



## *building assets*

volume 1 issue 2 march 2003



### **The Year Ahead** *commissioner's perspective*

As you know, this Administration is focused on performance—as articulated in our Mission, Values and Goals. I hope my legacy as Commissioner will be a stronger, high-performing PBS, as reflected in the quality of our owned portfolio of properties, the strength of our workforce, and the efficiency and effectiveness of our operations as a government business.

I feel that we made significant progress in each of these areas in the past year and yet, of course, much remains to be done.

For FY 03, I have told the Administrator that my highest personal priorities, in pursuit of excellent performance, are four in number. They are to: (1) help shape our agency's Human Capital Strategy; (2) move us toward becoming a Customer Service-driven agency; (3) launch a National Brokerage Contract; and (4) achieve enactment of Property Reform legislation.

This obviously is not to say that I am going to abandon work on other critical performance initiatives underway—such as National Coherence, the Portfolio

Restructuring and Reinvestment effort, or improving our record of on-time, on-budget delivery of capital projects. It is to say I believe those efforts are well along and will not demand as much of my personal time as the Human Capital, National Brokerage Contract, Customer Service and Property Reform initiatives.

Of these, none is more important than helping to shape a Human Capital strategy for PBS and GSA. Not only is a success in the services business all about people and dependent on having the right people with the right skills in the right place, but the strategic management of Human Capital is also Number One on the President's Management Agenda.

For the past several months, with the aid of a Wilmington, Delaware-based contractor, ProOrbis, PBS has been engaged in developing a comprehensive Human Capital Strategy, that will guide the recruiting, training, management and deployment of our most important asset in the years ahead. The effort, which began with a no holds-barred assessment of our capabilities and potential value propositions, has engendered considerable interest and enthusiasm.

As this work progressed, the implications and potential value for the entire agency

began to become apparent and the Administrator has now broadened the scope of the project to encompass all of GSA. You will be hearing more about this exciting effort in the months ahead.

As I approach my second anniversary as PBS Commissioner, my understanding of our great organization and commitment to doing all that I can to assist its continued evolution is greater than ever. I am confident that we are moving in the right direction across the spectrum of our activities and that we have a very bright future. And because performance is its own reward, this is very good news for each of us as we seek to fulfill our career aspirations as public servants.

### ***contents***

commissioner's perspective  
our assets  
across our services  
our human capital  
our operations  
our customers  
our community  
pbs on-line  
pbs communications  
an interview with

Newsletter available online:  
[inside.gsa.gov/\\_pbs/newsletters/outlook.htm](http://inside.gsa.gov/_pbs/newsletters/outlook.htm)

## Accomplishing GSA's Goals One Project at a Time



The Twin Rivers Complex in Ogden, UT, named for the Ogden and Weber rivers, exemplifies how GSA can successfully accomplish its mission and goals with the help of strong project partners to:

### Provide best value for customer agencies and taxpayers.

The Boyer Company and a host of contractors participated in a Project for Public Spaces ([www.pps.org](http://www.pps.org)) workshop to improve the project design with an eye toward employee and community needs. As a result, various details of the design were revised including landscaping, parking, and pedestrian walks.

**Achieve responsible asset management.** GSA provided IRS with workspace that improved their productivity.

### Operate efficiently and effectively.

GSA successfully collaborated with:

- IRS
- Utah Heritage Foundation
- State Historic Preservation Office
- Ogden City
- The Boyer Company (lessor)
- Utah Transit Authority (UTA)

### Ensure financial accountability.

The project was completed on time and \$5

million below budget. It was constructed for only \$15 million.

### Maintain a world-class workforce and world-class workspace.

- The facility is a replacement space for converted warehouse space currently occupied by the IRS.
- Next year 1,000 additional IRS employees will be located adjacent to the Twin Rivers Complex in the Scowcroft building, thus increasing their efficiency.

### Carry out social, environmental, and other responsibilities as a Federal agency.

- Social—The complex:
- Stimulated economic growth, cleanup of adjacent properties, and further redevelopment of downtown Ogden.
- Positively impacted the growth of downtown Ogden by bringing approximately 1,200 employees to the area.
- Revitalized an entire city block within the Central Business District.
- Environmental—The complex is a model for sustainable design. Features include state-of-the-art mechanical and electrical systems and green building technology.

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## Portfolio Management in FY 2002

In FY 2002, PBS began to implement its Strategy for Restructuring and Reinvesting in the Owned Inventory. The strategy integrates portfolio management principles and practices into asset planning and capital investment decision-making. It presents a coherent, national approach to shaping the owned portfolio and a clear vision of the portfolio's composition once implementation is complete.

Implementing the strategy has focused our attention on identifying customer requirements and analyzing each asset's financial performance. Portfolio management guiding principles, asset diagnostic tests, analysis of return on investment, and specific asset holding periods have replaced the once commonplace notion that every owned building was to be kept indefinitely regardless of customer need and asset financial performance.

### Guiding principles.

- Customer needs drive the portfolio composition.
- Each asset must perform financially.
- Each asset must have a predominant federal use.
- Each asset must charge rent reflective of its quality.
- Financially performing assets will have priority for reinvestment.

**Restructuring.** Asset managers nationwide reviewed every owned building in the portfolio. In each Asset Business Plan they entered a financial summary and an asset strategy. They posted over 570 under- and non-performing assets to a national "watchlist" and by the end of the year had worked out a redeployment solution for 30 percent of them; for example, cost containment, renegotiated rents (ROI pricing), outlease, conveyance to tenants, exchange, or disposal. **All but one region reduced its non-performing inventory, with the most activity noted in Region 2 (74%), Region 9 (56%), and Region 3 (36 %).**

**Reinvesting.** As a consequence of the restructuring initiative, there is now a clear understanding that in reinvestment decision-making financially performing assets must have priority for the repairs and alterations

funds available to PBS. Capital decision-making focuses not just on the physical condition of the asset, but also market conditions, customer requirements, and the potential return on reinvestment. Limited capital reinvestment dollars are now more likely to flow to properties in strong markets with long-term federal tenant need. Funds reinvested in such properties enable the federal government to avoid higher rents to private-sector lessors and provide solid returns to the Federal Buildings Fund to support future reinvestment needs.

**Envisioning change.** Implementing the Portfolio Strategy will gradually change the composition of the portfolio. Buildings will tend to be larger, higher quality, functionally modern, and concentrated in metropolitan areas. The leased inventory will continue to grow. Redeployment of non-performing assets will be more than offset by newly constructed buildings entering the portfolio. It will be more efficient, with a higher return on value. The portfolio will have a lower repair liability. There will be an overall improvement in the quality of workspace for our customers.

**Online resources.** There are many helpful tools posted on the PT InSite page ([http://insite.gsa.gov/\\_pbs/pt/opm/home.htm](http://insite.gsa.gov/_pbs/pt/opm/home.htm)). Look under "Portfolio Restructuring" for templates, fact sheets, and communication guidelines. Look under "Communications" for new documents on the restructuring initiative: Communications Guidelines, Restructuring Factsheet, Bellingham Matrix, and a GAO study on the financial status of the inventory. A new video on the portfolio restructuring initiative, hosted by Administrator Perry and Commissioner Moravec, is also posted on PT InSite.

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## Alfred A. Arraj U.S. Courthouse Dedicated

GSA dedicated the Alfred A. Arraj U.S. Courthouse on October 16, 2002. The event hosted a number of speakers including Commissioner Joe Moravec, Senator Wayne Allard, and The Honorable Lewis T. Babcock, United States Chief Judge for the District of Colorado. Over 200 attendees helped celebrate the completion of this project.

The sustainable design created by Anderson Mason Dale Architects (AMD) and Hellmuth,

Obata + Kassabaum (HOK), is a demonstration of the commitment GSA has towards safeguarding the environment for future generations. The 190,000 net square foot facility comprises a 10-story tower and an adjacent, two-story attached pavilion. The tower houses fourteen courtrooms, judges' chambers, court support areas, and office spaces in addition to the special proceedings courtroom, located in the pavilion.

Said **Commissioner Moravec:**

The goal of sustainable design is to find a delicate balance between a building's



environmental impact, its effect on the community, and cost considerations. And, in the process, we can go a long way towards achieving our core mission, which is to provide a world-class workplace and value for the American taxpayer.

The design strategies incorporated into this courthouse have made abundant use of state-of-the-art technologies. The building will consume 1/3 less energy than a typical courthouse using proven technologies for a 100-year life expectancy.

A number of GSA programs facilitated the triumph of the project. The Design Excellence process allowed the team to enhance its communication efforts throughout the life of the project. As **Contracting Officer Dannie Crowder** stated:

It creates a more relaxed atmosphere from the outset. It brings ownership to projects by everyone involved.

Ultimately, GSA tenants measure the success of a building. **Chief Judge Lewis T. Babcock** stated:

We want the building to be appropriate for all people who will be using it. I think we did that very well in this case.

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## Annex Building Renovations at SSA Headquarters Complete

In November, GSA and Social Security Administration (SSA) officials celebrated the completion of renovations to the 477,000 sq. ft. Annex Building at SSA's Headquarters in Woodlawn, MD. Administrator Perry and SSA Commissioner Jo Anne Barnhart cut the



*Annex Building, SSA Headquarters, Woodlawn, Maryland*

ribbon, marking completion of the second in a series of projects designed to transform the aging, four million square foot SSA Headquarters into an aesthetically pleasing, highly-functional, modern campus.

