best align the portfolio with its mission. Known as The Portfolio Strategy for Restructuring and Reinvesting in the Owned Inventory, this initiative will restructure the owned portfolio to consist primarily of strong income-producing properties generating sufficient funds to meet their own capital reinvestment needs. The ultimate outcome is to provide quality workplaces, increase customer satisfaction, and enhance the asset value of our real estate portfolio for the benefit of the taxpayer.

### Stewardship to Preserve Historic Buildings

Along with fiduciary responsibilities driving the portfolio restructuring initiative, GSA has a significant stewardship responsibility to preserve historic buildings and legal obligations under the National Historic

Preservation Act (NHPA) and Executive Order 13006. Both the law and Executive Order call on the Federal Government to choose historic buildings first and to make every effort to put historic buildings to Government use and to keep them viable.

Under NHPA, "historic buildings" are those buildings that meet the criteria for listing in the National Register of Historic Places. Age (50 years or older), along with architectural and historic significance, is the primary criterion. NHPA gives equal consideration to properties that have already been included in the National Register as well as those that have not been included, but meet the National Register criteria.

### GSA-Owned Portfolio Facts

- Over 1700 buildings.
- Over \$6 billion in repair and alteration needs. (IRIS)
- 5-year average annual capital reinvestment budget of \$570 million.
- 570 buildings are non-performing.
- 123 buildings are under-performing.
- About 800 buildings are over 50-years old.
- 436 buildings meet basic National Register (NR) eligibility criteria.
- 223 buildings are listed on the NR.
- 33 buildings are National Historic Landmarks, 11 are individually listed.
- About 250 buildings are considered monumental or legacy buildings.

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## **A Federal Legacy Vision**

Although 436 buildings are subject to special consideration under NHPA, not all buildings warrant the same amount of investment and stewardship effort. Priority should be given to the most significant buildings. Of the 436 historic buildings in our inventory, about 250 are considered monumental or legacy buildings designed to serve a symbolic and ceremonial, as well as functional, purpose for the Government.

## **Integration of a Federal Legacy Vision with Restructuring the Owned Portfolio**

Both GSA's portfolio restructuring initiative and its stewardship responsibilities must be performed in an integrated fashion. Given the constraints on capital, it is clear that strategic use of limited funds requires GSA to make choices that will benefit some properties more than others.

The Restructuring Initiative involves reviewing and categorizing buildings as performing, under-performing, and non-performing using quantitative measurement methods. Qualitative criteria or less tangible values (like historic or architectural significance) are not considered at this point. Non-performing and under-performing buildings are placed on a watchlist. Each watchlisted-building will then be examined and a workout strategy selected.

When a strategy is developed for a non- or under-performing building, intangible values, such as stewardship and legacy principles, come into clear focus and influence decision-making. Strategies must be explored to ensure that GSA's historic buildings are positioned to be the strongest financial performers possible.

Asset-specific strategies, addressing the asset's financial condition, market conditions, customer needs, and hold period, have been drafted and captured in Asset Business Plans. Asset Business Teams should partner with Historic Preservation Offices to refine these strategies, pursue

reuse, and ensure that GSA's historic buildings are given the priority required under NHPA. Asset Business Plans and asset-specific strategies should be developed in context of Local Portfolio Plans.

### **Specific considerations include:**

- **Maintenance and Repair**

Asset Business Teams should monitor cleaning, maintenance, and utility costs at GSA-owned historic buildings to ensure optimum operating efficiency. Minor repairs should be completed in a timely way to minimize deterioration and the need for more costly future investments.

- **Return on Investment (ROI) Pricing**

Asset Business Teams should reassess the pricing structure to determine if ROI pricing will change the financial performance of the building. This must be done collaboratively with the customer and using the Office of Management and Budget-approved methodology. ROI pricing can be considered for modernization projects as well.

- **Marketing to Agencies**

Giving first preference to GSA-owned historic buildings, Asset Business Teams should determine whether any vacancy can be recovered via marketing to other federal agencies. Housing solutions that favor historic buildings need to be sold to customers.

- **Supplementing Predominantly Federal Use With Outleasing**

Historic buildings with a continuing need to house Federal tenants, can be supplemented with outleases to improve financial standing. Outleasing is not appropriate for all buildings, such as buildings where a Federal presence is no longer needed in the community. However, it can be a valuable tool to improve financial viability, provided that the outlease terms are fixed and compatible tenants are found. Outleasing can also be used as a short-term holding tool.

- **Conveyance to Financially Positioned Stewards**

While the goal is to restructure the owned-portfolio to consist primarily of strong income-producing properties, GSA acknowledges that it will inevitably need to retain a limited number of buildings at the financial fringe. It is envisioned that this limited number will consist primarily of legacy properties. That said, GSA's financial constraints need not impair its stewardship responsibilities. Donation or conveyance to a responsible steward who is better positioned than GSA to devote additional resources to preserve the building can be sought.

## *goals*

### *asset management*

*improve the quality of core inventory of owned buildings*

### *human capital*

*recruit, train and retain the best and brightest people we can bring to government service*

### *operations*

*to do everything possible to perform at higher levels of efficiency and effectiveness as a government business*

## Federal Courthouse Complex, Erie, PA, Honored by AIA

A new Federal Courthouse Complex in Erie, PA, currently in the early stages of construction, has been awarded a Citation from the American Institute of Architects (AIA) and chosen for inclusion in the AIA Committee on Architecture for the Department of Justice's *Facility Review 2002-2003*. The project will include:

- Renovation of the existing Erie Federal Building and Courthouse built in 1937 and currently listed on the National Register of Historic Places.
- Restoration and reuse of the historic former Erie County Library, built 1898-1899 and one of the oldest existing buildings in Erie, also listed on the National Register of Historic Places.
- Preservation and reuse of the front portion of the Isaac Baker & Sons Building, constructed 1943-1946 and determined eligible for listing on the National Register of Historic Places.



- Construction of a new annex and glass connector between the existing Federal Building and the new annex.

The innovative design of the courthouse will:

- Improve Federal operational procedures;
- Increase the availability and use of courtroom technology; and
- Provide upgraded security provisions.

The project is a wonderful example of leveraging Federal real estate actions in a way that preserves the vitality and heritage of a local community. Construction completion is anticipated in late 2004.

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*Williamsport, PA, High-Tech Courtroom*

## High-Tech Courtroom Part of Recent Renovations in Williamsport, PA

In May 1997, GSA began a multi-phased building renovation project at the Federal Building and U.S. Courthouse in Williamsport, PA. As part of the final phase of renovations in this building, GSA and the Courts worked in partnership to convert a former SSA District Office into a new technologically advanced courtroom. Courtroom 3 officially opened for business on April 15, 2002, and was recently deemed by the Williamsport Sun-Gazette as "technological wizardry."

Courtroom 3 demonstrates how technology is rapidly changing court proceedings in the 21st century. A rotating lectern in the courtroom contains a document camera that enables attorneys to display text, photographs, and three-dimensional objects on a touch screen annotation monitor. High-speed video conferencing enables experts to testify and translators to translate from remote locations.

Each juror has the benefit of their own, private workstation and video monitor, enhancing their ability to comprehend the intricate details of the court proceedings. Spectators can view the evidence on a 50-inch video monitor facing their designated seating area. Advances in court reporting technology allow for real-time testimony transcription in Courtroom 3, enhancing the accuracy and timeliness of the court record.

Stated U.S. District Judge James F. McClure, Jr., the primary user of Courtroom 3:

The technology enables attorneys to visually present complicated evidence in ways that benefit jurors. It helps the jury to understand what is going on – to better comprehend the complex cases and legal issues presented during a trial.

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## Waco, TX, Revitalized with the Redevelopment of the PO-CT

The Greater Southwest Region, in partnership with the United States Postal Service (USPS) and their developer, Keating Development Company, is in the final stages of construction on the redevelopment of the old Post Office and Courthouse (PO-CT), which was built in 1937, in Waco. The USPS relocated to a new facility in 2000 while still maintaining the building for use by the U.S. District Courts and U.S. Marshals Service on the upper floors. Construction began on renovation in August 2001.

Also included in the project is an addition to the back of the building, which helps to meet the long-term needs of the court family. The project allows for consolidation of all court and related agencies into one location and follows the intent of Executive Orders 12072 and 13006. Once complete, the building will house the District Court, Bankruptcy Court, U.S. Probation, Pretrial Services, U.S. Attorney, Marshals Service, U.S. Trustees, USDA, DOL, and DOD/DLA.

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## U.S. Courthouse Opening

The new U.S. Courthouse in Hammond, IN, officially opened on August 1. The mid-rise building, designed by architects Pei Cobb Freed & Partners, boasts more than 275,000 square feet (sf) and will accommodate the 10-year needs of the U.S. Courts and related Federal agencies.

The courthouse includes three District, two Magistrate, and two Bankruptcy courtrooms. The 4,000 sf, three-story atrium houses sculptures by world-renowned glass artist Dale Chihuly. The blue and white blown glasswork is shaped like four 12-foot trees, which adorn the atrium on the ground level.

