



building assets

Commissioner's Perspective

*an interview by Martha A. O'Mara for the
Journal of Corporate Real Estate*

You have been in the job for 21 months now — what has surprised you the most?

I've been most surprised by how interesting the job is — how much I love public service. The work is meaningful and we have a real sense of mission. I am a fairly typical Bush Administration appointee and I come with private-sector experience related to my present duties. This job is really broad. We are like a large development company, investment trust and corporate real estate department, all in one. The role we play in support of such noble government missions as stimulating local economic development, promoting design excellence and building green is particularly gratifying.

What has frustrated you the most?

How long it takes to get things done! Alice Rivlin (an economist who has held many positions in the US government) said the key to success in government is persistence. It is hard to effect substantial, lasting change. Even the President cannot get to everything that needs to be done.

What is the best advice you have been given?

When I took the job I went to see Terry Golden, who was the GSA Administrator during the second Reagan Administration and who went on to run Host Marriott and other companies. He gave me three pieces of advice: one, hire a great chief of staff — and I have; two, don't try to do too much — pick two or three things to focus on; and three, stay out of the procurement process. So I simply do not take meetings with people who are trying to make deals or do business with us. Not only do you avoid any appearance of trying to influence the procurement process, it frees up your time a great deal.

What is the biggest challenge you are facing?

Our biggest challenge overall is to remain relevant in the new government environment. Since 1996, government agencies have been free to use outside service providers for their real estate needs, rather than the GSA. We need to meet or exceed what private sector providers can do. And, like them, we need to provide consistent, predictable, excellent results all the time in every project and in every process in order to build our brand power. We need to become — if not indispensable — at least hard to do without.

What three big things are you focusing on?

First of all we are tackling asset management challenges. Our portfolio needs a lot of work. Over half the buildings we own are over 50 years old. Many are in major disrepair after years of under-funding of needed repairs. We have about \$6 billion of deferred maintenance sitting out there. There are properties that are not functional for federal occupancy. In order to help us spend what repair dollars we have wisely, we have triaged the portfolio into three categories: performers, under-performers and non-performers. It makes no sense to put money into buildings that are no longer workable as financial assets. We are currently pursuing legislation that will allow us to dispose better of properties that have reached the end of their life cycle and to release them to private uses.

A second area of emphasis is on the development of our 'human capital.' We have a generation gap in the GSA — many of our associates are either under 28 or over 55. We are identifying the skills that will be needed in the future and developing training and other programmes to improve our ability to add value for our customers. Overall we have moved from being an agency of 'task doers' to one of contract managers —

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that requires a different set of skills. We believe that investing in our people is the highest value-adding activity we can pursue. As part of this we are looking at what our 'value proposition' is — are we doing enough to add value for our customer? We are reconsidering all our job classifications, career ladders, management development and deployment programmes: a reorganisation of PBS that we believe will make us a higher-performing organisation.

Third, we are working toward consistency across our operations, with an emphasis on customer service and customer satisfaction. We want to have consistent results predictable across regions. It's been uneven in the past. Part of this is building the GSA brand across the board; all parts of GSA need to support this. We found we often had different titles for people performing the same work across the regions — now we have consistent titles. The same contractors work for us in several regions, but we had no way to leverage those relationships across the country. And we need to share good ideas across the regions: the challenge is to do it in a way that is not command and control from the centre, but encourages consistency and sharing. I have challenged our 20 top managers to remove their parochial boundaries and to accept responsibility for the success of the whole enterprise, not just their piece: we call this National Coherence. As part of this effort, we have added national performance measures to our reward systems. We have also added an Office of Customer Service to better serve our client agencies across the country.

The GSA is a much leaner organisation than in the past. As recently as 25 years ago, we had 30,000 employees in the Public Buildings Service. Today we have about 7,400 employees, and 1,400 of those positions are Federal Protective Service employees who are being shifted to the new Department of Homeland Security. Then we'll be left with about 6,000 people. Another 1,000 employees are in custodial and maintenance positions, and we will be 'competitively sourcing' (our term for outsourcing) those jobs. To downsize and outsource we need to know what our core competencies are, which is part of our current intensive effort to reshape our human capital. Now, 5,000-plus people might still seem like a lot, but not when you consider the scope of what they do. We are how the real estate economy connects to the government. The Public Buildings Service manages the \$7-billion-dollar annual Federal Building Fund, a portfolio of over 330 million square feet, as well as another one billion dollars of agency reimbursable expenses. I should say that, of every dollar collected in rent from federal agencies by PBS, 95 cents goes back into the private sector. At any given time the Public Buildings Service has about \$5 billion in the project pipeline — and about 20 million square feet under design or construction. Although we are officially called the Public Buildings Service, the brand that is better known is the GSA, and so we use that brand in our real estate work.

Any other big changes in store for the GSA?

There are efforts under way to change the law: the Federal Property Asset Management Reform Act is now in review by several committees in the House. Such an act would allow us to use modern portfolio management practices to improve the government's portfolio. It would give all landholding agencies the power to outlease and sublease their properties and to enter into public-private agreements, and it would improve our ability to dispose of old assets. The government portfolio needs a major restructuring, and these tools would be of great benefit in the effort. We are going to see a lot of changes in how government is managed. It has not kept pace with the evolution of society, nor with the mission of government. We do not leverage information technology. We need to change how people work. There is redundancy. The new Department of Homeland Security will be a good example of a new approach. They are not going to disrupt or dislocate current agency missions. They are going to promote incremental change, to knit the organisations together for the smooth movement of intelligence and resources in the critical mission of defending America.

What are the biggest differences between public service and the private sector?

It is hard to understand the government from the outside. The system is deliberately set up to prevent one person or a group of people from pushing their agenda through. It is difficult to get things done in this environment. There are very high standards of accountability here — way more

than the private sector. Any member of Congress can call me up and question what I do. It is like having a 535-member board of directors. Since Watergate, like other agencies, we have had an office of the Inspector General — whose job it is to examine everything we do (360 people watching over the GSA). The PBS has six congressional oversight committees, as well as the OMB (Office of Management and Budget) which is like our CFO; the GAO (General Accounting Office); the Congressional Budget Office; and others. We spend a huge amount of time reporting to other parts of government on what we are doing and why we are doing it that way. People who work for the government as a career are, in general, risk averse. In such an environment, and in the absence of a profit motive, process can assume greater importance than it should; the triumph of bureaucracy — rule-by-rule — is always a danger. Given this, the system still works remarkably well. People here can be highly motivated and high performers. I think it is because they feel there is a higher purpose to their work. Many of them are motivated by love of country and a desire to improve society.

What can the Public Buildings Service teach the private sector?