In planning this project, the resourceful thinking of the GSA/SSA team led to the reuse of the existing Annex Building shell, avoiding approximately \$25 million in new construction costs. The aggressive recycling/reuse of various interior elements and construction materials led to an additional \$310,000 in construction cost savings. The Annex Building renovation team was recognized with a GSA Demolition Derby/Construction Waste Management Award for their reuse/recycling efforts.

The ribbon cutting ceremony also celebrated the Annex Building's Leadership in Energy and Environmental Design (LEED™) certification. LEED™ is a consensus-based, market-driven rating system administered by the U.S. Green Building Council, the nation's foremost coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable, and healthy places to live and work. This certification, designed to encourage and facilitate the development

of more sustainable buildings, recognizes achievements in these five categories:

- Sustainable site;
- Water efficiency;
- Energy and atmosphere;
- Materials and resources; and
- Indoor environmental quality.

The SSA Annex Building marks the first facility in GSA's inventory to be certified under the LEED™ Rating System.

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## Image of the Martinsburg Federal Building Transformed

GSA is nearing completion on a renovation project at the Federal Building in Martinsburg, WV. The project, part of GSA's First Impressions initiative, was recently honored with a GSA Design Award Citation for successfully transforming the building's image.

The Martinsburg Federal Building opened for business in 1961. In 1996, the appointment of the first U.S. District Judge to the Martinsburg Federal Building signaled new growth and brought with it new demands on the facility. Increased security



*The new entrance provides the building with a sense of identity and creates a pleasant point of entry.*

and related equipment resulted in a cluttered building entrance and lobby. The building's first floor corridor, originally a U.S. Post Office but now serving as a corridor to a highly public courtroom, did not present a welcoming environment. The building also lacked identity and did not integrate well with its surrounding buildings. Major changes include:

- The facility's entrance was relocated to allow for a more generous pedestrian approach to the building.
- A new vestibule increases the space available for entry and circulation and allows more space within the building lobby for security, including a new security station.
- New signage provides the building with a sense of identity.
- Applied metal elements break down the façade to a human scale, improving integration with surrounding buildings.
- The first floor corridor was transformed



*The Martinsburg Federal Building now features exhibits on the history of the community and federal government.*

into a major public space, including a gallery with exhibits highlighting the history of the community and judicial system.

Our Federal buildings are part of our nation's legacy and serve a crucial role in serving the American public. Through smarter solutions, this renovation preserves this legacy, ensuring that the Martinsburg Federal Building remains a vital contributor to the community, the federal government, and our nation for many years to come.

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## Minuteman Missile National Historic Site Transferred

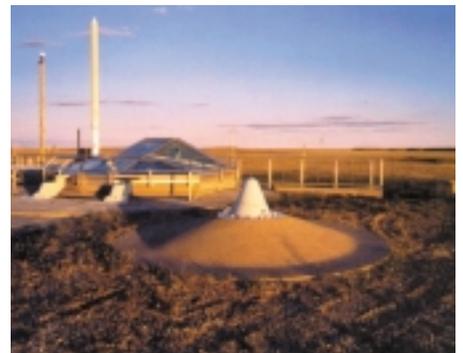
Region 7 Property Disposal Branch transferred 5.57 acres of land and improvements, together with an access road easement of .78 acres, to the Department of the Interior (DOI), National Park Service (NPS), in accordance with Public Law 106 of the National Historic Preservation Act of 1966, and Executive Order 11593.

On September 27, 2002, the U.S. Air Force conducted an inauguration ceremony for Delta 9–Minuteman Missile National Historic Site located in South Dakota. Congress established the site on November 29, 1999, but its story goes back decades. On September 10, 1961, a groundbreaking ceremony was held to begin construction on Ellsworth Air Force Base's new Minuteman Missile system. Construction was completed and the 150 solid-fueled inter-continental ballistic missiles (ICBMs) became fully operational in October 1963. The system remained on constant alert for nearly 30 years, requiring the skill and dedication of thousands of military and civilian personnel.

With the end of the Cold War and the signing of the START treaty in 1991, the nationwide withdrawal from alert of all 450 Minuteman II missiles began. Recognizing the historic significance of the system, Air Force and NPS personnel worked together to preserve Delta 1 and Delta 9. The facilities are destined to be preserved, protected, and interpreted for the benefit of present and future generations.

Attending the ceremony were:

- Fran Mainella, Director, NPS;
- Lieutenant General Robert Hinson, Vice Commander, Air Force Space Command;





- Ronald L. Orr, Principal Deputy Assistant Secretary, Air Force for Installations, Environment and Logistics;
- Craig Manson, Assistant Secretary for Fish, Wildlife and Parks, DOI;
- Colonel James Kowalski, Commander, 28th Bomb Wing; and
- William R. Supernaugh, Superintendent, Badlands National Park.

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### Tax Center Finally Becomes Official Asset

It has a quirky address that many taxpayers readily recognize: **1040 Waverly Avenue, Holtsville, NY**, and now that address is officially a GSA asset. Built for lease to the Government by the Town of Brookhaven, NY, the sprawling five-building, 50+ acre IRS regional computer center opened in the summer of 1972. It was hailed at the time for bringing over 4,000 new jobs to eastern Long Island. In a lawsuit settlement resulting



from the construction, GSA agreed to assume operation of the facility for 30 years, at the conclusion of which the Government would acquire full title to the property. This event quietly took place on December 10, 2002, as the site, which is viewed as a performing asset, officially entered the Northeast and Caribbean Region's inventory of federally owned properties.

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### TOBY Award goes to Sacramento's United States Courthouse at 501 "I" Street

In October, the PBS Sacramento Property Management Office was awarded the regional BOMA building of the year (TOBY) award in the Government buildings category for the U.S. Courthouse, 501 "I" Street. This building will compete with other Government buildings later in the year for national honors.



This Courthouse was built in 1999 and is managed by Senior Property Manager, Robert Blanchard. The on-site Building Manager is Robert C. Rigsby. The curved 16-story building is paired with a pedestrian scaled four-story entry building. The 780,000 square foot courthouse building includes nineteen courtrooms for the U.S. District and U.S. Bankruptcy Courts. The interior boasts an \$850,000 art project with 13 works throughout the public space. The property manager offers year-round guided tours to interested groups. Amenities include:

- Several outdoor resting spots;
- Fitness rooms with shower/locker facilities;
- Indoor terrace dining;
- A full-size catering kitchen;
- Conference rooms;
- A full law library; and
- A sophisticated electronic security system.

Visitors and employees are invited in through the entrance portico that fronts 5th and I Streets into a foyer where a five-story sky-lit rotunda embraces them. Within the rotunda is an exhibit displaying the rich heritage and artifacts of the Chinese American community discovered on the site during excavation.

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### Old San Juan Restoration Project Garners Multiple Honors

The Northeast and Caribbean Region's rehabilitation/restoration project of the U.S. Post Office and Courthouse in Old San Juan (USPO/CT) continues to receive honors. In November, the Advisory Council for Historic Preservation (ACHP) recognized the project with one of the ACHP's first

## *our assets*

Triangle. Located on 70 acres bounded by Constitution Avenue, Pennsylvania Avenue and 15th Street, within blocks of both the White House and the National Mall, the Federal Triangle is an impressive Government campus in the monumental tradition of Moscow's Kremlin and the Louvre-Tuileries complex in Paris.

The buildings of the Federal Triangle include the Old Post Office, the headquarters of the Departments of Commerce, Labor, and Justice, the Internal Revenue Service, Interstate Commerce Commission (ICC), and Federal Trade Commission, as well as the National Archives and the Departmental Auditorium. Each was designed by a notable architectural firm, working under general design guidelines intended to create a sense of visual unity among the different



*Ariel Rios Federal Office Building*



*ICC Mellon Auditorium*

buildings.

The Federal Triangle was never fully realized as originally designed. The Old Post Office and a Beaux-Art building housing offices of the District of Columbia blocked the completion of the IRS and Post Office buildings. The Ronald Reagan Building, completed in 1998 on the last undeveloped site in the Triangle, is located on what was originally planned as a great landscaped plaza at the heart of the campus. Notwithstanding, the Federal Triangle stands as an impressive vision, and it is the strength and cohesiveness of that original vision combined with the complexity of its evolution that ensures it a place among the great achievements of American civic architecture and urban planning.

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presentations of the Chairman's Award for Federal Achievement in Historic Preservation. These prestigious awards recognize GSA's commitment to productive reuse of public landmarks.

In addition, the project received recognition from the American Institute of Architects (AIA), New England Chapter, with one of their 2002 honor awards. These awards honor excellence in architectural design by New England architects. The San Juan project, designed by Finegold Alexander & Associates of Boston, was one of 15 projects honored out of over 250 submissions. Both GSA and the project team were recognized. In their comments on the project, the selection jury stated:

This is a wonderful example of the social and civic value of restoring and reusing significant public buildings such as courthouses...[it] is also a model of recycling and reinventing that goes way beyond the conventional historic restoration project...[and] is the ultimate example of how to make the past part of the future and the civic value of investing in public buildings.