The atrium isn't the only impressive aspect of the \$50 million building. A full-service cafeteria and state-of-the-art kitchen serve both courthouse visitors and employees.

Another unique feature of the building is the shooting range located on the lower level.

The outside of the building is a combination of Indiana limestone and pre-cast concrete,

while the courtrooms and judges' chambers are paneled in English brown oak. In addition, more than 30 alabaster light fixtures adorn the building. There is a visitor's parking lot, a separate employee lot, and underground parking for the judges.

The courthouse currently provides space for the U.S. Bankruptcy Court, U.S. District Court, U.S. Marshals Service, U.S. Attorney's, U.S. Probation Service, GSA, a U. S. Senator's office, and a U.S. Trustee's office. Space for the Public Defender will be completed shortly.

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## Carl B. Stokes U.S. Courthouse Opens in Cleveland

Cleveland's first new Federal courthouse building in 100 years, the Carl B. Stokes Court House opened in September and will provide the Federal courts with more space, new technology, and a level of security not available at the Howard M. Metzenbaum U. S. Court House on Public Square.

Rising 24-stories, the curved façade of the Stokes Court House dominates the western skyline of downtown Cleveland. Supported by a concrete core, steel framework, and seven-foot-thick concrete mat foundation, the Stokes Court House provides a contemporary interpretation of classical architecture. The building's height, shape, materials, and downtown orientation are meant to express the prominence of justice in democracy, the dignity and tradition of the courts, and the civic pride in American communities.

The new 745,000 sq. ft. structure allows courts and court-related agencies to consolidate under one roof. The building will house 16 courtrooms and chambers for the U.S. District Court, three chambers for the U.S. Circuit Court, two law libraries, and offices for the Clerk of the U.S. District Court, U.S. Attorney, U.S. Marshals Service, U.S. Probation and Parole, and U.S. Pretrial Services.

Four floors in the building's tower are designed to permit adding or enlarging eight courtrooms. The courthouse also provides improved security through increased street setbacks, a strengthened framework, tighter access controls and separate corridors and elevators for judges, court officers, prisoners, and the public.

Artist Jim Dine was commissioned to create a 40-foot bronze sculpture that will soon

reside above the building's front entrance. The sculpture, a classical female form, is funded by a \$708,000 grant from GSA's Art in Architecture program and \$100,000 in additional donations from the George Gund Foundation, Cleveland Foundation, Kulas Foundation, and John P. Murphy Foundation.

Estimates show at least half of the \$192 million cost of the Stokes Court House has returned to the local economy through wages, locally purchased materials, and contracts for Cleveland-area companies.

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## Federal Building - U.S. Courthouse Opens in Youngstown, OH

The new Federal Building–U.S. Courthouse in downtown Youngstown, OH, opened on September 9, one month ahead of schedule and under the \$22,066,000 budgeted for the project. The four-story brick and glass structure occupies a highly visible 3-acre sloped site at the intersection of Wick Avenue and Commerce Street.

The building provides new facilities for the U.S. Bankruptcy Court (one courtroom, chambers, and court-related offices previously at the Lambros U.S. Courthouse) and offices for the IRS, the U.S. Trustees, local staff of the Congressional district, and GSA's Property Management Division. The building was designed and developed as part of GSA's Design Excellence program and is the first Federal courthouse project to seek national certification for environmental and energy-conservation design.

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*Youngstown, OH, Federal Building - United States Courthouse*

## Ground Breaking for San Francisco Federal Building

In the GSA Design Excellence tradition, the Pacific Rim Region held a groundbreaking ceremony on July 15, which introduced the new San Francisco Federal Building to be located at 7th and Mission Streets. GSA Regional Administrator, Peter Stamison, hosted this momentous occasion with several noted speakers including Congresswoman Nancy Pelosi; Mayor Willie Brown; GSA Administrator Stephen Perry; and GSA Project Executive Maria Ciprazo. More than 300 people attended the event, which marks the beginning of construction of a structure with potential landmark status.

The building will house five Federal agencies, including Social Security Administration, the Departments of State, Labor, Agriculture, Health and Human Services, a childcare center, sky garden, and a public cafeteria located exterior to the building on the new plaza. This environmentally innovative and daring architectural design testifies to the Federal Government's commitment to the diverse South of Market Street community and will transform this area into a portal of San Francisco's Civic Center district. The lead architectural designer, Thom Mayne of Morphosis in Santa Monica, stated-

"Through a series of carefully considered design decisions, the new building has evolved as a solution deeply responsive to site, the concerns of the urban community, and to the changing demands of the new workplace."

The other project partners are Smith Group Inc., Executive Architect, and Dick Corporation of Pittsburgh, PA, in a joint venture with Nibbi Brothers of San Francisco, our construction contractors.

A unique collaborative effort was initiated by GSA, which included the participation of community and civic organizations, the San Francisco Redevelopment Agency, and local merchant and business associations in the

formulation of an advisory committee. This committee was instrumental in addressing and resolving issues, which impacted the community and Government.

The avant-garde design features a prominent slender tower, which is sheathed in glass, and an undulating perforated metal screen on the building's southern exposure. While the building is almost 240 feet tall, the thin nature of the tower combined with the glazing on both sides has the effect of rendering it almost translucent.

In fact, the 600,000 square foot project is actually a hybrid two-building set. The 18-story glass tower with an unconventional heating and cooling system is juxtaposed with an adjacent four-story, 100,000 square foot building that has conventional systems and enclosed offices. John Petkewich, Assistant Regional Administrator for the Pacific Rim Region, characterized the new San Francisco Federal Building in these words -



"I see this building as having two faces. From the north, it is a backdrop and defining edge of the Civic Center. From the south, it is an open space and gateway to the city center."

This building will truly enhance the architectural landscape and skyline of San Francisco.

Construction is scheduled to start in September 2002. Occupancy is planned for the summer of 2005.

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*Model of San Francisco Federal Building*

## Missile Site Disposals in the Greater Southwest Region

The end of the Cold War and subsequent environmental remediation by the Department of Defense has created a large workload of missile site disposals in the Greater Southwest Region. The Real Property Disposal Division in Fort Worth is currently working on missile commands at Ellsworth AFB, SD, and Whiteman AFB, MO, that comprise over 300 properties and thousands of easements requiring disposal.

In 1962, the Air Force activated the 44<sup>th</sup> Strategic Missile Wing (66<sup>th</sup>, 67<sup>th</sup>, and 68<sup>th</sup> Strategic Missile Squadrons) at Ellsworth AFB; however, the missile sites were not operational until 1963. The Air Force activated the 531<sup>st</sup> Strategic Missile Wing (508<sup>th</sup>, 509<sup>th</sup> and 510<sup>th</sup> Strategic Missile Squadrons) at Whiteman AFB, in 1963. Minuteman I Missiles were used until the Minuteman II Missiles between 1971 and 1973 replaced them. The missiles remained fully operational until 1991 when the United States and the Soviet Union signed the Strategic Arms Reduction Treaty (START), and President George Bush ordered the 44<sup>th</sup> and 531<sup>st</sup> Missile Wings to stand down from nuclear alert. The last missile site to be imploded at Ellsworth AFB was K-06, on September 13, 1996, and the last missile site at Whiteman AFB, Hotel-11, was imploded at the end of 1997.

Special legislation spells out the terms of disposal and directed GSA to dispose of missile sites to qualified adjacent landowners. Most of the property is being sold to the original landholders or their heirs who are excited to be able to reacquire the property and make their property whole again.

At Ellsworth AFB one of the launch control facilities, "Delta", which is located on National Park Service land has been designated as a historic landmark to be



maintained by NPS and will be made available to the public for viewing. Alpha launch control facility is currently in the process of being offered for public sale with an opening bid date of October 1, 2002. The adjacent landowner chose not to purchase the site. You can track the progress of the sales of our site at: <http://propertydisposal.gsa.gov/property/>

These disposals are lengthy and complicated. A tremendous team effort was required to make this a successful project including our clients, Ellsworth & Whiteman AFB's setting the ground work by communicating on a regular basis with the community; the Corps of Engineers, Omaha and Kansas City Districts, preparing the Reports of Excess; our appraisal staff working diligently with a contract appraiser who prepared over 300 appraisals; our legal staff reviewing the files and preparing legal opinions, deeds, and releases of easements. The Property Disposal Division is doing a superior job with the help of so many caring professionals.

Disposal actions have been completed for about one-third of the properties and we expect to complete the disposal of all properties at these two air force bases sometime in 2004. There are two more missile commands at Grand Forks AFB, ND and F. E. Warren AFB, WY on the horizon, which will also require extensive disposal actions.