We lead in many ways. For one, we can show how to have an open, accessible, fair transaction process — there is no ‘deal’ being done on the side, so the competitive virtues of a proposal have a way of expressing themselves. We take design excellence seriously. We aim to build great buildings — ones that will last 100 years. We are

trying to overcome the legacy of the Great Society, when the government built massive impersonal buildings. We try to benefit the surrounding urban area. The Design Excellence programme that was initiated in the mid-1990s was designed in consultation with the private sector; it involves peer review, with private expert participation in design selection panels, and has dramatically elevated the profile of excellent design in our buildings. Many famous architects — Pei Cobb Freed, Michael Graves, Moshe Safdie, Robert Stern, Kohn Pedersen, Richard Meier, David Childs and Thom Mayne — have worked for us recently. Sustainability in our work is a major goal. We seek to reduce the impact of the built environment on the natural environment, not only because it is the right thing to do — especially given our statutory responsibilities as a government agency — but because it is good business. Minimising the consumption of non-renewable energy and natural resources, minimising waste and maximising the use of natural, recycled and non-toxic materials are simply good business practices that result in healthy, productive work environments and lower costs. And sustainable design is very supportive of our core mission: providing a world-class workplace and value for the American taxpayer.

GSA is proud to have been the first federal agency to join the US Green Buildings Council, a little more than a year ago. We now have 19 projects working toward Leadership in Energy and Environmental Design (LEED) ratings, more than any other organisation in the country. In the last

three years, since formalising our commitment to building green, we have incorporated strong sustainable-design language into our ‘Facilities Standards’ design guide for all GSA construction; into our ‘Design Excellence’ programme guide, which governs our selection of architects and engineers; and into our ‘Solicitation for Offers’ for leased space, so that now Build Green principles are part of every GSA lease solicitation. Additionally, GSA now requires that every capital investment design and construction project achieve certification as a LEED Green Building. On the energy conservation front, we have reduced energy consumption by 22 percent since the 1985 baseline. These are the highlights of our commitment. We want to be part of transforming society’s perception of ‘Building Green’ so that it becomes the standard way of designing, constructing and operating buildings. Our experience will, we hope, generate the raw data necessary to validate what we know intuitively to be true.

Where do you think you can learn the most from the private sector?

We are behind corporate America in how to organise to be effective and efficient and how to pay attention to customer satisfaction. We could use more of the discipline of business around the use of resources. The Bush administration is very focused on private-sector notions; the ‘President’s Management Agenda’ is a major focus, although it is not getting that much press these days. The White House is

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Preservation Magazine July/August 2003 President's Message

by *Richard Moe, President of the
National Trust for Historic Preservation*

Preservation lost one of its most articulate and effective champions when Sen. Daniel Patrick Moynihan of New York died last spring. In the course of a distinguished public-service career, Moynihan played a leadership role in many major preservation initiatives, from the restoration of Frank Lloyd Wright's Darwin Martin House in Buffalo, N.Y., to the creation of the Pennsylvania Avenue Development Corporation (PADC), which reinvigorated the grand boulevard known as "America's Main Street."

I was privileged to know Pat Moynihan and, like many others, I was inspired by his vision. That vision and his many other achievements were cited when the National Trust presented him its 1999 Crowninshield Award. But another accomplishment, not included in this impressive list, may prove to be Moynihan's most enduring legacy: He believed that the federal government should encourage and support the highest standards in its architecture and urban-design projects – and his efforts are bearing fruit. Thanks largely to his vision (and his persistent prodding) the U.S. General Services Administration, the agency responsible for constructing and managing most non-military federal properties, has made an exemplary commitment to excellence in both historic preservation and new design.

Primary credit for this goes to former Commissioner Robert Peck, who benefited from Moynihan's mentorship at both PADC and GSA, and his very able successor F. Joseph Moravec, who came with extensive experience in commercial real estate. Under their leadership, GSA's Public Buildings Service has restored or rehabilitated scores of historic federal buildings, including some of the nation's great architectural treasures. While many of these facilities continue serving their original purpose, others have been adapted to new and often innovative uses. Either way, they are important community anchors, boosting economic vitality in the neighborhoods where they stand. They also give historic preservation a high public profile – and show government agencies across the country what preservation can do.

Every preservationist should be delighted by GSA's work in saving and caring for the landmark buildings erected by our government over the centuries – but the agency's commitment to good contemporary design is equally laudable. There was a time when the terms "federal government" and "good design" rarely appeared in the same sentence – but not anymore. Through efforts such as the Design Excellence Program and the annual Design Awards competition, GSA has become a catalyst for encouraging some of the country's most creative minds to devote their skills to government-sponsored projects. The result is a crop of federal products, ranging from buildings and landscapes to public art and posters, that showcase the work of America's best designers.

GSA has long been one of America's biggest landlords. Now, happily for all of us, it's also one of the most conscientious. It isn't always easy to love a landlord, but GSA deserves the thanks of everyone who cares about the livability of our communities and the heritage of our nation. Pat Moynihan would be proud.

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World War II Memorial Nears Completion

Construction of the World War II Memorial on the National Mall is about 80 percent complete. Managed on behalf of the American Battle Monuments Commission (ABMC) by the National Capital Region (NCR), the project is on time and on budget. The \$171 million memorial, authorized by Congress in 1993 in Public Law 103-32 and funded almost entirely by private contributions, is scheduled to be dedicated on Saturday, May 29, 2004—Memorial Day weekend.

The memorial will honor all U.S. military veterans of the war, citizens on the home front, and the high moral purpose that motivated the nation's call to arms. ABMC is an independent agency of

the executive branch. It has been assisted in developing the memorial by a presidential-appointed 12-member Memorial Advisory Board, whose primary responsibility was to promote donations. In 1994, Congress approved locating the memorial in the area of Washington that includes the National Mall.

A number of potential sites were considered in a process led by the ABMC, in conjunction with the National Capital Planning Commission, the Commission of Fine Arts, the National Park Service, the National Capital Memorial Commission, and the U.S. Army Corps of Engineers. After several public meetings and hearings, the group selected a site surrounding the historic Rainbow Pool, at the east end of the Reflecting Pool leading to the Lincoln Memorial.

The ABMC obtained federal funding of about \$10 million to launch the project. In 1996, the ABMC selected NCR to act as its agent in managing design and construction of the memorial. NCR began its work by initiating a design competition through the GSA Design Excellence Program.

During Stage I of the competition, GSA's Architect-Engineer Evaluation Board selected six design visions from over 400 preliminary designs to compete in Stage II. Entries were evaluated on their originality, appropriateness, feasibility, and compliance with project requirements. Those six finalists were judged by a ten-member independent design jury, recommended by the

A/E board, and finally selected by the ABMC. The unanimous choice, announced in early 1997, was that of noted architect Friedrich St. Florian of Providence, R.I., partnered with the A/E firm of Leo A. Daly. The project involves numerous other contractors and subcontractors.

Construction began in 2001 after GSA awarded a \$56 million construction contract to the joint venture of Tompkins Builders and Grunley-Walsh Construction.

The completed memorial will create a special place within the National Mall's vast openness, while respecting its historic surroundings and preserving the vista from the Washington Monument to the Lincoln Memorial. At the center of the memorial is the Rainbow Pool. Its historic waterworks, which stopped working decades ago, will be completely restored and contribute to the memorial's celebratory nature. Granite benches will provide seating around the pool's circumference. What visitors will not see is an extensive underground system of pipes and controls, along with a two-foot slurry wall surrounding the entire memorial. The slurry wall prevents the migration of groundwater beneath the memorial. More than 600 steel piles embedded in bedrock up to 40 feet below ground provide foundation support.