Originally constructed in 1914, the USPO/CT was the first significant Federal building constructed on the island of Puerto Rico after it became a United States possession in 1898. The building is located on a site that has been strategic to San Juan's defense, economic growth, and development throughout its 500-year history. It is, in fact, built atop the foundations of the ancient Spanish bastion that guarded the San Juan harbor entrance for 300 years, until it was demolished in 1897 to encourage commercial and urban expansion. Preliminary archeological excavations yielded more than 16,000



*U.S. Post Office and Courthouse in Old San Juan*

artifacts, some dating to the 16th century. The project enabled the U.S. Courts and U.S. Postal Service to resume their presence in the building and to have a continuing role in supporting Old San Juan as an area for government and business, as well as tourism.

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### Federal Triangle Tours to Be Offered

The Center for Historic Buildings (CHB) coordinated a tour of three Federal Triangle properties for members of the Advisory Council on Historic Preservation who were in Washington recently attending the Council's quarterly meeting. The Center pulled together information on the history of the Federal Triangle and each of the three buildings (Ariel Rios, ICC/Customs, and Ronald Reagan) visited.

The tours were a "dry run" for the more organized tours CHB plans to coordinate with the American Institute of Architects (AIA). The AIA will advertise the tour to local design professionals (DC, MD, VA) and those eligible will receive Continuing Education Credits for participating.

With the exception of the United States Capitol, perhaps no other buildings speak to the grandeur and aspirations of the Federal Government more than those of the Federal



*Aerial View of ICC Buildings*

## Rocky Mountain Region Makes a Difference Through Community Involvement Team

GSA associates representing a variety of departments within PBS, FSS and FTS comprise the Rocky Mountain Region's **Community Involvement Team**. This group strives to positively impact the community by supporting local, regional and national organizations, such as the Special Olympics and the National Multiple Sclerosis Society. The Community Involvement Team evolved from GSA's World Class Workforce (WCW) initiative and is yet another way GSA carries out its social responsibilities as a federal government agency. Property Manager Leslie Galluzzo leads the team.

In December, members of the Community Involvement Team and the Tenth Circuit Court of Appeals welcomed the Columbine High School football team to the Byron White United States Courthouse. The Columbine Rebels recently captured the 2002 5A State Football Championship in Colorado and were recognized in a short ceremony at the Courthouse.

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*Property Manager Leslie Galluzzo holds  
Columbine's championship trophy  
with Coach Andy Lowry*

## Typhoon Pongsona Rescue Efforts

GSA's Pacific Rim region responded rapidly to the FEMA disaster of Typhoon Pongsona in early December, which devastated the islands of Guam, Rota and Saipan. All three GSA services from San Francisco, Honolulu and contracting support from the Northwest/Arctic region worked together to provide customer service to FEMA, SBA, and all the client agencies on the islands.

FSS Contracting Officers worked around the clock to support FEMA in procuring essential emergency supplies. FPS provided extra guard service to secure agency property and worked with local law enforcement to ensure safety and protection of agency personnel, federal property and historic artifacts. FPS teams working with the Pacific Rim region's Realty Services and Property Management visited agencies the day after the typhoon to inventory damage and to assist client agencies to find temporary replacement space for historic artifacts and housing for agency personnel. Realty Services contracted for temporary emergency leases of approximately 60,000 square feet of space that were opened within one week of the disaster, despite the hardships of almost no fuel, lack of telephone service and power.

GSA continues to provide customer service as Federal agencies struggle through the recovery of Typhoon Pongsona.

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## Excellence in Partnership Awards

The Coalition for Government Procurement, in association with the Federal Times and FSS, announced the winners of the annual Excellence in Partnership Awards. The awards honor the best of the Multiple Awards Schedules program. Winners are:

**Most Innovative Center**  
FSS Management Services Center

**Most Active Marketing Organization**  
FSS National Communications Office

**Most Effective Contracting Officer**  
Ellie Upchurch, Heartland Region

**Best New Negotiator**  
Donna Renner, Greater Southwest Region

**Lifetime Achievement Award**  
Gary Casteel, Northwest/Arctic Region  
Art Hackney, National Furniture Center.

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## The GSA Northwest-Arctic Team Wins FEMP Energy Award

GSA's Northwest/Arctic Region Photo Voltaic (PV) Team won accolades at the 2002 Federal Energy Management Program (FEMP) awards ceremony last October.

The FEMP Award Program recognizes teams and individuals for their contribution toward increased energy efficiency, and environmental preservation within the public sector. The Region's PV team comprised of Michael Okoro, Chris Helmer and Jerry Martin won the award for their efforts in the design and installation of a 10 Kilowatt Photo Voltaic System (solar system) at the Wenatchee Federal Building. The PV system will produce approximately 16,000 Kilowatt-hours of electricity per year, enough to power an average family home. By installing the system, GSA helps preserve the environment by reducing greenhouse gases such as carbon dioxide, sulfur dioxide and nitrogen.

The Region's PV project was selected from 121 award nominations submitted by 17 agencies. Some of the other award winners include the Department of the Army, the Department of Health and Human Services, the Department of the Navy, and GSA's Pacific Rim and Heartland regions.

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## Long Walk for Breast Cancer Research

Imagine walking 20 miles a day for three consecutive days along the beautiful Pacific Coastline of Southern California. Sheila Margeson, an associate in the PBS Office of Customer Service, and 5,000 other participants walked 60 miles from October 18–20, 2002, in the Avon Breast Cancer 3-Day Walk. In addition, Sheila and her friend Ellen, who walked with her, collectively raised over \$10,000 in donations from family and PBS friends. Sheila's husband, Walt, served as crewmember. This money goes to support Breast Cancer research. The highlight of the event was being honored at the closing ceremonies along with 150 other Breast Cancer Survivors. After the walk, Sheila and her daughter, Renee', traveled to Beijing, China, and climbed the Great Wall. What's next?

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## PBS Says Farewell to Two Special Associates

On January 3, 2003, PBS said farewell to two special PBS senior managers—Jim Whitlock and John Petkewich. They both retired after serving the Public Buildings Service with distinction.

Jim Whitlock, serving most recently as the National Customer Service Officer for PBS, had a Federal service career spanning over 40 years. He served in



positions in both Central Office as the Assistant Commissioner for Space Management and regionally as the Assistant Regional Administrators for the National Capital Region and the Great Lakes Region, where he served for over 15 years. Jim's career at GSA has been a long and distinguished one. He has contributed significantly to the growth and success of our organizations.

John Petkewich, PBS Assistant Regional Administrator for the Pacific Rim region, concluded a distinguished Federal career spanning 40 years, 13 of them with



PBS. His contributions in the areas of workforce development, business process improvement and customer service have been significant. Prior to returning to the Pacific Rim region, John served as the Assistant Commissioner for Property Development in Washington. His efforts have translated into marked and lasting advancements in performance levels. His

quiet, confident leadership style has been a major asset for the entire PBS organization.

The PBS family will miss both of these special people!

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### Laura Pigott to Serve as Deputy Director, Enterprise Applications Division

Ms. Laura Pigott has agreed to serve as Deputy Director, Enterprise Applications Division, Office of the PBS Chief Information Officer.

Laura has a very diverse background with significant cross-functional expertise in PBS and a solid foundation in Information Technology processes and quality assurance. During her career in PBS, she has served as Quality Manager, Special Assistant to the CFO, Rent Team Leader, Assistant to the PBS Chief of Staff, and PBS Congressional Liaison.

In addition to continuing as PBS Web Master and leader of the PBS Portal Project, Laura will focus on devising and implementing the additional process improvements necessary for our organization to continually improve our service to PBS. Laura will also lead our office's efforts in support of the fiscal year 2005 Rent revenue estimate.

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### GSA's Border Security Enhancement Program Honored by the Immigration and Naturalization Service

On November 21, 2002, GSA was presented with an Interagency Assistance Award at the INS Commissioner's Annual Awards Ceremony in Washington, DC for our support of the INS entry-exit and counter-terrorism program. GSA proactively supports INS by organizing a centralized Border Security Enhancement Program Team which is responsible for the execution of the counter-terrorism and entry-exist projects associated with land Ports of Entry. The team is comprised of GSA associates Jim Oberg, Don Jackson, Shirley Rohmer, Jan Kuykendal, Lee Salviski, Caroline Alderson, Kim Encinias and Viki Reath; INS representative Beth Baden; and the private sector program management firm of Jacobs Facilities, Inc. This team represents an innovative approach to customer service that streamlines normal business processes and provides a unique, one-of-a-kind service.

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### FPS Officers Receive Special Pay Rates

In December 2002, the Office of Personnel Management approved GSA's request for increases in the special pay rates for Police Officers and the establishment of new special pay rates for Law Enforcement Security Officers.

The new rate structure will provide higher basic pay rates for GS-0083 Police Officers at grades GS-4 through GS-11; and higher basic pay rates for GS-0080 Law Enforcement Security Officers at grades GS-5 through GS-12. The new special rates included the 2003 General Schedule across-the-board increase of 3.1 percent which began on January 12.

This is long overdue as these officers deliver a critical service to our customers—safe and secure workplaces.