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## GSA and the District of Columbia Envision New Life for St. Elizabeths

NCR is working to return the 182-acre historic West Campus of St. Elizabeths Hospital in Washington, DC, back to productive use now that the Department of Health and Human Services (HHS) no longer has a need for the property. To prepare the site for its future use, GSA is working with HHS to stabilize the site and remediate any environmental hazards found there. GSA's first look will be to evaluate the site's potential to serve Federal needs. Concurrently, DC is looking at the re-use of its East Campus (120 acres), which still serves as a mental hospital and is where John Hinckley resides.

Founded in 1852, St. Elizabeths Hospital was the Federal Government's first mental hospital designed to care for the nation's mentally ill military personnel. Social reformer Dorothea Dix worked with the first superintendent to establish a model institution in the capital city. The Architect of the Capitol, Thomas U. Walter, designed its first building, known as the Center Building, with over 300,000 square feet of space. Over the next 100 years, St. Elizabeths expanded to consume what would become a 300-acre site, as well as a working farm nearby that is now operated as Oxon Hill Farm by the National Park Service.

During the Civil War, St. Elizabeths housed Union soldiers recovering from amputations. Those who did not survive are buried in a small national cemetery on site. Around the turn of the century, the leading Boston architectural firm of Shepley, Rutan, and Coolidge designed a significant collection of buildings, called the Letter Buildings. Pastoral landscaping graced the campus, providing the serene atmosphere that was thought to help cure mental illness. This serene atmosphere remains today.

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## our assets con'd from page 7

In 1984, Congress enacted legislation to transfer most of East Campus to DC to establish its own mental health program as part of the District's transition to Home Rule. The transfer occurred in 1987.

The West Campus offers extraordinary panoramic views and contains 61 buildings totaling about 1.2 million gross square feet of space. The buildings, the landscape, the cemetery, along with some buildings on East Campus, together form the basis for the National Historic Landmark designation that St. Elizabeths received a decade ago.

Remarked Donald C. Williams, NCR Regional Administrator -

St. Elizabeths West Campus is a unique place with a storied history and a collection of architecturally significant buildings that offer tremendous potential. The redevelopment of St. Elizabeths will clearly be one of NCR's legacy projects.

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A new feature will be added to the Assets section which will give associates quarterly updates on a status of the portfolio restructuring effort.

During the last year and a half, GSA has identified 67 buildings that have moved into the disposal process. The regions have identified 23 additional buildings that are disposal bound. 125 additional buildings are to be the subject of retention/disposal studies.

The Workout Task force will re-run the entire national inventory through the asset diagnostic tests later this fall, after end-of-year FY02 financial data is available.

## A Thrilled Customer!

Lost items are a significant focus in the Ronald Reagan Building and International Trade Center (RRB/ITC). The volume of visitors means a corresponding volume of lost articles. The Federal Protective Police, contract security guards, and GSA's Building Manager's office avail themselves to those looking for lost articles.

Each found article is viewed as an opportunity to tell the owner that they matter enough to us to take the time to return the item. When we make a connection, that's when we thrill our tenants and visitors. We return the article with a letter from one of the building managers with an RRB/ITC calendar of events.

On a frequent basis, we publish a list of articles to building tenants and the major contractors in the building. The list contains phone numbers to claim items. We also request security and cleaning to look for articles people have reported as lost.

One cell phone recently created a challenge and an opportunity. We found a Nokia with numerous phone numbers saved with no corresponding area codes. Southwestern Bell, the service provider, would not trace the numbers. There was insufficient battery power to continue. We brought a battery pack into the office. A phone number with an area code was found. We used the area code on the number saved as "office." Celia Davis and her phone were matched.

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## Architect of the Capitol Expresses Appreciation

Alan Hantman, FAIA, Architect of the Capitol, recently wrote to Commissioner Moravec expressing his appreciation to Steven Smith and Dan Correnti, as well as other GSA associates involved in providing procurement services to his office.

GSA agreed to provide these services in the source selection process for engaging the construction contractor for Sequence 1 for the historic United States Capitol Visitor Center (CVC) project. Hantman wrote:

"The procurement, a two-step process which evaluated the technical and past performance of offerors prior to obtaining the price proposal, turned out to be extremely beneficial as it allowed our selection process to proceed while security design changes were still considered following the September 11 attacks. The source selection work culminated in award of a contract to Centex for Sequence 1 of the CVC, one week ahead of the adjusted schedule. The team provided by the General Services Administration performed most admirably under these circumstances, and, in every case, responded to issues in a manner that went above and beyond what might normally have been anticipated."

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## Site Knowledge Bank

The GSA Site Knowledge Bank continues to provide consultation and advisory services, as well as training in the area of real property acquisition, relocation, and related disciplines. The Rocky Mountain Region will be using the expertise of the Site Knowledge Bank on the Salt Lake City Courthouse project, which will involve many complex issues such as more about the project and complexities, e.g., historic property to be relocated, proposed exchange, environmental issues, etc. Betty King, Greater Southwest Region, will be providing acquisition assistance and advisory services. Geraldine Barsotti, Greater Southwest Region, will be providing relocation assistance in support of the project. This cross-regional partnership is a prime example of how we are one GSA striving to improve our bottom line through the sharing of resources and national expertise.

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## Western Regions Conference

The 2002 Western Regions Conference, held in Lake Tahoe, Nevada, provided approximately 200 associates from Regions 7, 8, 9 and 10 the opportunity to reassess GSA's mission and goals and to determine whether their actions were bringing those ideals to fruition. The conference was designed to strengthen the character and work ethic of those in attendance as well as provide insight into how each attendee can attain the highest level of productivity of the associates within their Division.

Associates, throughout the Regions, were given the opportunity to celebrate in each other's successes as well as learn from each other's mistakes. Good Practices were highlighted throughout the Conference, providing insightful ideas for associates to possibly incorporate into their workday. For example, Region 10 revised and updated the real estate handbook for use by all Realty Specialists. Their new handbooks cover all required steps to execute a federal assignment or to lease a non-federal space. Their initiative exemplified the proactive mentality inherent to a successful Agency.

All associates attending conference were afforded the opportunity to participate in informational workshops. Associates from Central Office, as well as from the various Western Regions, provided excellent presentations on the tools and practices commonly used throughout the day. PEGASYS, RWA's, Performance Measures, Centralized Service Calls, Q12, Outsourcing Facility Management and Broker Contracts were a few of the many educational workshops available.

The Conference ended with an inspiring speech by Marcus Buckingham, Global Practice Leader for the Gallup Organization's Strength Management Practice. Our customers have a great deal of choice in today's highly competitive

market. We must differentiate ourselves from the rest by enhancing the value of services and products offered. We cannot be satisfied with the typical benchmark of customer service but must find ways to surpass and surprise the customer if we are to be successful in the future.

He provided the motivation and impetus necessary to ensure the lessons learned throughout the Conference were not lost but would be brought back and incorporated into the fabric of what truly makes GSA a world-class workforce.

For more information and to see specific presentations, go to the WRC website at <http://infocenter.r09.gsa.gov/wrc/2002/>

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## Mid-Atlantic Region ARA Jan Ziegler Celebrates 30 Years of Federal Service

Regional Administrator Jan Ziegler of PBS' Mid-Atlantic Region, celebrates 30 years of Federal service this year.



Jan set a precedent in 1987 with her appointment as the first female director of a PBS Real Estate Division, and continued on this revolutionary path to become the first female ARA for PBS in 1993. In 1997, Jan was awarded the Presidential Meritorious Service Award for exemplary management, exceptional and precedent-setting career progress, and outstanding leadership and vision.

Jan was hand picked by the PBS Commissioner to serve in a dual role as National PBS Chief Measurement Officer (1996-2000). As Chief Measurement Officer, Jan spearheaded the development of national PBS performance measures and

provided key direction on a plan that is now known as Linking Budget to Performance (LBTP). LBTP propelled PBS to a stronger business mindset and was fundamental in changing the basis of GSA's budget agreements with Congress and OMB. Jan's work on LBTP played a strong part in GSA's receipt of the 2000 Global Innovators Award from the International Development and Research Council.

Jan is now serving in a dual role as the National Account Executive for the Social Security Administration. As NAE, she recently led a strategy session on long-term capital needs with private sector and SSA partners to assist SSA in a 15-year, \$200 million renovation of their agency headquarters. Jan excels at customer relationship management, and her work with SSA has earned her special recognition from SSA's Commissioner.

Jan's dynamic leadership and far reaching vision continue to revolutionize the GSA organization. We're proud to have her as part of the GSA team!

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## People Make the Difference: PBS' Human Capital Strategy

Do successful organizations happen to have the right people doing the right things at the right time? Or, is a successful operation built strategically from a careful assessment of where it wants to go, what it wants to accomplish, and how the right mix of people will get it there?

The most successful organizations are those that plan. The most important planning concerns people, since people make the organization go. The choice of which people with what skill combination carry out which activities is the most critical selection an organization makes.