Two 43-foot pavilions, memorializing the victories won in the Atlantic and Pacific theaters, will mark the north and south ends of the memorial plaza. Inside each pavilion, four bronze columns will

support four American eagles that hold a suspended victory laurel. Beneath each pavilion, the floor will display an inlaid victory medal surrounded by the words "Victory on Land, Victory at Sea, Victory in the Air," and the dates "1941-1945." A semicircular fountain will be located at the base of each pavilion.

The memorial also will feature 56 granite pillars celebrating the nation's unprecedented unity during the war. An individually named pillar adorned with bronze wreaths will represent each state and territory from that period as well as the District of Columbia.

The memorial's western side will feature a commemorative area highlighted by a field of 4,000 sculpted gold stars on the Freedom Wall. The Freedom Wall, flanked by eight-foot waterfalls, will commemorate the more than 400,000 Americans who died in military service during the war. Extensive landscaping, including a restored double row of elm trees, re-seeded lawns, and flowering tree canopies will complement the memorial's park-like setting. Visitor amenities at the memorial will include a bus drop-off area, limited handicapped parking, restrooms, and an information station. For more information, visit the memorial web site www.wwiimemorial.com.

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New Look for New Haven

The source selection procurement process for major renovations at the Robert N. Giaimo Federal Building in New Haven, CT, is currently in the final phases. In response to the energy crisis of the 1970s, the building was designed with energy saving methods commonly used at the time. Now, with the use of modern techniques, it will be outfitted with an energy efficient glass curtain wall system on the east and west facades – dramatically changing the look and feel of the environment. This source selection contract includes alterations to the building’s fenestration; structural upgrades; interior restoration and improvement; lobby expansion; mechanical, electrical, plumbing and security system upgrades; ADA improvements; and hazardous material mitigation.

"Our GSA project team, through the cooperation of the building tenant representatives, our partnership with the design firm of Fletcher Thompson Architects and the assistance of the GSA Office of the Chief Architect, Architectural Peer Review, has resolved the many challenging design issues associated with a large scale repair and alterations project in an occupied facility," stated Peter Menzies, Project Manager. "The most

prevalent challenge our project team has been faced with is how to accomplish the scope of work required while minimizing the disruption to our customers. The most noticeable and dramatic change to the building will be a new curtain wall system on the east and west sides of the building. The new look has been met with high approval from both the building tenants and the local public officials. We are all very proud of our project and are anxious to get into the construction phase."

The GSA project team includes Peter Menzies, Sally Robinson, Ivan Lopez, Leroy Gomes, Jim Nelson, Walter Perez, Nancy Sweichowicz, Jane Senk, Chuck Kadis, Herb Lurio, John Ciarcia, Don Fuccillo, Dave Drevinsky, Kevin McGill, Manny Neves, Mike Williamson, Dan Miller, Karen Flanders and Art Delrosso.

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Mid-Atlantic Region Kicks-Off Major Renovation of Operations Building at SSA Headquarters

This summer marked the start of renovations to the Operations Building at the Social Security Administration’s (SSA) National Headquarters Campus in Woodlawn, MD. Renovation of the 1.2 million square foot facility is the fourth in a series of seven projects aimed at modernizing the entire SSA Headquarters campus. The Operations Building, originally constructed in 1957, will undergo a complete overhaul.

The \$152 million project, which is scheduled for completion in 2007, includes the:

- Renovation of interior spaces;
- Installation of energy-efficient lighting and a fiber-optic computer network;
- An upgrade to facility mechanical, electrical, and security systems; and
- A redesign of the building to add skylights and atria to allow more natural light into the offices.

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IRS Discovers New Deal Artwork

During a recent renovation project at Internal IRS’s Headquarters, a painting was discovered in the basement. Rick Cavalier, Assistant Project Manager of the IRS, contacted GSA’s Fine Arts Program. The Fine Arts Program is responsible for the stewardship of fine arts assets in GSA buildings, including New Deal artwork that has been lost or misplaced over the years.

The painting was identified as the design proposal for the mural *Fording the West River to Settle West Haven* by Elizabeth Shannon Phillips, commissioned through the Section of Fine Arts for the U.S. Post Office, New Haven, CT, in 1938. Records revealed that the painting was part of a loan to the IRS in 1962.

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Oroville Border Station Designated Energy-Saver Showcase Facility

The U.S. Department of Energy has designated the Oroville-Osoyoos Border Crossing Station as a 2003 Federal Energy-Saver Showcase facility. The Border Crossing Station was built as a joint effort between the U.S. and Canada, and straddles the border cities of Oroville, WA, and Osoyoos, British Columbia. Showcase facilities represent some of the best examples of energy efficiency and renewable energy technologies in the Federal sector, and each helps our government save money and run more efficiently. The Oroville-Osoyoos Border Crossing will receive a plaque that informs visitors they are entering a government building that uses energy and water wisely, and saves taxpayer dollars. The building will be featured on the 2003 DOE "You Have the Power" campaign poster.

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Southeast Sunbelt Region Wins International TOBY Award

The Howard H. Baker Jr. United States Courthouse (HBCT) in Knoxville, TN, was recognized as the International Office Building of the Year (TOBY)

in the Government category at the Building Owners and Managers (BOMA) International Convention on July 2.

The TOBY recognizes excellence in property management. Nominees are evaluated and scored based on community impact, tenant relations, energy management, handicapped accessibility, emergency evacuation procedures, and training for building personnel. The process consists of three phases of competition. A building must first win at the local level to advance to regional and then to international competition.

The HBCT consists of 330,000 rentable square feet of space on four floors ranging in size from 20,000 to 46,000 square feet. The HBCT was originally constructed as the corporate headquarters for Whittle Communications. GSA was appropriated funds to construct a new courthouse in Knoxville about the time that Whittle Communications moved their corporate headquarters to Chicago. This decision left the city of Knoxville with a large empty complex in the center of the business district and left investors holding \$8 million dollars in bonds that had been issued to finance the initial construction. GSA purchased the complex and added an addition



to house the needed courtrooms within the original budget established for the planned new courthouse. The HBCT was dedicated on September 8, 1998, to honor the current Ambassador of Japan, and the former Senator and Chief of Staff to President Ronald Reagan.

The HBCT is set on an almost four acre tract encompassing two full city blocks and is the centerpiece of Knoxville's downtown business district. The campus style building is Georgian in character consisting of three inter-connected buildings around a beautifully landscaped central courtyard. As you enter the courtyard, you are greeted by the 120-foot clock tower topped with a cupola displaying the United States flag. This portion of the building rises above other downtown buildings making the flag visible from almost anywhere in the downtown area. A sculpture commissioned especially for the building, the "Lady of Justice," is in the courtyard just outside the main entrance to the complex.

The copper-domed rotunda provides the main entrance for the complex consisting of a multi-story atrium with polished Tennessee marble mosaic flooring. Rising 55 feet to an overhead skylight, a four story grand staircase constructed of oak and mahogany with wrought iron railings was designed in the likeness of the staircase at Monticello. Office spaces have a residential feel with glass wall fronted offices opening on to large open work areas with comfortable seating and tastefully designed filing areas. Many of the interior office areas surround open atriums providing light, openness, and unique views of work areas on other floors.