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### Public Buildings Service Co-op Rises to New Heights

Hugh Quincy Alexander III, a Construction Management Co-op assigned to the Charleston sub office of the Columbia Service Center, recently rose to new heights (literally) for his community and for PBS. Although Quincy already held a Bachelor of Arts in Business Administration from Charleston Southern University, awarded in December 2001, he was so impressed with the career opportunities presented by PBS that he voluntarily enrolled in Trident Technical College in order to qualify for the GSA Student Co-op program which began in January of 2003. Quincy's energy and enthusiasm soon found an outlet when an



*Quincy (right) in baseball cap.*

opportunity to participate in the local Habitat for Humanity program presented itself. Quincy quickly saw an opportunity to serve his community by helping to provide housing for a family in need and to gain valuable hands-on experience in his chosen profession, or as he puts it, "Getting hammer and nails on his class work." Quincy performed multiple tasks from assisting in construction site layout to roofing while generating generous amounts of community goodwill for himself, for PBS, and for GSA.

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### **Philip Waggoner, GSA INS Gateway Manager of the Pacific Rim Region, Retires After Thirty Two Years of Excellent Service**

Phil Waggoner, a pillar of the Pacific Rim management team, retired on January 4 after thirty-two years of government service. He most recently served as GSA's Western Region INS Gateway Manager for Casey

Bowen, PBS National Account Executive for the Immigration and Naturalization Service (INS). Phil was recognized by Casey and Kenneth Ehinger, Director of INS Headquarters Facilities and Engineering Office, for his commitment and dedication to the INS Gateway Program for the last several years. In honor of Phil's retirement, all of GSA and INS extended their congratulations and wishes for continued success in all of Phil's future endeavors.

Phil graduated from the University of California at Berkeley with a major in criminology. He served thirty years in the Army Reserve attaining rank of Colonel. During his distinguished career with GSA's Pacific Rim region, Phil served as Director of Federal Protective Service, Buildings Management Division, and the Real Estate Division. The GSA/PBS family wishes him well in future endeavors.

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### **Mid-Atlantic Region Lead Project Manager Tom Lyman Exemplifies World-Class Associate**

Tom Lyman has shown the leadership and eagerness to embrace change that exemplifies a World-Class Associate. Beginning his GSA career in 1989 as Mechanical Engineer, Tom now serves as Lead Project Manager in GSA's Allegheny Realty Service Center. Tom leads by example in promoting a culture of knowledge sharing and continuous learning to better serve customers. Tom has acquired his Project Management Certification and volunteered to work on the National Implementation of Pricing Policy for Project Management. Through a detail to the Portfolio Management Division, Tom continues to grow his knowledge of various PBS programs and shares this knowledge with his team. Tom was honored with GSA's Regional Administrator's Award for Nurturing and Encouraging Leader.

By realizing a 16% increase in his teams' engagement levels, as reported in the Q12 Workplace Survey, Tom is working towards retaining a workforce that is talented and effectively deployed. Customer Satisfaction Survey results have increased to 100 percent in some locations.

By inspiring higher performance, Tom and his team received a plaque and certificate of appreciation from U.S. District Judge Craig Broadwater for "outstanding service rendered to the United States District Court." Tom's Executive Leadership has proven so outstanding that he was named a Federal Executive Board 2002 Supervisory "Rookie of the Year" Silver Medalist.

*contact: kyle assed, 215.446.4772*

## PBS and Javits-Wagner-O'Day (JWOD) Organizations Build A Stronger Partnership

On November 4, 2002, Commissioner Moravec, along with the Executive Director of the Committee for Purchase from People Who are Blind or Severely Disabled and the President and CEO of NISH, Inc., signed an agreement to offer NISH-affiliated nonprofit agencies (NPA) the right of first refusal on all new contracts for custodial services.

The agreement is a win-win for all because it establishes a strategic alliance for long-term mutual benefit, that delivers improved processes for contracting, recognizes JWOD as the vendor of choice and values market-pricing, job creation, ease of process, flexibility, quality and industry innovation.

The goals of the agreement are to:

- Increase the number of new and diverse employment opportunities for the severely disabled,
- Employ industry best practices at the best value for taxpayers, and
- Ensure the new agreement will not adversely impact small businesses.

**Implementation.** To ensure the agreement is successfully implemented the PBS/JWOD working group, consisting of GSA, the Committee, NISH and NISH-affiliated NPA, met January 14-15 to develop a plan that addresses regional needs. Next, the parties will visit GSA and NISH regions to roll out the plan together.

**GSA supports JWOD.** Recent data shows GSA's support for the JWOD program and customer's satisfaction with space cleaned by NISH-affiliated NPA. The data shows more office space is cleaned by NISH-

<i>1997-2000 Satisfaction Scores</i>				
Year	Cleaning Satisfaction		Overall Customer Satisfaction	
	NISH	Non-NISH	NISH	Non-NISH
2000	82.9%	82.3%	82.7%	79.1%
1999	84.1%	84.9%	85.4%	84.7%
1998	80.3%	80.5%	80.5%	78.9%
1997	82.3%	82.0%	81.6%	79.9%

<i>Cleaning Cost - FY02 3rd Quarter</i>		
Cleaning Type	NISH	Non-NISH
Building SF	63,995,280	53,187,208
Cleaning Cost	\$98,634,269	\$68,419,105
Cost/SF	\$1.54	\$1.29
Industry Cost/SF	\$1.54	\$1.54



*Leon A. Wilson, Jr., Executive Director, Committee for Purchase; F. Joseph Moravec, Commissioner, PBS; E. Robert Chamberlin, President and CEO, NISH and their staff*

affiliated NPA. Also, data from 1997 through 2000 shows cleaning satisfaction scores in NISH buildings compared to non-NISH buildings are about the same. However, the overall satisfaction scores in NISH buildings compared to non-NISH buildings are higher.

### GSA Members:

Tom Adams	Diane Holleman
Debbie Bantz	Donna Hutchens
Karone Blondin	Gordon Pribyl
Ton Branson	Sylvia Smith
Richard Coleman	Tracy Wilmot
Betty Collord	Jerry Zaffos
Peter Ford	

*contact: karone blondin, 202.501.3518*

## EPA/DOE Recognize GSA's Green Energy Efforts

The Environmental Protection Agency and the Department of Energy, together, honored GSA with induction into the Green Power Leadership Club. Membership in the prestigious group recognizes the Northeast and Caribbean Region's purchase of 100% wind power for operation of both the Alexander Pirnie Federal Building in Utica, NY and the Federal Building in Binghamton, NY. **This is an honor for us as it supports the GSA strategic goal to be environmentally responsible as a federal government agency, and President Bush's commitment to protect the environment by exploring alternative energy sources.** The Binghamton and Utica buildings are the first GSA-owned and operated facilities to have all of their electricity requirements fulfilled by wind power.

The induction took place at the Second

Annual Green Power Leadership Award Ceremony held in Washington, DC. The Green Power Leadership Club recognizes organizations for their environmental leadership by purchasing green power, an alternative to conventional electricity. It is offered through the Green Power Partnership, a voluntary program working to standardize green power purchasing as part of a best practice in environmental management. The program has over 80 partners--including Fortune 500 companies, states, federal agencies, trade associations and universities. **Linda Collins of GSA's Energy Center of Expertise and Brian K. Magden, Regional Energy Coordinator, Northeast and Caribbean Region,** represented GSA at this event.

*contact: renee miscione, 212.264.0424*

## Rocky Mountain Region Connects with the Private Sector

Representatives from the Rocky Mountain Region's Public Buildings Service recently attended two commercial real estate events in Colorado. The region's Office of Associate Development and Communications selected these events as vehicles to strengthen PBS's relationships with the private sector. Through face-to-face interaction with real estate professionals, our associates positioned PBS as a developer and user of commercial space and encouraged private entities to do business with GSA. Ultimately, these promotions will contribute to a greater selection of leasing opportunities and other vendors, thereby reducing costs.

**The 2002 Colorado Association of Realtors (CAR) State Convention** was held at the Broadmoor Hotel in Colorado Springs

on October 21-22. CAR is Colorado's largest real estate professional organization and offers a wide range of networking opportunities. Last year, over 110 exhibitors and 1,700 real estate professionals attended the convention. **GSA Associates Megan Fain, Dan McPherson, Arrie Mitchell, Nikki Morris and Ron Simpson** personally spoke to over 250 people.

The Rocky Mountain Region also attended the **2002 Rocky Mountain Commercial Real Estate Expo/University of Denver Economic Forecast**. The event was held at the Colorado Convention Center in Denver on November 13 and featured both training seminars and a trade show. GSA associates **Dena Curry, Beth Merrill, Nikki Morris and Ron Simpson** collectively spoke to approximately 120 individuals at the Rocky Mountain Region's booth. Over 900 real estate professionals attended the Expo.

*contact: sarah hoffman, 303.236.8000 x2325*

## NCR Repairs and Upgrades White House Facilities

August is normally a time when the pace of life slows in DC, Congress and the Supreme Court are in recess, and many civil servants take their annual vacations. However, this past August, President George W. Bush moved White House operations to his ranch in Crawford, Texas, which left one group of Federal workers busier than usual during this time. NCR's White House Center was hard at work making needed renovations to the White House.

The slowdown in activity during August presented NCR with a timely window of opportunity to undertake some 165 facility upgrades and much-needed repairs, alterations, and maintenance projects.

Completing all of these tasks before the President's return required round-the-clock work by carefully selected teams of GSA associates and contractors and minute-by-minute coordination with the National Park Service, which manages the White House grounds, and the Secret Service.