In the Government, **people** are being seen as a key investment. "Human capital" is the term describing this. A "human capital strategy" refers to a planned approach for acquiring, deploying, developing, rewarding, and retaining talent. Every Federal agency is being graded by the Administration on its progress toward a human capital strategy that reflects the strategic goals of that agency. **Human Capital Management** is one of the five goals on the President's Management Agenda, overseen by the White House Office of Management and Budget (OMB). OMB is scoring each agency on its progress toward implementing these goals. Currently, GSA is "Yellow", meaning we're partway there ("Green" signifies completion).

PBS is actively pursuing a human capital strategy of its own, to be incorporated into GSA's overall strategy. A fulltime team under Paul Lynch in the Office of Business Operations is developing the draft strategy, to be completed in early 2003. That draft will reflect input from the regions as well as Central Office, and from associates at all levels of PBS. The following ARA's are also participating in the strategy development: Sandy Di Bernardo (R1), Jan Ziegler (R3), Paul Prouty (R8), and Tony Costa (NCR).

Our successful human capital strategy reflects the PBS vision and business plan. PBS intends to move from being a traditional building owner/manager to being a proactive provider of workplace solutions. What does this mean? It means being less of an order-taker for space, where a customer says they need X amount of space in Y location, and more a **partner** with our customers, knowing their business and their mission so well that we can offer them integrated workplace solutions to **needs they haven't even recognized yet!** This means focusing more on the customer relationship and **oversight** of (as opposed to actually

**doing**) the nuts and bolts tasks associated with operating and maintaining a building.

Moving to this model means that we need to appraise our human capital in a new light.

What skills, experience, and competencies will be most useful for PBS associates? How does this compare to the skill set and experience we have

today? And, how should our recruitment, training, recognition, and retention programs evolve to fill any gaps? These are the types of questions that PBS' human capital strategy will seek to answer.

The approach we are taking encompasses four basic steps:

**Data Gathering.** Finding out how the best human capital plans are put together, based on conversations with Federal agencies and private sector companies that have been doing them well. The former includes the Social Security Administration, IRS, Nuclear Regulatory Commission, and NASA. The latter includes Sears, Capital One, and Marriott.

**Competency Identification.** Gaining consensus on what competencies (leadership, general, technical) are critical to the work PBS does today and the work we expect to be doing five years from now. Input has already come from focus groups held with the ARAs and their Division Directors and from the Asst. Commissioners and their Deputies. The next step is to ask mid-level associates from across PBS to answer the question, "What are the key competencies I demonstrate in my work currently, and how do I see this mix changing over time?" A survey will be posted on PBS InSite to gain responses—with that information being used **solely** to develop the human capital plan and not for reward/recognition or other human resource purpose.

*"Sure, luck means a lot in football. Not having a good quarterback is bad luck."*

*- Don Shula, former coaching great*

**Strategy Formulation.** Assessing the data collected, applying it to the PBS vision and business plan, and offering recommendations on how the organization should go about recruiting, deploying, training, advancing, and, ultimately, retaining high-quality people. An important element will be metrics by which we can measure the strategy's effectiveness, daily and yearly.

**Strategy Implementation.** Determining how PBS' human capital blueprint will be applied in each region, consistent with the Commissioner's goal of coherence. National coherence refers to consistency across the organization, as opposed to "one size fits all." While every PBS office will ultimately have a stake in carrying out the plan, the Human Capital Division of the Office of Business Operations will coordinate the efforts.

Upon completion of the plan, we will have a strategy for making the PBS vision and business plan real, by having the right people doing the right things for the right reasons. This approach should advance our goal of having a World Class Workforce. PBS' associates should benefit, as should our customers and business partners who deal with the agency everyday.

*contact: steve hochman, 202.219.0062  
linda osgood, 202.501.1354  
aaron foster, 202.208.2390*

## Summer Interns Say Goodbye!

Natalie Ryan  
(3rd year student, Lehigh University)

As a summer intern in Property Disposal, I got a taste of many different aspects of GSA's operations and an inside view on the way the public sector functions. During our first week at GSA, Gordon Creed took Andrew Albertson, a fellow intern, and me under his wing, and the two of us began our work on the Marine Corps Air Station El Toro

project. Due to the wide array of organizations involved in the disposal of this property (the Navy, City of Irvine, Orange County, LAFCO, homeless providers, just to name a few), the project seemed to have endless dimensions and we had a great deal of issues to settle. Many hours were spent collaborating in conference calls and meetings with the Navy and the City of Irvine. We were very fortunate to be able to attend some of those meetings held at the Pentagon as well. Throughout the course of this project there were many detours; it often seemed as though settling one issue would merely dig up another. After watching government business take place, I gained an appreciation for the pool of varying attributes, dynamics and regulations that go into property disposal. It was fascinating to observe all of the energy and knowledge that went into every last detail of this project.



Working on the El Toro project allowed me to gain an in-depth perspective on the inside functions of property disposal, a separate project helped me to put some pieces together in order to see a much larger picture of GSA's role in the government. Working on the E-gov project with Mitra Nejad was a wonderful experience, as there were so many different agencies that were forced to join forces in order to make a more efficient and customer-friendly marketplace for the sale of federal assets. It was very interesting to see the many different ways in which the agencies interacted. Behind every agency was a different motive, and many times it was difficult to get everyone to agree on initiatives. However, I thought it was grand to see the agencies

working through their discrepancies in order to improve service for the citizens.

Upon looking back on the progress these projects have made over the summer, I am honored to say that I was able to participate in each. Both of these projects are far from complete, and I wish we were able to stay and witness the rest of the details unfold. However, I will be keeping a close eye on both of these projects and look forward to hearing nothing but good news!

I would love to thank the staff in PR for being extremely kind-hearted and so patient with my many questions. I would especially like to thank Gordon Creed, Mitra Nejad, Ifat Lerner, John Kelly, David Haase, Lee Ann Galanes, Paul Menk, and Ralph Conner for their extra efforts! Everything is truly appreciated!

**Andrew Albertson**  
*(2nd year student, Cornell University)*

My time at GSA this summer has been a very rewarding work experience. Through my involvement in the El Toro Project, I learned a great deal about the inner-workings of GSA and the sundry responsibilities it has in the sale of real property. I found the meetings between GSA, the Navy, and the city of Irvine to be a very interesting example of how the government and the city could work together symbiotically by creating a good market for the property while remaining consistent with the wishes of the public. (I was especially interested, however, in GSA's online public auction site I came across during research, which I hope to use in the future.)

My research on GSA and other Federal agencies for the e-gov project gave me a larger picture of the role GSA plays in the government. The meetings on the egov project were also worthy of note. Even though not every agency appeared to be prepared to move their site, the diplomacy and honesty exhibited between agencies was impressive. My trip to the White House and

the Hart Senate Office building were very fun and interesting. I watched President Bush greet the Polish President and saw GSA and Senate officials work to discuss the future of major properties.

I would like to thank everyone in PR, especially Gordon Creed, Mitra Nejad, John Mandell, David Haase, and John Kelly, for making this a wonderful summer.

*contact: gordon creed, 202.501.0084*

## Sustainable Technology Installed in New England's Historic U.S. Custom House

The U.S. Custom House in Portland, ME, a National Historic property, was recently upgraded with a new heating/ventilation and air conditioning (HVAC) system. The need to upgrade the existing HVAC system was evident. The 30-year-old boiler met its life expectancy and the existing main electrical distribution service was insufficient.

Due to restrictions placed on GSA by the state of Maine's Historic Preservation Commission, and for other significant reasons, the New England Region decided to use sustainable technology to heat and cool the building.

With the contract awarded to CCB, Inc., in November 2001, the installation of a geo (earth) thermal (heat) system and an upgraded electrical system, including a new emergency generator, was underway. This sustainable GREEN design heating and cooling system uses ground source heat pumps to heat and cool the building. The geothermal heat pump system consists of eight 10-ton cooling capacity heat pumps with reverse cycle provisions for heating or cooling, 49 fan coil units, four energy recovery units, three 1500 foot deep standing column wells, and a *Honeywell Excel System 5000* energy management system.

There are many advantages to converting to the geothermal heat pump system:

- Has a life expectancy of over 30 years;
- Requires low maintenance;
- Eliminates fuel cost;
- Is expected to consume as much as 30% less energy than conventional HVAC systems;
- Has a quick transition between heating and cooling;



- Reduces the amount of mechanical space needed within the building; and
- Offers rebate funding from the local utility company.

The GSA project team members were:

- Donna Maffeo, Contracting Officer;
- Manuel Neves, Contracting Officer's Representative/Project Manager;
- Vernon Stump, Inspector;
- Aline Poulin, Property Manager;
- Dave Gherlein, Esq.;
- Janine Kurth, Historical Preservation Officer;
- Roman Plaskoski, Energy Coordinator;
- Dexter Pollistock, Physical Security Specialist; and
- Theresa Gaffney, Adjudication Officer for security.

The GSA associates worked closely with the project teams from CCB, Inc., Oak Point Associates, PC, Honeywell Corp., Earth Technologies, and Wilson 5. As a result of their teamwork and, with support from the New England Region Board of Directors and the Leadership Team, the entire project was completed four months ahead of schedule at a cost of \$1,177,751.