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Innovative "Solar Project" at North Los Angeles Federal Building

The Pacific Rim Region completed installation and start-up of the largest photovoltaic system in the GSA inventory at the Federal Building, 300 North Los Angeles Street, Los Angeles, CA. The system consists of 2,054 PowerGuard TL modules with a rated capacity of a 308 KWp DC (245 KW usable AC). This tilted, ballasted system required only a small amount of roof penetrations.

The total project cost was \$2,400,000. Through the Pacific Rim's use of state and local incentive programs, GSA paid only 15 percent, or \$369,000, of the total cost. Rebates were offered both by the Los Angeles Department of Water and Power and the Southern California Gas Company. The simple payback of this project is 5.6 years, making this a very economical photovoltaic project. In addition to generating clean energy from the sun, the solar modules, by using a thick layer of polystyrene foam underneath the tiles, provide significant insulation, reducing heating and air conditioning costs and extending the life of the roof by protecting it from the damaging effects of the weather. Ancillary benefits not considered in the payback calculations include an estimated roof cooling of around 20-25° F.

The solar system is tied directly to the lighting and power switchgear at the building, taking full advantage of free solar power during the weekends and holidays when the major HVAC equipment, such as chillers, are not operating. Critical government computer rooms and ancillary equipment, emergency lighting, etc., are all powered by solar energy during the weekends and the holidays.

The North Los Angeles Federal Building will spare the environment tons of harmful emissions such as nitrogen oxide, sulfur dioxide, carbon dioxide, and carbon monoxide, major contributors to smog, acid rain, and global warming. Over the life of the photovoltaic system, the solar generated electricity will reduce emissions of nitrogen oxide

by 7,250 pounds and carbon dioxide by almost 11,600 tons. These emission reductions are equivalent to removing 3,000 cars from the roadway or planting 603,600 trees."

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Building Excellence Through Teamwork

Colorado Construction Magazine added the "Denver Federal Center Renovation, GSA Building #25" to its 2003 Top Projects listing. Colorado general contractors submitted construction projects based on questionnaires mailed to the firms in the spring. Only three projects from each firm were considered.

Building 25 was originally constructed in 1941 as a sprawling one-story, mezzanine weapons production plant. It contains a gross area of 382,100 square feet of office, laboratory, and storage space. The building systems and interior finishes were early 1960's vintage and required significant modernization.

Some of the building renovation and construction requirements were:

- Demolition of existing interior and exterior elements;
- Phased asbestos abatement;
- Lead remediation;
- New concrete;
- Structural steel and miscellaneous metals;
- Window replacement;
- Metal framing and drywall;

- Lab equipment;
- Specialties and furnishings, and
- Elevators.

With the many obstacles and challenges involved in renovating a building such as this, communication and teamwork were key. Phase I of the project was completed March 18, 2002, nearly three weeks ahead of schedule. Phase II was completed October 28, 2002, on schedule, while Phase III completion is scheduled for July 16, 2003. Once finished, the building will house the Central Regional Headquarters of the U.S. Geological Survey (USGS).

Everyone involved in the project came together to meet significant challenges in order to complete the project, and in the process built excellence through teamwork.

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High-Profile Monthly Interviews New England Project Team

High-Profile Monthly recently visited the Thomas P. O'Neill, Jr. Federal Building in Boston, MA, to interview the project team for the restoration of the Richard C. Lee United States Courthouse, New Haven, CT. Manny Neves, Janine Kurth, John Maurer, Vernon Stump and representatives from general contractor, NER Construction, spoke to High-Profile about the details involved in the restoration of the historic courthouse.

The renovation of the courthouse primarily consisted of external restoration work. The emphasis was placed on restoring the existing windows, masonry and portico structure. GSA communicated with the State Historic Preservation Officer to receive their concurrence and recommendations in proceeding with the consultant's design. The intent was to revitalize the appearance of this Classical Revival style structure.

"After the many projects we've accomplished over the past six years at the Federal Courthouse in New Haven, I was aware that the time would come when the portico would be repaired," explains Neves. "It was in great need of restoration. The cast iron was totally deteriorated in many places and the structure was somewhat of an eyesore, which took away from the beauty of the granite structure. Fortunately, our funds managers were able to acquire BA64 dollars to make the project happen. Also, the design was completed on time and we were able to proceed to construction. The prime contractor, NER Construction, has taken the initiative to have a successful project and is very conscientious about safety, as am I, on this particular project, given the extensive staging, pipe scaffolding and boom work. We have several inspection authorities keeping a close eye on the project daily, including Leroy Gomes, Vernon Stump and KRI's John Davies. Our team, including the U.S. Marshal Service and the Clerk of Courts, expects the project to be a great success."

Members of the GSA project team include Manny Neves, Leroy Gomes, John Silva, Frank Pfeiffer, Walter Perez, Janine Kurth, John Maurer and Vernon Stump.

High-Profile Monthly is a facility development trade publication, featuring construction activities in New England. Its readers are building owners, facilities engineers, town planners, real estate developers, contractors, architects, construction managers, and facilities managers of educational, healthcare, assisted living, commercial, institutional, retail, and industrial facilities in New England. The restoration of the Lee Courthouse appeared as a feature article in the July/August issue.

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Newark (NJ) FBI Facility Dedicated

Surrounded by a who's who of New Jersey law enforcement (and no Sopranos in sight), Northeast & Caribbean Regional Administrator Karl Reichelt, Chief of Staff David Safavian, and other Northeast and Caribbean Region associates joined with the employees and agents of the Federal Bureau of Investigation's Newark Division Headquarters and the principals from Claremont Newark LLC to celebrate the dedication of the FBI's new New Jersey headquarters building.

A crowd of over 300 guests gathered for the celebration held on June 4th. FBI Deputy Director Bruce Gebhardt and former director Louis Freeh

were among the dignitaries who participated in the event. The new building, completed in the fall of last year and sited along the Passaic River is hoped to be a stimulus for Newark's waterfront redevelopment. It was constructed under a lease negotiated by GSA with Claremont Newark, LLC and provides the FBI with a new, state-of-the-art twelve-story building that meets today's stringent security requirements.

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St. Thomas Federal Building Named in Honor of Ron deLugo

PBS Commissioner F. Joseph Moravec joined with Deputy Regional Administrator Steve Ruggiero, other Northeast and Caribbean Region associates, Virgin Islands Delegate Donna Christensen and a host of local VI officials on May 30 to honor former Delegate Ron de Lugo with the naming of the federal building in St. Thomas as the Ron de Lugo Federal Building. De Lugo was the first delegate to represent the Virgin Islands in the U.S. Congress and held the position for 20 years. A crowd of over 200 friends, family, and colleagues gathered to celebrate the occasion.



In his remarks, Commissioner Moravec joked that the Virgin Islands Building Manager's position should be rotational with Northeast and Caribbean Region associates in Buffalo as incentive, a comment that brought some laughter from the audience and, when heard about by GSA associates in Buffalo, NY, a few volunteers. However, on a more serious note, effusive praise and thanks were heaped upon GSA and Building Manager John Johnson, by deLugo and Delegate Christensen for all GSA's preparations and work on the event.