The result is a White House complex that now provides a more efficient and attractive day-to-day working environment for the President and all of his key personnel. **Every project was completed on time and under budget. NCR's work won accolades from the Bush Administration.**

NCR's White House Center, part of the Potomac Service Center, provides property management services to the entire White House complex, except for its core residential area, comprising 1.9 million rentable square feet of space. The complex also includes the Eisenhower Executive Office Building, New Executive Office Building, Winder Building, and Jackson Place townhouses. NCR's team began planning in 2001 to concentrate maintenance and repair projects during the President's August absence.

In preparation for the 100th anniversary of the West Wing, many of NCR's largest projects focused on that part of the White House. The **largest project** completed during the renovation was a **new roof**, replacing one that had developed defects over time. This entire project was completed in 28 days. Another major project was a **lighting upgrade** which transformed "gloomy" corridors and offices into brightly lit spaces. As always, energy-efficient bulbs and fixtures were specified.

Yet another project enhancing the West Wing was **remodeling of the elevator**

**cab.** The elevator was originally installed in 1905 with elegant dark wood paneling and ornate light fixtures. A 1970s renovation replaced the 1905 décor with Formica laminated walls and fluorescent lighting. In the recently completed remodeling, GSA restored the cab's original look with mahogany paneling and replica lighting. Because the elevator could not support the added weight of a marble floor, all parties reached an agreement to use the standard West Wing carpeting.

**Carpeting was replaced** where needed in both the East and West Wings of the White House. To accommodate the unusually high traffic volume, common area carpeting needs to be replaced periodically to maintain a prestigious appearance. Navy blue semi-plush carpeting with special upgrades is used throughout the White House.

GSA also completed a great deal of cyclical interior painting and touch-up work throughout the complex. In some areas, workers scraped 50 years' worth of paint from electrical panel boxes before repainting them.

*"The White House is 200 years old," commented NCR Assistant Regional Administrator Anthony E. Costa. "The last time it underwent a total restoration was half a century ago. Given its intense round-the-clock use, we must squeeze as much work as possible into any window of opportunity we have. NCR made the most of our August work period."*

**contact: michael mcgill, 202.708.5891**

## PBS's Energy Center of Expertise in NCR

Tucked quietly away in the southeast corner of the Regional Office Building in NCR is the PBS Energy Center of Expertise (ECO). The ECOE is a nation-wide program that exists to reduce the Government's cost of utilities by reducing consumption and getting better prices. The ECOE has many services available (see below).

### How green is your power?

Power? Green? What are you talking about? The Energy Center staff are experts in purchasing environmentally friendly power – power that is generated with low or no impact on the environment (such as wind power, solar power, etc.). Green power also helps GSA and your buildings achieve mandated energy reduction goals.

In fact, now that electricity and natural gas are deregulated in much of the nation, the ECOE can help you get lower prices for your building's energy commodity purchases. There are currently contracts in place for both electricity and natural gas. If you aren't part of these power buys but would like to be, please contact the Energy Center today for information and to get signed up!

### If you can't measure it...

How many times have you heard or said that? But do you know the status of your building relative to the energy reduction goals? The Energy Center of Expertise offers the Energy Usage and Analysis System (EUAS) for facility online energy tracking. Visit <http://euas.gsa.gov> to see what's available or call the ECOE for information and assistance in getting the data you need and want.

### Power Curtailments

It's 10 a.m. The temperature is expected to reach 102°F today. And, of course, the humidity is 98%. What should we do? Will power be reliable? Okay, I know it's February, but bear with me for a minute. When the weather turns, will you and your staff know where to go for information on power system reliability?

Actually, weather events aren't the only potential risk to power system reliability. The ECOE in NCR monitors the local transmission grid for updates on system status and warnings. In turn, we provide real-time updates to NCR staff with a simplified warning system that consists of four levels, from "System Normal" to "It's gonna get hot in here, stick a marshmallow on a stick and let's make some s'mores." Well that's not what it really says; if you want to understand how the grid works and what the alerts mean, read the Power Alerts and Energy Curtailment Desk Guide, at [http://www.gsa.gov/Portal/content/policies\\_content.jsp?contentOID=123448&contentType=1006](http://www.gsa.gov/Portal/content/policies_content.jsp?contentOID=123448&contentType=1006), published by the ECOE.

### Alternative Financing

Use someone else's money to make improvements to your facility and save energy. Does this sound too good to be true? Well, it can work. Let the ECOE show you how. We have success stories to share with you, like the cogeneration facility at White Oak in Maryland, and the ever-popular steam line insulation project across the ellipse (the President's back yard).

Check out <http://www.gsa.gov/energy> for more information.

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### Computerized Maintenance Management System

Within the more than 8,000 buildings that GSA owns, operates, or leases are critical support assets—HVAC systems, for example—that must operate effectively. Optimally managing the life cycle of the asset, and increasing customer service requires implementation of a cost effective, standardized national asset management system in the more than 300 million gross square feet within those buildings. While managing a system may be simple for one building, creating, managing, and maintaining a system on a national level is not simple. Implementation requires creation of a national asset management protocol, and an accessible, nationally maintained system. GSA is implementing such a system called the National Computerized Maintenance Management System (CMMS).

From a business and asset management perspective the system allows PBS to:

- Define a national accounting of assets.
- Understand the costs and benefits of each asset over time to determine when replacement is warranted.
- Track O&M contract performance data allowing PBS to effectively manage the contracts.
- Forecast budget requirements for asset replacement on a national level.
- Align capital investments with greatest need among our national inventory of assets.
- Concentrate on the work of maintaining our facilities and less time concentrating on the work processing. CMMS' web interface and database structure reduces paperwork and tenant telephone calls.
- Track labor hours—for a more accurate, objective measurement of performance

information allowing GSA to act in the most precise manner possible to increase performance.

- Better estimate work costs at project and building levels, when it is important, for budget reasons, to understand how much it will cost to perform reimbursable work or maintain a new building.

On a macro level, we will evaluate a contractor's performance against other contractors performing work in similar buildings. On a micro level, we will see the positive or negative impacts that management decisions have on the performance of the contractor; and, tie contract performance enhancing mechanisms, such as monetary awards and deductions, to defensible information reducing protests and increasing good relationships between PBS and building service providers.

For our building tenants, CMMS serves as the web site where tenants can:

- Electronically submit service call requests.
- Track the status of a work request and e-mail confirmation of completion.
- Help identify special problem areas by illuminating high frequencies of service calls over a period for similar issues. This 'flagging' feature allows GSA to place efforts to diagnose special tenant problems immediately.
- Reduce service call delivery times because CMMS' performance timer allows GSA to track and provide financial benefits for exceptional service call contractor performance. The 'bottom line' is CMMS provides visible enhancements in performance to our customers.

We are making CMMS the keystone system of the future to meet our broad range of goals to maintain optimal customer service

and maximize the return on our buildings.

*contact: dean mccauley, 202.208.2364*

## Region Employs Innovative Approach to Accomplish Energy Saving Modernization Project

Like many older buildings, the Federal Building at 201 Varick Street in New York City operated with older, less energy efficient systems. Constructed in 1901, the 12-story, masonry wall structure contained major mechanical and electrical systems that were 20 years old and had reached their useful life expectancy. A team of Northeast and Caribbean associates, with the assistance of a local utility provider, developed and accomplished an innovative modernization and conservation project that not only increased energy efficiency, created annual energy savings, and reduced operating costs, but also reduced the emission of harmful greenhouse gases. The team was honored with one of GSA's 2002 Energy and Water Management Awards as well as one of the Department of Energy's Federal Energy Management Program Awards for Energy Management.

### Team members include:

Ricardo Cabanit  
Sek Eng  
Louis Lozito  
Florine Rhodes and  
Josef Yannotti

The initiative was actually a series of related projects accomplished at one time using various innovative approaches to obtaining energy audit services and funding for the work recommended by the audit. A local utility company performed the audit and the construction work under the provisions of its

Areawide Utility Contract with GSA. The energy conservation measures identified and completed by the company were partially paid for by direct appropriation of chillers; installation of energy efficient motors and variable frequency drive controllers for the air handling systems; and installation of an energy management system with direct digital controls and an economizer system to provide free cooling between seasons. In addition, the project included the retrofitting of lighting fixtures throughout the building to provide high efficiency lighting. The total cost of all of this work was over \$5 million, of which approximately half was already funded.

While funding had already been obtained for the chiller replacement under GSA's program to replace CFC refrigerant, it was not yet available for some of the other needed items. Normally, that would mean that the chiller replacement would be done, but the other work would have to wait until funding was available. It was clear that the building would benefit greatly by having all of the modernization and energy efficient upgrades identified done concurrent with the already funded work. To make that happen, the team developed a strategy of financing the balance of the work and paying for it out of savings, and awarding all of the work, including the chiller replacement, to the utility company under a design/build concept. In this way all the work was integrated for maximum effectiveness.

This technique of combining financed work with funded work is one that will work in many different situations or facilities. By using this method, there is no longer a need to defer important energy conservation or facility upgrade work because of a lack of full funding. Combining funded and financed work, allows GSA to do more to

enhance the operation of a facility than it could in the past. The strategy has also been used in at least two additional GSA locations in New York City and has become an option to be considered almost routinely when this type of work is necessary.

*contact: renee miscione, 212.264.0424*

## Linking Budget to Performance (LBTP): 2002 Highlights

Linking Budget to Performance is PBS' signature program. When launched in 1998, it represented a sea change in the way we did business. The "Big Nine" measures greatly streamlined what PBS valued and tracked – and the focus was put squarely on performance, rather than policy or process.