*contact: cathy menzies, 617.565.6551*

## Wind Power First for Two New York Federal Buildings

With assistance from Linda Collins of the Energy Center of Expertise, Brian Magden and Louis Lozito of GSA's Northeast and Caribbean Region awarded the first contract in agency history to provide 100 percent wind power for two upstate New York Federal buildings. The team awarded a three year, 1,100 megawatt hour wind power contract that will purchase power generated from wind turbines located on a wind farm in upstate New York. The turbines will generate the necessary electricity to operate both the Alexander Pirnie Federal Building in Utica, NY, and the Federal Building and Courthouse in Binghamton, NY. These are the first GSA owned and operated facilities to have all of their electricity requirements fulfilled by wind power.

This initiative supports GSA's strategic goal to be environmentally responsible as a Federal Government agency, and upholds President Bush's commitment to protect the environment by exploring alternative energy sources. Wind energy is 100 percent pollution free and affordable. Using it will reduce the release of Sulfur Dioxide, Nitrogen Oxides and Carbon Dioxide, all which contribute to acid rain, smog, and greenhouse gases.

The energy will come from huge fan blades on 20 200-foot windmills. Each fan is about the size of a football field. The fans operate between speeds of 8 mph and 45 mph. Exceeding winds of 45 mph, the fans will shut themselves down. When winds fall below 8 mph, more traditional sources will be used. Wind energy is leading the way to U.S. energy independence.

*contact: brian magden, 212.264.0591*

## PBS Heartland Empowers INS to Better Serve the American Taxpayer

The PBS Heartland Region demonstrated its rapid action capabilities in response to immediate customer needs during the lease project for the Immigration and Naturalization Service (INS) Service Center in Lee's Summit, Missouri.

The new facility was needed because of the requirements related to the Legal Immigration Family Equity (LIFE) Act. INS officials estimated that once the extension of the LIFE Act took effect in late 2001, over 500,000 undocumented immigrants in the country would be eligible to become permanent residents. Local INS offices currently located throughout the country would not be able to handle that volume of applications. Thus, the new INS Service Center would have to be operational, with very little lead-time, to effectively process the new applications.

PBS Heartland was doubly challenged by INS' requirement that the new facility be located in close proximity to the existing INS National File Center in underground storage in Lee's Summit. PBS Heartland's success in locating the new Service Center in such close proximity to the existing File Center empowers the two facilities to work in concert to efficiently process the current backlog of permanent resident applications and the thousands of new applications.

The project had to progress quickly. PBS Heartland received the request for 139,000 SF of space, enough for 500 associates, from INS on July 26, 2001. Solicitations for Offers were distributed on September 18, and the lease was awarded November 1. Drawings were completed within 30 days from lease award and construction of the tenant improvements began December 1. Acceptance of the space was completed on February 20, 2002, and INS occupied the new Service Center on March 11, 2002.

INS commended PBS Heartland for exceeding their workplace expectations within such a short timeframe. INS plans to hold an open house in late September at their new facility, which they hope will include Attorney General John Ashcroft, and has invited GSA Heartland Region to speak at the event.

*contact: don carlos morgan, 816.823.2695*

## Mid-Atlantic Region Hosts 13<sup>th</sup> Annual Childcare Conference

GSA's Mid-Atlantic Region hosted the 13<sup>th</sup> Annual GSA Childcare Conference held July 9-11 in Philadelphia. About 350 childcare professionals from across the country gathered to learn and share ideas about providing superior educational environments for young children. The group represented more than 20 Federal agencies and private sector partners.



GSA Administrator Stephen A. Perry kicked off the conference. In his opening address, he emphasized the theme "Coming of Age in the Cradle of Liberty" by highlighting success stories of children who have grown up in our Federal childcare system. Through conference sessions, attendees learned about:

- Improving the skills of caregivers;
- Managing the day-to-day operations of centers;
- Ensuring centers' long-term viability; and
- Security, maintenance, design, and alteration.

During the conference, PBS Commissioner Joe Moravec presented Federal associates with GSA Cornerstone Awards, recognizing their outstanding support of the GSA

Childcare Program. The recipients were:

- Wendy Thompson (New England Region);
- Ramon Ramos, Wanda Cadilla, Lorena Cruz and Egidio Fantauzzi (Northeast & Caribbean Region);
- Juliette Oliver (Mid-Atlantic Region);
- Patty Fry (Southeast Sunbelt Region);
- David McKissock (NASA, Great Lakes Region);
- Roy Gonzales (Heartland Region);
- Cheryl Arriaga (Greater Southwest Region);
- Bonnie Hobbs (Rocky Mountain Region);
- Rose Remolador (Pacific Rim Region);
- Alvarez Higdon (Northwest-Arctic Region);
- Richard Allen and Vashti Purnell-Cropper (National Capital Region);
- Emily Kaam (Northeast & Caribbean Region); and
- Tom Pugh (SSA).

*contact: eileen stern, 212.264.8321*

## Lorton Project is On Time and Under Budget

Partnering with the District of Columbia, Fairfax County, VA, and the Department of the Interior to carry out the Lorton Technical Corrections Act of 1998, GSA's Property Disposal associates brought the Lorton project in on time and under budget. On August 24, 2002, Congressmen Tom Davis and James Moran, Fairfax County officials, GSA Administrator Perry, PBS Commissioner Joe Moravec, and other GSA representatives and members of the local Lorton community, joined in a ceremony celebrating transfer of the final portion of Lorton land to Fairfax County.

The Lorton Technical Corrections Act of 1998 stipulated that most of the approximately 3,000-acre prison property would go to Fairfax County for open space, parks, and recreation. The Lorton Act also directed GSA to clean up and transfer the property as soon as possible to avoid unnecessary costs to taxpayers; to support Fairfax County as it developed its reuse plan

for the area, which will be known as Laurel Hill; and to oversee a Federal land exchange that would transfer a privately owned nature preserve to Federal ownership.

The official transfer of Lorton from the Federal Government to Fairfax County took place on July 16 when GSA formally released the land to Fairfax County. The final transfer includes 2,323 acres with 1,600 acres set aside for open space and parks and about 180 acres for development and other uses. GSA spent \$1 million less than the funds appropriated by Congress for this project, which was completed in 3 years and demonstrated a high level of expertise, cooperation, and teamwork to achieve this visible GSA success.

*contact: christine smith, 202.501.0386*

### Brooks Air Force Base Transferred in Privatization Project

GSA Property Disposal associates Ron Rice and George Prochaska attended the ceremony commemorating the transfer of ownership of Brooks Air Force Base to the city of San Antonio, TX. This pioneering privatization effort—known as the Brooks City-Base Project (authorized by special legislation—H.R. 4425)—will result in the Air Force leasing back only the property necessary for its mission, and the city of San Antonio developing the excess raw land into the Brooks Technology and Business Park. The Air Force is expected to save as much as \$8 million to \$10 million per year in operating expenses within the first five years of implementation.

GSA contributed to this unique project by providing real estate valuation and consulting expertise. Property Disposal contracted, reviewed, and approved the appraisal of 1,310 acres, 265 commercial/research buildings totaling over 2,200,000 square feet, 95 residential

buildings including 170 family dwelling units, and the base utility systems. In addition, data from the appraisal served as the basis of the financial model used to evaluate the terms, conditions, and consideration proposed for the property transfer. Property Disposal associates Scott McDaniel, John Mandell, and Ron Rice attended many weekly meetings of the Brooks City-Base Agreement Team during the course of this assignment. The experience gained through our participation in this project will assist Property Disposal in future public / private partnerships.

*contact: christine smith, 202.501.0386*

### The Invisible Work Environment: The Nashville Service Center Draws the Blueprint for Customer Service

The Knoxville Office of the Southeast Sunbelt Region's Nashville Tennessee Service Center utilizes the "invisible work environment" concept to maximize customer relations and its customer satisfaction scores. This office manages seven GSA owned facilities, which consists of approximately 905 thousand rentable square feet; they vary in architectural styles and range in age from the newly constructed James H. Quillen U.S. Courthouse to the 69 year old Joel Solomon U.S. Courthouse and Post Office. This concept has helped the Knoxville Office achieve an average customer satisfaction score of 95 percent. Even though each building has its own distinct characteristics, the principles of the "invisible work environment" apply to them all and have a very profound impact on the tenants.

Each workday, millions of Government employees go to work in the various arrays of Federal office buildings across the nation. Even though the design and architecture of each building is different, the designer's desire to create a comfortable, efficient, and attractive work environment, which meets

the agency's operational requirements, is always the major considerations in its construction. As property managers, it is our task to keep these employees and tenants satisfied by creating an invisible work environment, which combines comfort, convenience and a great first impression.