The festivities took place under tents on the capacious front lawn of the building which is beautifully situated on the Charlotte Amalie waterfront, with views of the scenic harbor. In addition to unveiling the commemorative plaque that will be placed in the building, the building's new signage was also unveiled during the celebration.

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Dulski Transition

The Northeast/Carribbean Region had previously announced that it is transitioning the Dulski Building from federal ownership by 2005 under

the Portfolio Restructuring Plan. As a result, the region expects to competitively acquire seven new leases totaling 241,000 square feet of space within the Buffalo Central Business Area and will seek new construction or vacant office space in existing commercial buildings downtown based on customer requirements, best value, and public accessibility, among other factors.

"Our goal is to transition Dulski from federal ownership in a way that is beneficial to Buffalo," Reichelt said. "We think there are great possibilities for Dulski beyond federal ownership, and we will continue working with Buffalo's leaders in developing our plans."

Alternatives for Dulski include private sale or transfer to a local entity based on federal property disposal regulations. The Dulski Federal Building was constructed in 1970. It presently houses 30 federal agencies occupying 391,000 square feet. GSA estimates that costs to renovate and upgrade the building outweigh its financial viability, and therefore has decided to transition it from federal ownership as a cost savings measure to the taxpayers.

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Federal Courthouse Update

The Northeast/Carribbean Region recently gave a presentation to city officials and unveiled a model of the proposed new Federal Courthouse at Niagara Street and Delaware Avenue. The region

is presently negotiating site acquisitions. Construction is expected to start in November 2004. Completion is scheduled for June 2007.

"We are excited about the efforts of GSA in meeting an ambitious deadline and championing plans to bring a truly first class and needed federal

courthouse facility for the citizens of Buffalo and Erie County," said Chief Judge Richard J. Arcara of the Federal District Court for Western New York.

The new courthouse will be a signature GSA building by Kohn Pedersen Fox, Architects, and represents the largest GSA project in Buffalo's

history. It will generate more than \$100 million in construction and related contracts.

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our operations

Defining Quality in the Mile High City

PBS's Office of Child Care, under the leadership of Eileen Stern, hosted GSA's fourteenth Annual National Child Care Conference on July 22-24 in Denver, CO. Approximately 350 conferees gathered to hear well-known child development experts and GSA professionals speak on issues directly related to the work of child care center staff and administrators, Boards of Directors, federal agency representatives, and property managers.

Conference highlights included:

- GSA's Chief of Staff David Safavian, representing Administrator Perry, delivering a letter from President Bush; and
- Opening remarks by Rocky Mountain Regional Administrator Larry Trujillo.

PBS Commissioner Joe Moravec, along with Assistant Regional Administrator for PBS Paul Prouty and Kevin Rothmier of the Office of Portfolio

Management, served on a panel titled "Child Care in the GSA Public Buildings Service – A Discussion."

Featured keynote speakers included:

- Madelyn Swift, President, Childright, who spoke on how discipline, integrity, and self-esteem mold our children;
- Ellen Galinsky, President and Co-Founder, Families and Work Institute, whose presentation on how children learn included excerpts from her upcoming series on public television; and
- John Irvin, President, Lifestyle Enhancement Services, whose session on Hilarity Therapy showed how the ability to see the positive side of things is essential to our daily lives.

GSA and the National Association for the Education of Young Children honored 17 child care centers for achieving accreditation or re-accreditation at an Accreditation Luncheon. Representatives from each of these centers received a plaque. The parents at two centers being honored from the Denver area, Colonnade

Children's Center and Custom House Children's Center, agreed to close for the afternoon so that all staff members could attend the accreditation ceremony.

Commissioner Moravec presented Cornerstone Awards, recognizing associates outside of the GSA child care network, whose support is vital in maintaining the high quality in our child care centers. Individual GSA award winners were:

- Lesly Wilson, Office of General Counsel;
- Stephen McLaughlin, New England Region;
- Kim Encinias and Gordon Pribyl, Rocky Mountain Region;
- Jennifer Villalobos, Pacific Rim Region;
- Iris Maguire, Northwest/Arctic Region; and
- Edith Toms, National Capital Region.

A GSA Team winner was the Major General Emmett J. Bean (Indianapolis, IN) Facility Team. Team members are:

- Gloria Palmer;
- Robin Monroe;

- Paul Lawless;
- Myrine Callahan-Bigby; and
- Harold Lloyd.

Department of Homeland Security/Federal Protective Service winners included:

- Sheree Reed, Mid-Atlantic Region;
- Ann Deitch, Heartland Region;
- George Ware, Paula Perfetti and John Ulianko, Northeast and Caribbean Region; and
- Melissa Hester and Jewel Davenport, Southeast Sunbelt Region.

The Greater Southwest Region honored Melanie Gray, a non-federal Board member.

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GSA/Javits-Wagner-O'Day Strategic Alliance Roll Out Tour

May 21, 2003, marked the beginning of the GSA/Javits-Wagner-O'Day (JWOD) Strategic Alliance roll out. From May through July, an interagency team toured 11 cities telling GSA/PBS, NISH, and nonprofit agencies about the details of the strategic alliance. The alliance was signed last November and is a win-win for all because it establishes a 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 Goal. The interagency roll out team consisted of members from GSA/PBS, the Committee for Purchase from People Who are Blind or Severely Disabled (the Committee), NISH and CI International. As the team toured each city, they wanted to ensure national coherence by sharing the same message with all GSA/PBS regions, NISH regions and nonprofit agencies (CRPs). The message: We want to build a stronger partnership by:

- Promoting the employment of people with disabilities.
- Providing best value for our customers.
- Providing a positive return on investment for taxpayers.
- Using business-like operating procedures and practices.

During the 2-day briefing, the team provided details on how to build a stronger partnership. They discussed the history of the strategic alliance and provided processes and procedures that could be used by the regions. During a facilitated session, GSA/PBS and NISH experienced the flexibility of the alliance by jointly customizing it to fit their needs. Specifically, they established goals in 4 areas:

- Pricing: Developing a method to determine the fair market price.
- Referral Goals: Setting goals for offering new work and existing work to the JWOD program.
- Referral Process: Determining the process for offering work to the JWOD program.
- Contract Resolution: Developing a process to resolve contract administration issues.

Commitment. For the alliance to be successful, GSA/PBS, NISH and nonprofit agencies must work together with a true spirit of cooperation and commitment. During NCR's roll out briefing, PBS Commissioner Moravec echoed this commitment and pledged his "sincere commitment to make the strategic alliance work." He stated, "The strategic alliance challenges us to identify, correct and continuously improve performance, communication, and contract administration issues." GSA/PBS is committed to working with NISH and the nonprofit agencies (CRPs) to execute the alliance to its maximum benefit.

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Smithsonian Recognizes GSA's Design Excellence Program

The Smithsonian's National Design Awards, which honor design excellence in the public realm, were recently announced by the Cooper-Hewitt National Design Museum in New York. At a ceremony this fall, GSA will receive "special commendation" for incorporating the best of contemporary architecture, interior design and graphics into federal courthouses, agency headquarters, and border stations.

For more information about this honored award, you can visit <http://ndm.si.edu/NDA/WINNERS/2003/CORPACHIEVEMENT/GSA/1.shtml>.