Meeting or exceeding those targets has provided regions with additional dollars to make improvements in our buildings, and individual associates have received tangible rewards for outstanding performance. Overall, LB2P – with its companion program, Good Practices – has resulted in additional income and savings to PBS of over \$800 million.

The benefits have been great for our organizational culture, too. Associates are approaching their jobs more creatively than ever and trying out innovative ideas to better performance. Our private sector business partners also recognize PBS for the focus LB2P engenders and the significant results we've achieved.

In FY 2002, the Regions continued to perform well. Of the \$75 million made available for distribution overall (\$50 million from B/A54, Basic Repairs and Alterations,

and \$25 million from B/A61, Building Operations), here is how each Region fared:

- Region 10 achieved the highest overall LB2P scores (indeed, it has topped the charts the past two years) – and so will retain the traveling trophy reflective of the strongest performing region.
- Regions 3 and 6 lead the Ordering Official Survey measure
- Regions 10, 4 and 7 were tops in minimizing Non-Revenue Producing Space
- Regions 3, 8 and 10 lead in Data Accuracy
- Regions 6, 8 and 10 performed the best in Customer Satisfaction
- Regions 6, 2 and 1 lead the field in Funds from Operations.

Do these results mean that PBS can rest on its laurels? Far from it. In FY '03, Linking Budget to Performance incorporates several performance measures...increases attention to customer satisfaction...adds a 'national' component to encourage more consistent outcomes...and, in general, places renewed emphasis on the areas PBS can and should do better. So, watch for information on LB2P and how you can positively influence the measures throughout the year.

*contact: mike javer, 202.501.0553*

### National Gainsharing: A Progress Report

Through the National Gainsharing program, PBS aims to become a more coherent organization – leveraging our combined strength to provide a consistent and excellent level of service to our customers.

In FY 2002, we instituted four National Gainsharing measures:

- Project Management Training
- Ordering Officials Survey
- Potential Revenue
- Occupancy Agreements in Place.

Our organization did indeed make measurable progress toward each goal. In fact, we exceeded the Project Management Training target, netting PBS associates a \$250 bonus (included in paychecks the day before Christmas – how's that for timing?). Bear in mind that, had PBS met all four measures, each associate would have earned incentive compensation of \$1,000 (\$250 x 4). Plainly, then, there is further progress to be made.

Here is a brief rundown on just how we did, as a national organization, on each measure:

#### Project Management Training

The goal for FY '02 was for half of PBS' associates engaged in project management functions to successfully complete the project management course selected. By year's end, more than 1,400 individuals had completed this valuable training – or 62% of all our associates. Together, we made it happen.

#### Ordering Officials Survey

The survey, which the Gallup Organization helped PBS develop, was performed last August and September. Our baseline was a 65% satisfaction score, achieved in 2001, when we first conducted the survey. PBS' goal for FY 2002 was 70% satisfaction. We didn't quite meet it (66%), but we moved measurably in the right direction.

#### Potential Revenue

This National Gainsharing measure involves raising actual revenue as a percentage of potential revenue – recognizing that every dollar of additional revenue is one that can

be reinvested in our aging building inventory. Our FY '02 goal was to bill 93.2% of our potential revenue. As the year began, the number stood at 92.4%. By year's end, we had improved to 92.8% -- a significant step forward on the revenue PBS collected.

#### Occupancy Agreements in Place

Our goal was to have signed Occupancy Agreements for 96% of new assignments in owned or leased space since December 15, 1999. While PBS fell just short at 94%, we are well on our way to having all assignments in space with OAs by FY 2004.

#### In Sum

In the coming year, PBS will no doubt continue to improve the results of these nationally-oriented measures – and, for that matter, the rest of the Linking Budget to Performance targets. In so doing, we shall move toward our vision of becoming the highest performing commercial real estate organization in the world.

*contact: mike javer, 202.501.0553*

## EPA Sustainability

The new EPA campus at Research Triangle Park, NC, provides state-of-the-art laboratories and office space for the 21st century and embodies GSA's commitment to the environment. When EPA commissioned the design for the facility, they wanted to preserve the natural environment, conserve resources, prevent pollution, and foster education about sustainable design. Their goal was to provide laboratories and offices that personify a solid environmental ethic in every aspect of design, construction, and operation.

Even the value engineering process, which typically examines function and cost, was taken to a higher level. The EPA, U.S. Corps of Engineers, GSA, and the design team emphasized environmental factors into their design review or "green value engineering." For instance, curbs and gutters were removed from the surface parking lots and natural bio-filtration and landscaping were used to handle storm water runoff. The



result was less cost and more environmentally friendly construction. Another example is the size of the access road was reduced from a four-lane divided highway with utility cuts into a two-lane road with electric lines running underneath the road. This reduction did not affect site access, but it preserved about 20 acres of trees and saved thousands of dollars in construction costs.



Other environmental features were incorporated to meet the design goals to:

- Consume minimal nonrenewable resources;
- Require reduced amounts of energy;
- Produce minimal pollutants; and
- Contain recycled or recyclable materials.

Consideration was given to protecting the indoor air quality (IAQ) by selecting materials with minimal air pollutants or volatile organic compounds (VOC's) in carpets, paints, sealants, and other materials. Also, certain woods and millwork



used in construction were required to be certified as being harvested from sustainable forests.

EPA and GSA took great pains to tailor its construction specifications to recycle construction waste and implement on-site composting. Construction also included:

- Incorporation of solar power street lights;
- Planting of wild flowers for low maintenance landscaping;
- Creation of new wetlands and bio-retention ponds for natural treatment of storm water;
- High efficiency mechanical and electrical systems; and
- Use of extensive day lighting.

The contractor was also required to salvage and recycle construction debris in lieu of typically hauling waste to the landfill. Also, a waste management plan was required on how they plan to collect, segregate, and dispose of all construction materials. Materials that were sorted and recycled include:

- Land-clearing debris;
- Concrete;
- Metals;
- Wood;
- Gypsum wallboard scrap;
- Cardboard;
- Paper;
- Plastics; and
- Beverage containers.



The overall result was a “green” construction process that recycled 80 percent of its construction waste—approximately 7,000 tons—and saved 20 acres of trees through selective cutting. On-site concrete production minimized truck traffic, fuel use, and pollution, and the building has an overall building energy reduction of 40 percent through high efficiency design.

These environmental practices have not gone unnoticed. The project has been recognized as among the leaders in its use of sustainable design and construction. Awards received by this project are the:

- 2000 Main Project PBS Demolition Derby Award;
- 2000 Hammer Award;
- 2001 Model Facility - Non Hazards GSA Environmental Award;
- 2001 Closing the Circle White House Award;
- 2001 National Computer Center PBS Demolition Derby; and,

- 2001 Honorable Mention for GSA Achievement Award for Real Property Innovation.

*contact: mike pope, 919.541.4762  
freeman randolph, 404.331.4269*

### New Prototype Taxpayer Assistance Center in Portland, Oregon

In October, the Edith Green/Wendell Wyatt Federal Building celebrated the opening of the new IRS Taxpayer Assistance Center (TAC). The TAC serves as the prototype for all new TACs that will be built around the country, and houses the latest that IRS offers its customers in regard to their “kinder-gentler” approach to customer service. The spacious, open-office setting features twenty-foot glass outer walls and is illuminated by pleasant natural light.

Senior leadership from IRS’ local, regional,

and national offices addressed the large crowd gathered in the beautiful new 8,000 square foot common area. Special guests at the event included:

- Ron Viano, IRS Investment Territory Manager;
- Gregg Adkins, IRS Facilities Management Officer;
- Jim Walsh, Investment Manager, Area 6; and
- Alan Kamada, Supervisory Tax Specialist.

Speakers from the GSA team—professionals like **Gerald Takasumi, Jeff Scheer, Paula DeLong, Bob Ortiz, Amy Luis, Kate Betz, and Bill Church**—expressed how teamwork and a superior talent pool from both the IRS and GSA culminated in completion of this aesthetically pleasing major project on time and on budget.

The celebration featured a ribbon-cutting ceremony.

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## New England Hosts Artifacts Exhibit

On December 20, the New England Region hosted an Artifacts Exhibition in the newly renovated lobby of the Federal Building in Springfield, MA. The display included photographs of artifacts unearthed during the archaeological work at the historic Alexander House, the site of the new courthouse; the simulated courtroom that was used to develop the final courtroom designs; and a full model of the proposed design concept of the courthouse. Regional Administrator Dennis R. Smith hosted the celebration that included remarks from Judge Michael Ponsor and Representative Richard E. Neal.

Some of the artifacts found include French wine bottle fragments, American porcelain teacups hand painted with Chinese designs, and redware flowerpots.

The archaeological excavation is significant for several reasons:

- It was completed under the GSA Historic Preservation Law in cooperation with the Massachusetts State Historic Preservation Office.
- It is the first archaeological dig for GSA's New England Region.
- It further exemplifies GSA's focus on raising appreciation for American history.
- The artifacts shed more light on the history of the Alexander House, its residents, and the city of Springfield.

The courtroom model is a life-size economic version of the courtroom. The stage set allows the U.S. Courts and attorneys to simulate real-life exercises to refine jury site lines, art-in-architecture concepts, and various built-in courtroom elements.