The goal in having an invisible work environment is to take away detractors, which hinder the employee's ability to do his or her job. This invisible work environment starts the moment we step onto the property. Nicely groomed grounds and an attractive entrance into the building makes a good first impression, thus providing employees with that first good feeling about the building in which they work. Most people care about the image they present, and the place at which they work is an extension of that image. Most corporations, businesses, and



*Howard Baker Courthouse*

building owners recognize the importance of this first impression and focus attention and capital on appealing to the customer or tenant the moment they step into the building's reception area.

Having a smooth and easy flow through the lobby onto the elevator and into their office space is the second element of an invisible work environment. Any detractors that might influence or leave a poor impression with the tenant should be eliminated. Unfavorable impressions or detractors generally stand out and stay with the tenant. If left unresolved these detractors tend to create negative impressions, which extend into other areas of the building and often are difficult to dispel.

The third and most important element of the invisible work environment is the tenant's workspace itself. If it is clean, comfortable, and moderately attractive in appearance, it is conducive to the employee's ability to perform efficiently. When the employee is comfortable and all detractors are taken away, their focus is placed on their work instead of their comfort or the environment around them. A fourth element important to the tenant is convenience. Having the ability to take a break, obtain a snack or have lunch in a comfortable break room, outdoor plaza, snack bar or restaurant within or close to the building helps toward having a satisfied tenant. This convenience adds value to the building by decreasing the employee's time spent away from it and provides a smooth transition from one activity to another.

As with buildings, people come in various sizes and temperaments, with few exceptions, the majority has about the same comfort zone. The exceptions are those people who are hypersensitive to odors and scents, those who are hot or cold natured, and those who cannot be satisfied regardless of what is done. Most people hyper sensitive to these elements understand they have to live with these conditions, so others around them can be comfortable.



*James Quillen Federal Building*

The very small percentage of people who cannot be satisfied or are constantly unhappy will not be satisfied regardless of what we do, and we must accept their complaints or criticism as graciously as possible and satisfy those we can.

There are numerous detractors which impact tenant satisfaction and the way tenants and the public perceive a building. As mentioned earlier, the first relates to the grounds and entrance into the building. If the property appears dirty, unkempt, and unattractive, this will probably send the message that the building's image is unimportant, that management does not care, or is financially unable to afford the upkeep of the grounds in a professional manner. Buildings in poor condition usually do not attract higher quality tenants, have high vacancy rates, tend to lease at a much lower rate, and costs more to operate, thus producing less profit.

The major factors in keeping tenants satisfied are making it easy for them to conduct their business and keeping them comfortable while they do it. Having an elevator system that routinely fails, making it

difficult for customers to access the tenant and making it difficult for tenants to get to their offices is certainly not conducive to tenant satisfaction. Detractors have the tenants concentrating on these items instead



*John Duncan Federal Building*

of on accomplishing the tasks for which they are being paid. Tenants should be able to walk into their office and conduct business without these detractors. It is the responsibility of the property manager and maintenance staff to effectively manage the building to maintain this invisible work environment. Nothing seems to remain the same with buildings; the heat-loads change with new equipment, breakdowns occur, and outside temperatures change with the seasons. The "set it and forget it" method of managing buildings is a thing of the past, especially when quality service is so vital for office space being offered today.

Effective building management requires constant attention and communication with the tenants. The quick response to, and repair of equipment failures is essential in maintaining a comfortable work environment. Tenants must develop the confidence and sense of trust that everything possible is being done to repair the breakdown quickly. Energy management systems have become an important tool for establishing temperature comfort in modern buildings. Individual temperatures can be reviewed daily and adjusted without having to enter the tenant's space. An effective maintenance program, though sometimes costly, can eliminate building-related detractors and develop customer relations, the building's reputation, and profitability.

Tenants generally are not concerned with the how or what it costs to operate a building. They assume that the rent they pay includes an environment conducive to the accomplishment of their mission. If we can provide our tenants with an invisible work environment, we can accomplish our mission to provide a desirable, comfortable, fully rented, and profitable building. After all, what our buildings say to our tenants is what the tenants say about our buildings and the way we manage them.

*contact: dennis a. gentry, 865.545.4330*

### Rent on the Web (ROW) is a Success!

A joint project by PH and PI has reduced the number of agency/bureaus receiving paper Rent bills from 400 to 90, and the number of CBRs from about 20,000 to 6,760. For the first time, the results show that, in a short time, we have essentially removed about two thirds of our customer base from paper. While some of the hardcore paper users remain unapproachable, at least for now, we can begin to target some of the others to join the program.

*contact: john k. wilson, 202.501.0876*

### The New PTO Headquarters is Under Construction in Alexandria, VA

A new headquarters complex for the U.S. Patent and Trademark Office (PTO) is under construction and ahead of schedule on an eight-acre site near the Potomac River in Alexandria, VA. The 2.3 million square foot complex is one of the Washington metropolitan area's biggest construction projects and represents the largest lease ever executed by GSA. Beginning in 2003, more than 7,000 PTO employees will be relocated to the new headquarters from 18 buildings in Crystal City, VA. Full occupancy is expected by 2005. The new lease will save the Government over \$200 million in rental payments over the 20-year term.

In 1995, Congress authorized GSA to lease approximately two million square feet of space for PTO in Northern Virginia for 20 years. The lease was executed in June of 2000, at a highly competitive rent fixed for the 20-year lease term. The firm of Skidmore, Owings, and Merrill designed the build-to-suit complex, which consists of five ten-story buildings. Two parking garages provide 3,800 parking spaces. All of the PTO buildings will be connected by underground walkways.

The city of Alexandria master-planned this site for a high-density, urban mixed-use center, to include office, retail, and residential development, all within walking distance of the Metro.

Up to 500 truckloads of soil per day were removed from the site between December 2001 and late July 2002. In one of the most complex and advanced excavation projects ever undertaken, the excavation contractor used high-tech methods—including bar-coding and global positioning systems—to catalog, code, and record each truck's load and destination. As part of the excavation process, they removed and recycled some 35,000 tires, which had been buried in a portion of the site previously used as a landfill.

The 500 workers now on site each day will increase to 1,300 per day over the next few months. Two concrete batch plants located on the site can pour up to 16,000 yards of concrete per day. The seven cranes on site will double in number when construction activity reaches its peak. GSA has been involved in many security briefings/discussions as the trial of the accused "20<sup>th</sup> hijacker," Moussoui, is underway at the adjacent Federal courthouse.

*contact: susan stewart, 202.708.3010*

## Cross Service Celebrations Abound in the Northwest/Arctic Region

The associates of the Northwest/Arctic Region celebrated the year's accomplishments and star performers at their annual award ceremony and picnic on August 6. The theme, "Above and Beyond...You Make the Difference" aptly described the regional direction and commitment to its associates. Silvana Clark, creative whirlwind extraordinaire, stimulated the audience's creative juices with her presentation "Bringing Humor to Work," a lighthearted look at how humor invigorates the workplace.

The ceremony recognized associates from FTS, FSS, and PBS throughout the region.

The award categories were:

- Integrated Solutions;
- Assistant Regional Administrator's Service Excellence;
- Community Service; and
- Regional Administrator's Commendable Service.

The GSA Employee Association hosted an old-fashioned picnic that featured a barbecue-style lunch complete with hamburgers, hotdogs, and all the fixings. Associates honed their competitive skills with team-focused games, practiced pitching skills at the dunk tank, and wowed fellow associates with energetic karaoke performances. The recognition of deeds well done, laced with a liberal dose of fun, permeated the day's events. Field associates celebrated the day at their respective locations.

New associates were also honored in a tri-service New Associate Orientation designed to educate and motivate new "family members." The program featured a "Welcome to Public Service" address from Regional Administrator Jon Kvistad.



Newcomers also enjoyed an ARA panel, benefit and policy instruction, presentations about each service, and a special "Lunch with the Leaders." The program provided an invaluable opportunity to learn about GSA and network with our leaders and each other.

*contact: lauren hader, 253.931.7451*

## Great Lakes Associates Compete in Corporate Challenge Race in Chicago



Forty-four associates from the Great Lakes Region participated in the 21<sup>st</sup> annual JP Morgan Chase Corporate Challenge. The 3.5-mile race/walk circled the Chicago lakefront and Grant Park area and featured over 14,500 participants from 450 companies and organizations. GSA's team (which included participants from all three services) finished 54<sup>th</sup> out of 130 co-ed teams. A portion of the proceeds benefited the YMCA of Metropolitan Chicago.

*contact: bruce w. hall, 312.353.2605*

## GSA Provides Customer Service to the Transportation Security Administration

The Mission of the Transportation Security Administration is to protect the nation's transportation systems to ensure freedom of movement for people and commerce. This agency's mission, in the light of last year's attacks, is vital to the safety of all Americans. TSA is in the process of securing approximately 440 airports with screeners and other personnel for people, baggage, and cargo and to provide airport perimeter security and aircraft security by the end of 2002.

TSA has asked GSA for support in procuring office space, telecommunications, supplies, and furniture at 400 airports nationwide. That will encompass 3 million square feet of space at airports and locations close to airports. The estimated rent revenue could be in excess of \$150 million.