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National Business Solution: Attaining the Energy Goals of Executive Order 13123

PBS recently issued a National Business Solution that was developed to help PBS meet the energy goals of Executive Order 13123. PBS has made great strides over the years in reducing energy consumption in our buildings and complying with various Executive orders and mandates. Attainment of the goals coincides with our efforts to perform in the most businesslike fashion possible. The bottom line is that reducing energy consumption in our buildings is just good business.

As of January 2003, PBS achieved an overall energy reduction of over 20% in buildings against the 1985 baseline. This is a noteworthy achievement; nevertheless, a great deal of work remains, and plenty of opportunities still exist. The purpose of this Business Solution is to map out a plan for meeting Executive order goals.

While there is no single solution that serves all regions, the business solution establishes specific regional targets and highlights a series of energy reducing approaches that can be used in each region to varying degrees. Regions are responsible for developing their own regional energy strategy using the tools contained in the Business Solution, as well as any new innovative approaches.

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GSA Slashes Use of Ozone Depleting Refrigerants

The news is not new—refrigerants used in building air conditioning systems can be released into the atmosphere, contributing to atmospheric ozone depletion. This ozone depletion destroys Earth's natural shield for incoming ultraviolet radiation, which can result in rising cases of skin cancer and cataracts as well as immune system suppression. The more properties one has, and the more air conditioning systems one controls, the more likely it is that harmful refrigerants will be released into the atmosphere. How, then, is this topic relevant to GSA and our tenants?

The Public Buildings Service has made significant progress over the past three years to reduce the use of atmospheric Ozone Depleting Refrigerants in central air conditioning systems in our buildings. This progress is the result of aggressively replacing outdated systems with environmentally preferable alternatives and specifying refrigerants that have minimal impact on ozone depletion.

Today, we produce 33% less of our refrigeration capacity by systems that use harmful Chlorofluorocarbons (CFCs), a primary culprit in atmospheric ozone depletion. New air conditioning systems being installed in GSA properties use compounds called Hydrochlorofluorocarbons (HCFCs) or Hydrofluorocarbons (HFCs). Both compounds have significantly less Ozone Depleting Potential (ODP)—a measure used by the EPA—than traditional CFC systems. In fact, HCFCs used by

GSA have an ODP ranging from 1,800% to 5,000% less than our old CFC systems. Systems capacity using HCFCs rose almost 50% since the year 2000.

However, we understand that the use of HCFCs in our air conditioning systems is only an interim solution. HCFCs still have some ODP; thus, EPA prohibits HCFC use in new systems starting in the year 2010.

To stay ahead of the curve, we have turned our attention to HFCs, compounds that exhibit no ODP and, thus, have been identified as the ideal refrigerant solution. GSA doubled the use of HFC refrigeration systems from the year 2000 by using the refrigerant HFC-134a.

GSA Facilities Standards do not permit CFC refrigerants, a policy consistent with the Energy and Atmosphere prerequisite in the Leadership in Energy and Environmental Design (LEED) Green Building Rating System. GSA uses LEED as a measure of our progress in incorporating sustainable design principles, and is awarded one point toward LEED certification for eliminating HCFCs in HVAC and refrigeration equipment. All new GSA buildings systems are specified with "atmospheric ozone-friendly" HFCs when possible.

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Green Power Lights Liberty's Torch And Other Landmarks

National and international landmarks - including the Statue of Liberty and Ellis Island - are among sites in the New York Metropolitan area now using electricity generated from renewable sources of energy, under contracts awarded by the Northeast and Caribbean Region in conjunction with the Energy Center of Expertise.

Green energy sources will power the Statue of Liberty, Ellis Island, the United Nations Secretary General's official residence, and the Environmental Protection Agency's (EPA) National Laboratory in Edison, NJ. Previous awards already provide renewable power at EPA's New York City headquarters building at 290 Broadway and federal buildings in Utica and Binghamton, NY.

"Right here in the Northeast & Caribbean Region we are setting a national example - whether it's lighting Lady Liberty's torch or an office building in Utica – that green power is a viable investment with proven health and environmental dividends," Regional Administrator Karl Reichelt said. "With our alternate power contractors, we've found new and better ways to run our federal properties, and we are proud of our recognition as national leaders in delivering clean energy solutions."

The conversion of federal buildings and landmarks to green power is part of GSA's goal of operating efficiently and effectively while implementing socially and environmentally sound policies. In

June, GSA was honored with a White House Closing the Circle Award for its contract with Fenner Windfarm of Fenner, NY, to power federal buildings in Binghamton and Utica with 100% wind power – the first such arrangement in the nation. GSA's Northeast and Caribbean Region worked closely with the agency's Energy Center of Expertise to award the contract. Earlier this year, GSA awarded another wind power contract to provide power for EPA offices at 290 Broadway in Lower Manhattan, covering approximately 45% of the building's total annual energy consumption.

Renewable energy is derived from a variety of power sources. The following are details of GSA's recently awarded green power contracts:

Statue of Liberty, Ellis Island

First Energy Solutions, Akron, OH

Details: 10.7 million kilowatt hours of electricity generated from biomass and landfill providing 50% power for 30 months.

EPA National Laboratory, Edison, NJ

GSA facilities in northern New Jersey.

Pepco Energy Services, Washington, DC

Details: 4.5 million kilowatt hours of electricity generated from combined landfill and biomass energy providing 100% power for the EPA National Lab and 1.3 million kilowatt hours providing 5 federal facilities with 10% power for 24 months.

United Nations Secretary General's official residence

Supplier: Con Edison Solutions, NY, NY

Details: 75,180-kilowatt hours of wind power generated electricity providing 100% power for 12 months.

Green energy sources help reduce dependence on fossil fuels and provide clean, reliable electricity. Benefits also include a decrease in the release of sulfur dioxide (SO₂), which contributes to acid rain, brown clouds and regional haze; a decrease in nitrogen oxides (NO_x), which also decreases ground-level ozone and smog; and decreases in the release of carbon dioxide (CO₂), which is implicated in global climate change.

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Two PBS Programs Win Real Property Innovation Awards

Environmentally Friendly Wind Power and the Project Information Portal will be recognized at the Office of Government-wide Policy Real Property Innovation Awards this fall.

Environmentally Friendly Wind Power will receive an Innovation Award. This initiative will help GSA meet the goals stated in Executive Order 13123's Renewable Energy goals by having the equivalent of 2.5 percent of its facilities' electricity consumption come from renewable energy sources by FY 2005. Team members are:

Region 2—Brian Magden

NCR – Energy Center of Expertise—Linda Collins and Louis Lozito

The Project Information Portal or PIP will receive an honorable mention and has proven to be a valuable tool for GSA project managers in improving our on-time, on-budget delivery of capital projects. Team members include:

NCR—Steve Hagan

National Office—Tom Graves, Bob Hixon, Curt Smith, Steve Redman (retired), Greg Segal, Randy Roark, David Weems, Reggie Gavett

Mid-Atlantic Region – Ellen McCole

NARA – Ron Noll

Congratulations to these teams!