*American porcelain teacups hand painted with Chinese designs, and redware flowerpots pulled from the coal ash. Photo: Public Archeology Laboratory, Inc.*

Representative Neal stated:

The construction of the new Federal Courthouse is one of my top priorities as a Member of Congress. I intend to oversee each phase of this important project in order to ensure that the city of Springfield has a first class facility upon completion in 2005. That includes the renovation and preservation of the State Street neighborhood and its historic artifacts.

Other speakers also emphasized the importance of the new project, including

Judge Ponsor who said:

....the preservation of these items is just another expression of the respect that the project has for the city of Springfield's history.

Mayor Michael Albano who said:

The citizens of Springfield have always held a deep respect for the past. These items provide another link to our exciting history.

And, Mr. Smith who stated:

The Federal Government has a responsibility to be a good neighbor, to provide for economic development, and to maintain and enhance the character of the community. These are the values on which the entire courthouse project was designed.

Commissioned under GSA's Design Excellence Program, the project was sponsored in October 1998 by Representative Neal and Judge Ponsor of Springfield, with strong support from Mayor Albano and the city of Springfield. Initially in 1999-2000, GSA performed an Environmental Impact Study (EIS) that included the city and its historic neighborhood organizations, as well as individual residents such as Rita McInnis, whose outstanding Victorian residence abuts the courthouse site. All of the EIS participants and a significant number of individual residents are on record as strong supporters of the selected courthouse site at 300 State Street.



*A square, clear glass bottle from the office of Dr. J.S. Hurlburt, dentist of Springfield, dates from 1880-1916. Photo: Public Archeology Laboratory, Inc.*

World-renowned architect Moshe Safdie was awarded the architect/engineer contract in March 2000. With offices in America, Canada, and Israel, he is the designer of significant buildings all over the globe. GSA, the U.S. Courts, and the architect solicited city, neighborhood, and historic commission input throughout the design process, which started in March 2000. The project team worked closely with Fran Gagnon of the Springfield Historic Commission who provided significant input in the refinement of the design to its current

level of completion.

Construction is slated to commence in late spring 2003 after the Tech High School Annex is demolished and the Alexander House is relocated. Completion is anticipated for the end of 2005 with occupancy scheduled to start early 2006.

In concert with the new courthouse project, the city of Springfield is proposing development and reuse of the original historic Technical High School Building, and the Society for Preservation of New England Antiquities is proposing new uses for the Alexander House.

**The project team includes:**

Richard Bastille	Jean Mahal
Carol Chirico	Tom Mailander
Bill Costa	Steve Mastroyin
Dave Drevinsky	Peter Menzies
Ed Feiner	Nancy O'Connell
Karen Flanders	Maryann Orłowski
Dave Gherlien	Walter Perez
Bryan Hodgkins	Roman Piaskoski
Kevin McGill	Glenn Rotondo
Phil McTizic	Frank Saviano
Donna Madigan	John Silva

*contact: cathy menzies, 617.565.6551*

### **Northeast & Caribbean Region Delivers Good Neighbor Message to Metro New Jersey Federal Executive Board**

GSA associates Justin Hollander (1PR) and Crofton Whitfield (2PE), Urban Development Field Officers in the Northeast and Caribbean Region, recently introduced GSA's Good Neighbor Program to 20 members of the Metropolitan New Jersey Federal Executive Board (FEB). Invited by

New Jersey Service Center Director, Brian Tait, who also chairs the local FEB, Hollander and Whitfield presented an outline of the GSA program that supports local efforts in making strategic location and design decisions, in working better with customers and communities, and creating lively and vibrant buildings.

They also discussed with the group, which represented 11 local Federal agencies, ways in which the Federal Government could enhance its relationship with local Business Improvement Districts (BID's). The audience of Federal agency representatives was very receptive to the presentation and in the possibility of developing partnerships with GSA in these efforts.

The FEB includes large depressed urban areas in northern New Jersey where PBS has millions of square feet of Federal buildings, courthouses, and leased space. Through the Good Neighbor Program, PBS has made a commitment to help revitalize these depressed communities. Improvements, like lower unemployment, reduced crime, and clean streets, all translate directly to higher rents and higher FFO for PBS. Strategic investments by PBS into these neighborhoods through participation in BID's, neighborhood-wide security patrols, and local small business contracting, for example, can all contribute to creating a successful future at GSA!

*contact: justin hollander, 212.264.1622*

### **U.S. Courthouse & Federal Building Glows Pink Again for Breast Cancer Awareness**

The United States Courthouse and Federal Building in Central Islip, NY, was awash in a



pink glow in observance of National Breast Cancer Awareness month (October). Northeast and Caribbean Region's Mark Segermeister, a building manager at the facility, successfully coordinated last year's participation in the Estee Lauder Company's Global Landmarks Illumination Initiative to help combat this disease. The initiative's goal is to focus public attention on breast cancer awareness and research. Each October, a number of internationally recognized structures, including the Empire State Building, the Leaning Tower of Pisa, the Vienna Rathaus, and the Paris Obelisque, among others, are illuminated in pink, the color signifying breast cancer awareness. For the second consecutive year, a local company supplied the portable lighting units enabling GSA to illuminate the facility. Corporate Source, the Islip facility's cleaning and mechanical contractor also provided support again this year. The building was lit at 7:00 p.m. and remained illuminated until daybreak, October 2. Residents of New York's Long Island had the opportunity to visit other local notable sites that participated in the initiative such as the Jones Beach "needle," Nassau County's Okea Castle, and the H. Lee Denison Building, Cohalan Court House.

**contact: renee miscione, 212.264.0424**

## Patriots Day Memorial Service, San Diego, California

A stirring memorial service was held on Patriot's Day, September 11, 2002, in the courtyard of the Edward J. Schwartz Federal Building and Courthouse, San Diego, CA. It was an idea borne from Building Manager Joe Sarnecky who is now a Regional Account Manager in Region 9's Office of Customer Service. Joe solicited input from tenants and GSA associates.

"The Flag Man", Alex Kapitanski, a highly decorated WWII veteran from Oceanside, CA, was invited to present his ceremonial flag display.



Peter Watson, Senior Property Manager, provided an inspirational reading, with Mr. Kapitanski's flag display as his backdrop. The flags consisted of U. S. flags from the 13 Colonies, a copy of Betsy Ross' original, and other U.S. flags throughout the ages. A magnificent 3-story Garrison flag was displayed from the Courthouse's third floor banister. Service flags and flags from all 50 states were also on display.

In addition, Retired Harbor Policeman Bag Piper, Rob McKnight, who was dressed in full military regalia, played an emotional rendition of "Amazing Grace."



The ceremony concluded with Joe leading the Pledge of Allegiance. Over 300 were in attendance.

**contact: regina guillory, 415.511.3056**

## Secret Service Recognizes Northeast & Caribbean Region Team

The U.S. Secret Service paid special recognition to a team of associates with the presentation of a Certificate of Appreciation from Secret Service Director Brian Stafford, who stated, "Over the years, your region has helped the Secret Service in many endeavors that have been essential to the success of our mission. Without your efforts our mission critical infrastructure requirements could not have been established successfully." The commendation addressed the positive partnership the Region has had with Secret Service, and focused on two projects—support for the protection details in Chappaqua and Harlem, NY, for former President Clinton. Team includes Anne Callahan, Carol Diaz, Donald Eigendorff, Walter Moldovan and Awi Salomon of Realty Services and Alan Berman, Joan Betts, Andy Gerardi and Charles Scarallo of Property Development.

**contact: renee miscione, 212.264.0424**

## PBS Central Office Multimedia Center

Perhaps you missed the Open House for the PBS Central Office Multimedia Conference Center in September. Or would like an update on the center and its uses.

Since September, we have:

- Conducted training on new websites for GovBenefits and the STAR Rent Bill. In conjunction with the FTS Willow Wood teleconference center, we had 8 sites connected to look at GovBenefits. Associates at these remote sites could all view the website, ask questions, and be encouraged to use it.
- Interviewed candidates from remote sites using the video conferencing capability.
- Reviewed a new software product that could be used for extensive automated collaboration.
- Held numerous audio and video teleconference calls with participants including representatives of other agencies and state and local governments.

To support these activities, we have a conference table with 14 embedded monitors, smart board, plasma screens, VCR, and podium. You may wish to use the technology at the center for the following:

- Prepare a document that can be shared on all the monitors or displayed on the projector or plasma screen. The document can be revised with input from all the participants during the session.
- Use the smart board for brainstorming sessions where information or drawings are recorded, saved on the network to be viewed and modified.
- Make a very professional presentation using the podium, plasma screen and projector. Your presentation can be viewed by associates at other locations at that time and/or recorded for future dissemination.
- The videoconferencing facility can display the participants at three remote locations. Viewing participants from additional remote locations can be accomplished by enlisting the support of the Willow Wood center and soon the bridging services of either MCI or Sprint.

All of these activities can be done in room 5007 in Central Office in a center that has very comfortable chairs in a temperature-controlled room with lighting that can be adjusted. Trained facilitators are available to make sure that the center is set up correctly for your meeting and that all goes smoothly during your meeting. We encourage all associates both in Central Office and the regions to take advantage of this innovative room.

**If you would like to know more, please call Pat Williams on 202.219.3410.**

If you would like to schedule a meeting that will use the technology available in the center, please call Kimberly Veach at 202.501.9100.