GSA has established the following core team of representatives from each service:

- Bill Jenkins (PBS);
- J. L. Quebbeman (PBS);
- Jim Jones (FTS);
- Nick Summers (FSS);
- Richard Crosariol (FSS);
- Jim Williams (Mid-Atlantic Region); and
- Paul Notarfrancesco (Mid-Atlantic Region).

There will be regional representatives as part of the leadership team.

This team meets regularly with TSA representatives to work through operating processes, procedures, and issues. GSA realty specialists are securing space at 39 priority airports. Broker contracts are in place for the remaining airports.

*continued on page 18*

*across our services con'd*

Telecommunications service is being provided in an expedited manner, within two weeks of an approved order. After the initial start up, more sophisticated phone services will be installed. The anticipated fiscal year 2003 revenue is around \$40 million (network, wireless, smart cards), with the opportunity to grow significantly.

FSS is providing TSA with over 100 vehicles and start up kits for offices. TSA is using GSA schedule vendors for furniture and equipment, including rental furniture.

NCR has provided space for over 500 personnel in the Regional Office Building for TSA headquarters activities.

This is a real success story of the different services of GSA working together to accomplish our mission—of helping Federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services, and management policies.

*contact: jim williams, 215.656.5501*

**PBS IT Venture Capital Review Board Funding is Complete**

The first round of funding by the PBS IT Venture Capital Review Board (VCRB) is complete. Congratulations to the successful submitters.

The VCRB was established to create a disciplined process for evaluating and funding pilot projects so more technology ideas could become a national process or application in less time and more cost effectively. Eleven projects from six regions were submitted for funding by the June 30, 2002, deadline. The quality of the proposals demonstrates outstanding engagement and commitment to improving the Public Buildings Service. The following two projects, which demonstrated outstanding technical, business, and organizational merit, were funded:

- **Reverse Auction** will enable PBS to apply reverse auction procurement techniques to the purchase of a variety of required services and supplies across the web. Shirley Rohmer of the Greater Southwest Region will manage this project.

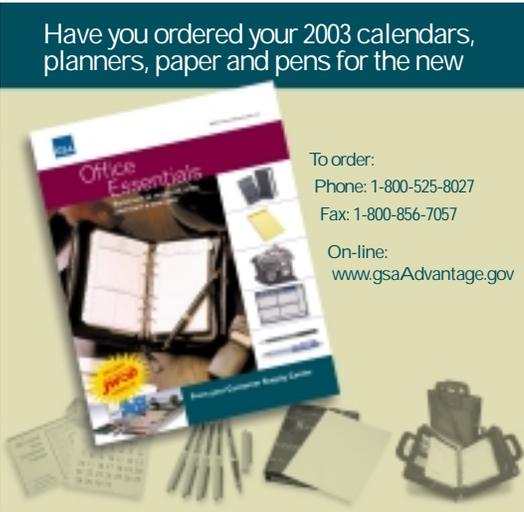
- **RWA Tracking** will create a utility that will track RWA information from its inception to completion. This web-based system will capture the initial RWA information and modifications to that RWA, and then reconcile any obligations against the RWA. Wayne Smedley of the National Capital Region will manage this project.

The VCRB will be monitoring and reporting the progress the results of these efforts.

However, the process doesn't end here; two new rounds of funding will occur in fiscal year 2003. **The deadline for submission to the VCRB for the first round in fiscal year 2003 is December 31, 2002.** Watch your e-mail for announcements regarding the process for VCRB submissions!

You can view the submissions at:  
<http://insite.pbs.gsa.gov/eCIO/index.asp>

*contact: kay mcnew, 202.501.9100*



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Excerpt from Commissioner  
Moravec's Speech  
to the National Account  
Executive Dinner Meeting  
October 1, 2002

What do customers want from us?

They want what any customer wants—consistency, quality, and speed of execution in our service to them. They want their needs satisfied—fast.

But they want more than that and, paradoxically, less than that.

They want to know they are dealing with a GSA associate who understands their problems, feels their pain, if you will, and is dedicated to helping them as a matter of the highest personal priority. Someone who understands that he hasn't succeeded until his customers' needs are met and his customer has succeeded.

Once you establish this personal connection with your customer, even the most difficult issues become manageable and solvable. And conversely, if you—as service provider—fail to establish this bond of trust, everything will be a struggle. It's that simple.

As an organization and as individuals we need to learn how to connect with our customers, personally, and demonstrate right at the outset an urgent, responsive, can-do approach to satisfying their needs.

When everyone in PBS—regardless of job description—understands and accepts this responsibility, all kinds of wonderful things will start happening in every part of the organization—phone calls will be returned the same day, even the same hour, tight deadlines will be set for deliverables, and met; transactions will benefit from follow up, follow up and close the deal intensity; problems will be resolved when they first appear, not through prolonged exchanges

of policy papers, citing competing authorities; people won't wait for permission to do the right thing. They will act, our customers' needs will be met, or at least they'll know in a timely manner why they can't be met. GSA's reputation will grow. We'll do more business, better business and, believe me, our lives will actually get easier and more personally rewarding and enjoyable.

Because the world is driven by enlightened self-interest; we need to lead by showing our colleagues what's in customer satisfaction for them. What's the pay off?

PBS knows better that most Government agencies there are consequences for performance—good or bad. We've been on that path for years. That's what Linking Budget to Performance is all about. Now we need to make performance in serving our customers our highest goal, an end in itself. And we can do it with your leadership, your role modeling.

We see it already around the country—with the Courts, with the Border Station agencies, Transportation Security Administration, IRS and other clients. Let these hard-earned customer experiences guide us in the future.

## Children Say “Thank You” to CIO Associates

The Office of the PBS Chief Information Officer (PBS CIO) was presented with a wonderful thank you gift from St. Paul’s Evangelical Lutheran School. The PBS CIO, on behalf of PBS, presented the school with 25 donated computers for use in their classrooms. In thanks for the much-needed computers, the school children sent an autographed poster of their class photographs. The poster has been framed and is hanging in the Central Office (Room 5022) for everyone to enjoy.

PBS has been actively involved in the school donation program for three years. We have donated over 350 computers to various schools in the metropolitan area. We take pride in giving back to our community and plan to continue to donate in the years to come.

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## Protecting Ourselves at Home!

The following is an excerpt from the *Washington Post*, “Preparedness Guide.” This is part of the CD that the Homeland Security Office is preparing for distribution.

### Preparedness: Individual & Family Planning

The American Red Cross has outlined guidelines for families and communities explaining how they should respond to alerts issued under the new Homeland Security Advisory System, the color-coded terrorism threat chart established to aid local law enforcement officials.

The recommendations for **individuals** range from developing a personal disaster plan in low-threat level conditions to being prepared to seek shelter or evacuate during a severe risk of attack.

The Red Cross advises **families** to develop a family communication plan for high-risk situations and to discuss fears about terrorism with every family member, including children. A pre-packed disaster supplies kit for a family could include:

- first-aid supplies
- flashlights
- extra clothing
- sleeping bags
- food
- bottled water
- tools
- birth certificates
- passports
- licenses
- a battery-powered radio or TV (along with extra batteries)
- cash

The Red Cross recommends that **school officials** develop a written emergency plan and be prepared to follow instructions from local authorities if the threat level is high enough to warrant school closings. **Parents** are encouraged to find out what type of emergency plan is in place at school and what kind of authorization is required for the school to release a child. Keep in mind that school telephones may be overwhelmed during emergencies. In addition, some officials say that during an emergency, schools may be the safest place for children.

In the event of any emergency, individuals should follow the instructions of local officials and stay tuned to radio and television stations.

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## GSA Is Key to New York Federal Commemoration of 9-11

GSA’s Northeast and Caribbean Region took a lead role in coordinating the New York City Federal community’s ceremony to

commemorate September 11. The event, held on the plaza of the Jacob K. Javits Federal Building in lower Manhattan, was planned as a ceremony that would reflect upon the tragic events of last year, honor the victims, and also recall the great surge of public service and patriotism that the Federal community exhibited during the recovery efforts that involved so many of its members. In his remarks to the audience of about 3,500 Federal workers, Administrator Perry praised the efforts of all of the agencies that supported the recovery, spoke about GSA’s responsibilities and role in the aftermath of September 11, and the importance of volunteerism in America.

The event, which also included a joint military color guard, an interagency group of Federal bagpipers, a Native American healing ceremony, and the “revealing” of a 7-story United States flag on the side of the building, was well received. Interestingly, during the Native American healing ceremony, the Mohawk leader spoke of the spirits of the dead coming back on the wind. On an otherwise breezeless day in lower Manhattan, one gust of wind, billowing in shortly after the healing ceremony and during Administrator Perry’s speech, blew the backdrop from its position on the stage and onto the Administrator. Mr. Perry said that perhaps it was the work of those spirits mentioned earlier coming to join us.