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PBS's Lynch Featured in Building Operating Management

Paul Lynch, PBS Assistant Commissioner for Business Operations, was one of nine real estate industry executives interviewed for the July cover story of Building Operating Management magazine. The group discussed business planning, cost-benefit trends, benchmarking, and the impact of first-class office space on worker productivity. Lynch pointed out that GSA houses over one million federal employees, has building operating costs 17 percent lower than the industry average, and, through the Workplace 20-20 initiative, is finding ways to help our customers achieve greater productivity. The article is on-line at, www.facilitiesnet.com/bom/Jul03.

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Summer Internship Experience at PBS

By Ian Rosenberger

Working as a summer intern at the GSA, specifically with Property Disposal, has been a rewarding and exciting experience. Over the course of the summer and under the guidance of Gordon Creed, I have been exposed to many different aspects within Property Disposal and PBS. I have participated and been involved in a wide range of operations that include: budget conferences, environmental research, transfers of federal property, site appraisal, evaluating Enhanced Use Lease proposals and even a Senate

committee hearing. Through all of these experiences I have gained a much greater understand of how the federal government works and how complex Property Disposal really is.

While I have been exposed to the many different aspects of Property Disposal over the course of the summer, my involvement on the Pease Air Force Base project proved to be one of the most memorable experiences of the summer. I had the opportunity to participate in the legislative process intended to grant authority for the construction of a new Federal Office building on the former Pease Air Force Base. Through this project I was able to witness many different agencies and interest groups working together to best fulfill the needs of the taxpayers and the state of New Hampshire. Pease Air Force Base was a very interesting project that showed the different levels of complexity that are involved in the sale and transfer of federal property. I also had the unique opportunity visit the NASA headquarters where I reviewed and ranked proposed EUL programs from various regional space centers through out the country. This was very exciting experience because the proposals essentially redefined and outlined NASA's future mission for their space program.

I would like to thank the entire Property Disposal staff for making my intern experience so exciting and memorable. I would especially like to thank, Gordon Creed, Brian Polly, John Mandell, Suzan Von Rabb, John Kelly, Ralph Connors, Paul Menk, Aisha Fox-Boone, Erica Cole, Richard Weeden,

Teresa LaMar, Lea Uhre and Joe Moravec for making this a wonderful summer and a valuable experience.

Fast Action Distinguishes the Northwest/Arctic Region's Western Service Center Associates in Top-Off 2 Exercise

The Northwest/Arctic Region's Western Service Center (WSC) amazed the Federal Bureau of Investigation (FBI) during the Top-Off 2 exercise in May 2003, when they filled a 12,000 square foot space request in 40 minutes. The GSA team provided the FBI with three site choices, maps, furniture, office equipment, telephones, a buildout contractor, and moving vendor. The team made all contacts and was poised to proceed with direct action and complete the transaction for the FBI, if necessary.

In other federal buildings, Property Managers coordinated exercise instructions with building clients and provided emergency space to accommodate agencies like the Department of Health and Human Services. Puget Sound federal agencies were very impressed with the WSC response to their needs.

A 43,000 sf space was acquired in Lakewood, WA, to support FEMA, and 80,000 sf of space was acquired in the Washington State Convention Center in Seattle to support Army Search and Rescue operations, all within 30 minutes. Special

thanks to the GSA team for their incredible achievement.

The Top-Off 2 exercise is a Congressionally-mandated exercise designed to train federal, state, and local responders as well as to demonstrate a coordinated national and international response to weapons of mass destruction (WMD) attacks. The exercise in May included a simulated radiological dispersion device attack in Washington State and a simulated bio-terrorism attack in Illinois.

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GSA Lends Procurement Expertise to the Architect of the Capitol

Mid-Atlantic Region PBS Contracting Officer Dan Correnti recently lent his procurement expertise to Mr. Alan M. Hantman, Architect of the Capitol (AoC). In April, the AoC awarded a \$144 million construction contract for the second phase of the new U.S. Capitol Visitor Center (CVC). Throughout the procurement process, the AoC relied on Dan for his procurement expertise. Dan assisted in contract development and "provided

invaluable assistance in evaluating offerors," said Mr. Hantman. Dan also assisted with the contract for the first phase of this project awarded last June. The CVC will make the U.S. Capitol more accessible, comfortable, secure, and informative for all visitors. The project includes space for exhibits, visitor comfort, food service, two orientation theaters, an auditorium, gift shops, security, a service tunnel for truck loading and deliveries, mechanical facilities, storage, and much needed space for the House and Senate. Major construction will be completed in 2005.

Because of Dan's excellent work on this project, the AoC also asked for his assistance on an important follow-up project—the renovation of the U.S. Supreme Court Building. Dan, along with Steven Smith of GSA's Central Office, assisted with a \$7.5 million construction contract for the modernization of the facility. The contract is for Phase I of the modernization—construction of a two-story underground annex to provide necessary space for the Court Police Department and other functions. Phase I work is scheduled for completion by July 2004, at which time Phase II work—modernization of the building's five floors—is expected to begin. The entire project, which is the first major upgrade to the facility since its opening in 1935, is scheduled for completion in July 2008.

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The Rocky Mountain Region Springs into the Spotlight

Several Rocky Mountain Region associates were honored this spring for their hard work and dedication toward creating a more efficient and effective GSA.

Legacy Awards

On May 7th, members of the Denver Federal Executive Board recognized public servants who have gone above and beyond their call to duty in providing exceptional public service by honoring them with Legacy Awards. The idea of the Legacy Awards came from the legacy President John F. Kennedy left to this nation and to federal workers when he established the Federal Executive Boards in 1961.

Region 8's Customer Satisfaction Survey Team won first place in the "Exceptional Quality Improvement" category and were honored to receive a John F. Kennedy statuette.

The team includes:

Curt Fall	Jessica Higgins
Jesse Jones	Mike Owens
Ann Marie Hausler	Tim Horne
Pat Martinez	Tony Valenti

The Customer Satisfaction Survey Team recognizes Region 8's property managers for their continued commitment to providing exceptional customer service and help in accomplishing achievements such as this one.

The following individuals/teams received merit certificates:

- Exceptional Customer Service
William Shaffer
- Exceptional Productivity and Process Improvement
FSS Marketing Team: Christopher Cole, Renata Drake, Danzena de Guzman, Arlene Kinder, Susan Marquez, Crystal Thill, William Platt, Cheryl Wakerman
- Exceptional Federal Community Service
Lisa Morpurgo
- Exceptional Special Emphasis Program
Recruitment Team: James Foster, Ann Marie Hausler, Lynne Jones, Mike Lowell, Beth Merrill, Nic Pagano, Tony Valenti



PEAK Awards

On June 4th, the Colorado Chapter of the American Marketing Association honored the Rocky Mountain Region's Communications Team for their innovative and effective marketing. The team won the Gold PEAK award in "Public Relations" and "Special Events" categories for the public relations campaign successfully executed for the Alfred A. Arraj United States Courthouse

The AMA hosts the PEAK Awards to honor the efforts and achievements of local marketing, advertising and public relations professionals. This is the third year that this Communications Team has been recognized for their excellence in marketing.