*contact: marilyn dodd, 202.501.9061*

## *pbs communications*

The PBS Communications Team is working with PBS associates at all levels to strive to improve communications in PBS by ensuring that all associates receive accurate information in a timely manner. We hope you have received your 2003 desktop calendar and find it useful.

Last September, our first effort was to revamp the PBS quarterly newsletter "Building Assets." We hope you enjoy reading this publication and we look forward to improving it with each future edition.

Also last fall, a sampling of PBS associates were surveyed to identify what kinds of tools and information you needed to be able to do your jobs better. You said:

- Performance measures
- PBS statistics
- Information on national issues

We are working hard to provide you with the information you asked for.

We are working with Business Operations to design a new 2002 PBS statistical card. We

anticipate distribution in early February. We are also working with Business Operations to provide you easy to use information on the 2003 Performance Measures.

Getting information to all associates on National issues is also one of our priority goals. Building Assets is one tool, and we are working on a concept that will consist of a set of brochures that is being developed for national initiatives. These brochures will have a standard size – 8.5" x 8.5" – and will be housed in a clear plastic box. The idea

DATE	EVENT	PLACE
02/03/2003-02/04/2003	"Sail-On Tour" Many Hands Meeting	Portland, OR
02/05/2003-02/06/2003	"Sail-On Tour" Many Hands Meeting	Spokane, WA
02/10/2003-02/12/2003	El Paso Border Walk	Ft Worth, TX
02/10/2003-02/14/2003	Intern Development University - Intern Presentations & Personnel	Ft Worth, TX
02/11/2003-02/13/2003	Portfolio Management Directors Meeting	San Antonio, TX
02/11/2003-02/12/2003	Claims Management Training	Fort Worth, TX
02/12/2003-02/13/2003	Quarterly Real Estate Meeting	Boston, MA
02/13/2003-02/14/2003	"Sail-On Tour" Many Hands Meeting	Seattle, WA
02/19/2003-02/20/2003	Federal Highway Administration Conference	Ft. Worth, TX
02/24/2003-02/25/2003	"Sail-On Tour" Many Hands Meeting	Auburn, WA
02/26/2003-02/27/2003	"Sail-On Tour" Many Hands Meeting	Anchorage, AS
03/03/2003-03/07/2003	FY04 Courthouse Orientation & Design Start Workshop	Washington, DC
03/04/2003-03/06/2003	Border Station Center National Conference	Denver, CO
03/10/2003-03/14/2003	Intern Development University-Federal Protective Service	Ft Worth, TX
03/24/2003-03/28/2003	5th National Project Management Workshop	Washington, DC
03/27/2003-03/27/2003	GSA Design Awards Ceremony	Washington, DC

being that you can mix and match information for your select audience, whether it is a customer or the general public requesting information on PBS. The first brochure to be printed will be a PBS overview brochure. We hope to deliver this to all associates in early March.

We believe that the PBS message is an important one for all of our associates to hear whether you are in Central Office working on policy or in the field communicating on a daily basis with our customers. We look forward to working with you and hope that you will let us know how we are doing. We want to know whether the information that we are providing is helping you to do your jobs better.

**Team Members:**

MaryAnne Beatty	Vicki Kirkman
Wanda Cole	Mark Krone
Erica Faltz	Michelle Peterson
Sheila Margeson	Katherine Stephenson
Sally Mayberry	

**PBS mission.** To deliver a superior workplace to the federal worker and at the same time superior value to the American taxpayer.

For more calendar information, go to:  
<http://internotes.gsa.gov/pbs/pbsclndr.nsf/dateWeb?OpenView>



What is the role of an effective communicator within an organization and how does communications help an organization fulfill its mission?

On the Communications side of the OCSC house, I would say that being proactive in communicating the agency's message is the key role. GSA is very decentralized and with the dynamics of the services, it is often difficult to coordinate a message. But we are getting better at that. I think that in a perfect world our goal is to proactively decide what is important, what needs to go out to internal and external audiences and when to execute a plan to get messages out—using all the tools we have—whether it's GSA Update, interviews, op-eds, websites, or printed brochures.

It is also important to anticipate or at least be prepared to react quickly to issues that may affect your organization. This is not an easy thing to do, because it takes time to establish relationships with people across the organization who you depend on for accurate and timely information. I remember back in the late eighties when I started my new job with the Energy Department as the Director of Communications, we were always behind a story, never in it. It took us a month to move to two days behind the story and it took a lot longer to finally make it in the news cycle. **When we did, we had a party. I told the Secretary, "They called us! They knew whom to call!" That was a great day.**

For a long time people leading organizations did not understand

communications and what good communications planning could do for them. In the old days, my boss would call me and say, "We've got a problem!" I wouldn't know what he or she was talking about, because I was never told what was going on until there was a problem. The communications office needs to be involved from the beginning, not just when things reach the "problem" stage. Now, more and more executives understand the need for communications planning, and they are very sophisticated in dealing with bad situations. They know to include the communications office early so it can begin to anticipate these "situations" and plan for them well before they develop into full-blown crises.

To do that, executives must trust their communications people to plan and develop communications strategies. These strategies will help executives manage situations before they become big problems. They can also help these managers better define their organizations to and communicate with their customers.

OCSC can also play a key role by helping the organization use its communications resources more effectively. One way we have done this is by developing written press plans and press templates that can be shared across the agency. We did that with the COOP Communications plan and with other press plans including one for the Office of Homeland Security, which was used by Scott Arney, the Regional Administrator in the Greater Southwest Region. PBS Communications also uses our prototype communications plan with its business lines.

Why did you decide to go into public service?

I came up to Washington in 1981 with Governor Edwards from South Carolina who President Reagan appointed Secretary of Energy. I was just a kid from the State House. I thought that I would work in Washington for a few years and then go back to South Carolina and run for office. Well, I got Potomac Fever and stayed in Washington where I continued to serve both Presidents Reagan and Bush (#41) as well as work in the private sector on public policy issues.

I love public service. Being involved in an Administration is a wonderful thing and I believe in President George W. Bush's Administration very much. I don't think I realized how much I was going to enjoy GSA and working with Mr. Perry and the GSA leadership.

What made you go into politics?

I grew up in a very political home. My father was a very conservative Republican when there weren't that many Republicans in the South. He worked for the Federal Government for the Department of Agriculture's Agricultural Stabilization and Conservation Service and he was also a farmer.

Every night at dinner we watched Walter Cronkite, and we were not allowed to speak when Walter spoke. We were to be quiet, listen and learn. After Walter stopped speaking, my father told us where Walter was right and where he wasn't. I couldn't help but get the political bug. In college I majored in political science, against my mother's advice to be a nurse or a teacher. **My mother said that I would never get a decent job with a political science major and I told her, "Mother, haven't you ever heard of Harry Hopkins?"**

### What is your biggest challenge at GSA?

Not long after I came to GSA to head the Office of Communications, Mr. Perry told me about his plans for a new Office of Citizen Services and Communications that would become the Federal Government's front door to the American people. He wanted this office to be part of the Office of Communications because he saw it as a two-way communications function between citizens and their government. Creating this office has been my main challenge.

We also have enormous challenges in marketing GSA products and services. The GSA Enterprise-wide Marketing Study conducted by FTS Assistant Commissioner Mary Whitley, for example, recommends a number of things we need to do to foster new marketing opportunities. Working through GSA's Marketing Council, which I also chair, we have been working with all the services together to implement many of the study's recommendations including moving forward on a redesign of GSA.gov.

There have been a lot of people involved in getting this long-term project off to a successful start. The first steps in the remediation of the site were just completed on December 18, and by the spring of 2003 the site will have been completely redesigned. The FirstGov site is also working on a refresh. We need this site to remain fresh and crisp for the American public.

OCSC's Public Affairs Office continues to have daily challenges with five press people doing the work of 20. GSA has its fair share of crises and you need good people to effectively plan and respond to them. One way we are becoming more effective with our limited resources is by building better

professional and personal relationships with each region's public affairs associates. We are holding regular conference calls and scheduling meetings with them in Washington and other locations to discuss the new office and how we can better help each other.

### What is your vision for PBS and how can PBS Communications serve as a resource for you?

On the press side, we need to work harder with PBS, as with all the services, to be proactive in developing good stories. I believe PBS and OCSC are working very well together. But I also believe there are many opportunities and story ideas that we have yet to pursue proactively. Our communications efforts should be strategic, however, in order to be effective. Ideally, PBS, as our client, should tell us what it wants to accomplish or how it wants to be seen by its customers or stakeholders. Once we know your issues, concerns and vision for the organization, we can help work with PBS to develop strategies, messages and tactics to help you achieve your communications goals.

My goal is to do some very powerful events, maybe two per service per year. There are real opportunities to do creative and innovative things highlighting PBS's activities. We should be looking to explore those things that go beyond the interests of PBS's immediate customers or clients and try to connect with citizens in general. I believe we can get them excited about some of the important work PBS is doing that doesn't always get highlighted or communicated to the public at large. I envision events or productions that focus on the tremendous wealth of art and history in our public buildings. Or, we could showcase how

federal architecture has evolved and how today's federal buildings incorporate ergonomics, energy efficient technologies and modern workforce and workflow planning — sustainability — into their designs.

We are only limited by our own imaginations. I look forward to doing exciting things with PBS in 2003.

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# GSA Regional Map