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## Memorial Wreaths Carry Condolences

As part of the New York City Federal community’s commemoration of September 11<sup>th</sup>, each local Federal employee was offered the opportunity to participate in a project that would gather signatures and thoughts on red, white, and blue ribbons. The GSA-led initiative was conceived as a way to embrace the entire local Federal community in the 9-11 commemorative activities.



The project was coordinated through the office of the Northeast and Caribbean Region PBS ARA. The effort resulted in hundreds of signed ribbons that contained not just signatures, but also condolence notes and expressions of sympathy to the families of the victims and the greater New York City community. Altogether, an estimated 35,000 NYC Federal employees participated in this project.

Once collected, a team of volunteers tied the ribbons into bows and affixed them to large wire wreath frames. The result was four large red, white, and blue ribbon wreaths that were presented during the NYC Commemoration Ceremony on September 10, 2002. After the ceremony, Federal Protective Officers Franz Kippes and Jaime Valentin, both of whom were injured at the World Trade Center, along with FPS Regional Director John Ulianko, delivered the wreaths to a specially designated spot on one of the private viewing platforms at Ground Zero. Later that evening a representative of the New York/New Jersey Port Authority called GSA to express thanks for the wreaths and the sentiments they represent.

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*Ribbon Cutting Ceremony for Lawrence's Child Development Center*

## Child Care Center Dedicated

Commissioner F. Joseph Moravec along with the Mayor of Lawrence, Tom Schneider, and Steve Bonta, Central Site Director DFAS, were featured speakers as GSA dedicated the Start Smart 4 Children Child Development Center on June 24, in Lawrence, IN. Mayor Schneider was so pleased with the new child care center in his community that he presented the center with a symbolic Key to the City. Mr. Bonta expressed his support for family friendly initiatives for the work force and children from the center launched balloons and led the pledge of allegiance. The center offers a high quality child development program for 98 children from three months through five years old.

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**What is your vision for General Services Administration and Public Buildings Service?**

The mission of this agency is a critically important mission in terms of our role in our nation's Federal Government. Other agencies rely on us to provide services to carry out their missions. My vision is for GSA to achieve our mission with real excellence—that we become a very high-performing organization in the excellent execution of our mission. Our mission states, in part, that we help Federal agencies better serve the public by offering at best value superior workplaces. That clearly encompasses the work of PBS in both terms of physical workplaces and making sure that those workplaces are safe and secure. We also offer expert solutions to help with a variety of needs. We offer acquisition services, in some sense, is the real core of what GSA does—much of our work in property management and procurement relates to acquisition services. If you think about the individual aspects of our mission statement and the importance of those services that we provide to other customer agencies, it helps you understand how important our role is. I believe this vision is widely shared among GSA associates.

**What are some of the challenges to achieve this across the services?**

We must be strongly focused and tightly aligned as a team of associates to achieve our goals. Given our history of successes and the foundation of good and dedicated people, we are already a good performing organization. The reputation that we enjoy among our customer agencies and our track record of successes are evidence of that. However, as good as we are today, we have not yet reached our full potential. The issue is that we can perform at a higher level. To achieve this, we need to focus on enhancing

our performance management process to make it more rigorous and we need to execute it with excellence. As part of that, we need to continue to provide for developing a world-class workforce and world-class workplace.

**What are your goals to develop our Human Resources?**

I believe this has to be discussed - always, always, always - in the context of our performance goals. Training and development are desirable things intrinsically; but ideally they should be directed toward a particular goal and should also be in the context of improving organizational and individual capability to achieve those goals. That is, human resource development should be done within the context of the performance management process.

The broad subject of performance management, this is a process that any organization has to have to be fully successful. It starts with having a full understanding of the organization's reason for existing or mission. And, it's also important to talk about personal values as well as values for the organization. Last year, we spent some time revisiting our agency's mission and values. Once those two things were clear among the GSA teams of associates, we were ready to proceed to answer the questions—What will we achieve together? What are our goals? Our mission gives direction to our goal setting; the values discussion gives direction to how we will work together to achieve our goals. To be successful, it is necessary for associates to focus on our goals and it is necessary that we are tightly aligned and working together.

That is where a good performance management process makes a difference. Once the goals are set, the next question is—What is the action plan? What am I responsible for? What are you responsible for? What is everyone's role with respect to

this? High performing organizations make the performance management process rigorous, actually write it down, not necessarily every detail, but the big picture so that people are clear about what they will do and how and when they will achieve it.

After the action plan, comes the execution phase. We must execute the action plan. We must review our accomplishment and action plans periodically, and, if we determine that we're off track, we must decide how to get back on. In some cases it's just as easy as deciding to do so. Other times, getting back on track is more difficult. For example, we may find that we are off track because we don't have all the requisite skills and competencies we need to do the job; and that is where human resource development comes in.

Human resource development starts with the question—"Given our goals, what are the skills, competencies, and personal characteristics (including dedication) that we need to achieve those goals?" Once these needed skills and competencies are identified, we can compare them to what we already have. If there is a gap between what we actually have and what we need, then we must develop a specific strategy to bridge that gap. In other words, we must develop an "associate development plan" that addresses the specific areas of skills and competency weakness. I'm not talking about just general recruiting and training, but "targeted recruiting and training." Some recruiting and training needs to be done in a general way to get good people in the pipeline. That's essential; but sometimes the strategy to bridge the gap between what we have and what we need requires targeted recruiting and training.

Often organizations can focus too much on recruitment and don't bridge that gap by providing developmental opportunities for existing people as well as recruiting new people.

**It is a different world today. Government has often gotten a bad rap. GSA is a great place to work, but how can we let this next generation know about the wonderful opportunities available in the Federal Government?**

It will be an interesting challenge. It's true that the nature and mobility of today's workforce is different than it was 30 year ago. To go back 30 or 40 years, people didn't move around as they do today. They grew up, went to school and worked in the same area and stayed there. That has changed. Those of us in public service know that being involved in the work of the Government should be highly valued because we can impact the quality of lives of the people in our community, and we are involved in preserving freedom and democracy. There will always be people who are simply attracted to public service and those attracted to the private sector. We need to make sure to provide information about government jobs so people can make an informed choice.

**How does serving as the Administrator of General Services compare with serving as a senior executive in the private sector?**

I served my first 37 years in the private sector in a number of managerial responsibilities, including a senior vice president for a major private sector company that manufactures roller bearings and steel. While the general products we produced and the services we provide are very different, there is a great deal of things in common. Among them is the general issue of the process for achieving organizational performance. Whether we are talking about GSA as an organization, a church choir, a baseball team, or a private sector manufacturing company, all of these organizations have a commonality of wanting to achieve or perform something. The success they'll have at that performance will depend on what the team leader and members do to plan and execute. That is, it will depend upon their

effective use of a rigorous performance management process. If a church choir has as its goal to be a winner of state church choir competition, they can use performance management to achieve it. They will have a mission, values on how to work together to achieve their mission, goals and an action plan for achieving those goals. This process will show them how to get from where they are now to where they want to be in future. That choir's success will depend upon its performance management process.

As GSA focuses on our achieving goals, we will need to put in place a more rigorous performance management process. A team leader needs to make sure that the process is working and that everyone in the organization sees the value of it. Because the CEO, team leader, or coach can accomplish very little alone, real performance is accomplished when every member of the organization is actively engaged and successfully performs his or hers specific roles and responsibilities, which are strongly aligned in the overarching goals of the organization.

On a day-to-day basis, I see more commonality than differences in what I am doing at GSA versus what I did in the private sector. However, one difference is how we measure performance. That's a little less clear in the Government. In the private sector, measurement of overall performance would be to achieve a profitable operation. We don't have the same profit motive, but we can still look at whether we are achieving our goals in a cost-efficient way.

GSA has various goals that are followed by action plans that are followed by performance measures, which help us identify whether we are achieving our goals. That is our measure.

If we want to achieve a high performance and continuous improvement at GSA, we must set challenging goals, review action plans, and apply performance measures. Each of us will get a better picture of our role

and responsibility in the organization in terms of moving the whole organization forward.

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*calendar of events*

<http://internotes.gsa.gov/pbs/pbsclndr.nsf/dateWeb?OpenView>

DATE	EVENT	PLACE
10/16/2002	Alfred A. Arraj Federal Courthouse Dedication	Denver, CO
10/18/2002	Renaming Ceremony - U.S. Courthouse	Alton, OH
10/21-25/2002	CMC Workshop	Chicago, IL
10/21-25/2002	PBS Academy - Strategic ABCs	Washington, DC
10/21-25/2002	Realty Services Quarterly meeting	Chicago, IL
10/23-24/2002	Best Practices Forum - Customer Satisfaction	Chicago, IL
10/24/2002	Groundbreaking - Miami Courthouse	Miami, FL
10/25/2002	Renaming Ceremony - U.S. Courthouse	Medina, OH
10/29-30/2002	Property Disposal Contracts Conference	Washington, DC
11/13/2002-11/15/2002	Green Building Conference and Expo	Austin, TX