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My Summer Internship With the GSA's Southeast Sunbelt Region

*by Chris Squier, MBA Class of 2004
Harvard Business School*

This summer, I had the exciting and eye-opening opportunity to work for the Public Buildings Service division of the General Services Administration. As the federal government's landlord, the PBS (usually referred to by its parent organization's name, the GSA) does almost everything related to real estate that you would see in private industry, with the added responsibility of requesting funds and reporting to Congress and the President. The best way I can relay the wide range of experiences I had this summer is by emphasizing some of the major lessons I learned that those without public-sector experience might be surprised to discover.

The government often runs exactly like a business. Forget what you might have heard about government service, government workers, or the "good enough for government" mentality rumored to exist in the public sector. The folks I worked with in the PBS work very hard, compete

with the private industry, are subject to market conditions, have deadlines, follow strict budgets, pursue economic and ethical value, and are subject to being fired. Like most businesses, the PBS is constantly trying to do more with less, but with the added pressure of having already cut excess to the point that additional savings seems to always come in the form of lower employee pay.

When I first arrived, I was given the task of reviewing property appraisals on a site the government wished to acquire to build a much-needed courthouse in downtown Nashville, TN, and then recommending acquisition strategies for the different properties. To my surprise, I discovered that the government does not simply seize private property at will, but instead goes to great lengths to study a project's impact on the surrounding area and the immediate land owners and offers a market-based price for the land. Just like a private business, we had a fixed amount of "equity" (an allotment from Congress) and had to keep land expenses and overhead as low as possible. To aid in that, I was given the task of analyzing an office building and a parking garage that we were to acquire in order to assess the value of their respective income streams. We then used that analysis to negotiate a deal with the landowners that would allow the government to control cash flow up-front by paying less for the property but allowing the owners to operate their business longer and continue to receive an income stream. Our daily discussions in the office involved terms like: liquidity, transferring risk, return on

investment, tax affects, and "cap rates" (a common real estate term for an income multiple). Such use of negotiations, finance, accounting, and operations principles was not what I expected in the public sector.

Another big project I worked on early in the summer was the negotiation of a Memorandum of Understanding between multiple agencies interested in a development to provide offices for the FBI, DEA, and the newly formed Department of Homeland Security (DHS). As our team sat at a table discussing terms with representatives from the Army--who owned some property they were willing to let us use but wanted something in return to build barracks; the federal government--who wanted to get property at a fair price for its "stockholders" (the taxpayers); the City of Miramar--who wanted to encourage positive growth in their community; and environmental interests--who wanted to preserve Florida's land resources, I couldn't help but feel that this situation was straight out of a Harvard Business School negotiations case study! I was able to provide support by conducting a feasibility study of a restaurant and a day care facility on the property to determine the "size of the pie" that the different groups were entitled to take a piece from. Later, using principles and techniques taught in Harvard's Entrepreneurial Manager's course, I was able to draft an Assignable Lease Option involving all the parties that appropriated the right "pieces" to the different parties.

The government sometimes does not, or cannot, run like a business. A constant theme throughout all of the PBS's projects is the issue of "scoring." As taught in Harvard's Financial Accounting and Controls course and delineated in Generally Accepted Accounting Practices (GAAP), some leases are accounted for as operating leases (basically renting), and others are capital leases (basically owning), depending on how the lease terms meet four specific conditions. The PBS, at the direction of the Office of Management and Budget (OMB), makes every attempt to have its accounting in line with GAAP and therefore run more like a business.

In the government's case, this results in always attempting to avoid lease terms greater than 75% of a property's life and/or 90% of the value of the property, thus qualifying an agreement as an "operating" instead of "capital" lease. On the government books, operating leases can be spread out over the life of an asset in the same way that government budgeting allocates money, while a capital lease would be accounted for all in one year—a one-time hit on the budget that GSA and its tenant agencies can't afford. Unfortunately, a lot of good land deals, available for only short periods of time based on market or other fleeting conditions, get passed up because the lease does not qualify as operating instead of capital. While businesses also have budgets, they have flexibility in acquiring capital that would allow them to make good deals when they come along without such strict adherence to the accounting affects.

A way in which the government simply cannot operate like a business is in its limitations on how much of a good deal it can get on acquisitions. A business has its stockholders as its primary concern, so if a company purchases land for less than it's worth, the stockholders are happy and the seller has to live with the loss. The government, however, wants to get the best deal for its taxpayers, but not at the expense of the individual citizen who sells his land. Put another way, when the government buys land from a U.S. citizen, it basically buys from itself! For this reason, we never offer landowners less than 100% of the appraised value of a piece of property.

Despite these disadvantages, it's not all bad. The government has great credit (i.e. we always pay) and tends to stay in a location once it establishes a courthouse or federal building. For these reasons, the PBS is beginning to use a "credit lease" that capitalizes on our good credit/low risk that guarantees a land developer rent if he or she builds a government building. With this guarantee, the developer can achieve lower financing, and pass those savings onto the government and eventually the taxpayers. A business simply can't make as good of a guarantee.

Business and government need one another. Toward the end of my summer, I was involved with a project in Birmingham, AL to build a new Social Security Administration (SSA) building. The site for the new building was purposely chosen because of its location in a disadvantaged, blighted area on the edge of the central business

district. Even though area developers would have loved to build so close to downtown, it was unlikely that any would take the risk of building and trying to fill vacancies in an area where tenants would expect to pay lower rents and want more services such as secure parking. With this government project, along with lower development costs because of partnership agreements between the PBS, city officials, and a non-profit group called Operation New Birmingham, private developers could lower their costs and vacancy risks and now afford to build in this location.

On the other hand, the government faced issues such as the scoring issue discussed above, the desire to improve economic conditions in the immediate area, and the Presidential mandate to save money by operating federally occupied properties more in accordance with private real estate practices. Rather than buying the property and building the property itself, the government found a solution to its problems by having a private-sector developer lease the land and construct a building for the SSA to occupy. I was able to contribute by constructing the Memorandum of Understanding that delineated who provided what to the partnership in a manner that fairly benefited all parties. Without the partnership between the government and private business, the project may not have happened.

Another interesting project I participated in was the disposition of the American Media Incorporated (AMI) building, Boca Raton, FL, that became infected with anthrax bacteria in October

2001. At a time when national security and the protection of the American public was paramount, the government was able to step in and provide guidance and funding for the cleanup of infected federal buildings in New York and Washington, D.C. The question of how to deal with the privately owned AMI building, however, was less clear, and was heavily debated in Congress. In February 2003, Congress turned to the PBS and tasked it with completing a report on the situation and delineating whether or not five specific conditions were met that would allow the government to acquire the building in the interest of public safety. I felt privileged to help work on the report, and will be watching the newspapers to see the end result this November. Regardless of the outcome, it is reassuring to know that business in America can turn to the government for assistance and stability in times of national crisis.

The government needs business leaders. Most assuredly, the government needs business leaders. Having served five years in the Army and two years working on a government contract with the FAA, I entered into my internship believing that my previous government experience would be most important to a successful summer and that one year of business school might marginally come into play. From day one, however, I was pleasantly surprised to see that my business skills were constantly used and developed in executing the PBS's regular mission. Frankly, I would have been very ineffective had I not had the business background provided by Harvard Business School.

I hope that this report gives some insight into the relationship between business and the public sector and how important business skills and business leaders are to effective government. After this summer, I personally have modified my long-term career goals in that I now would like to pursue negotiations and property portfolio management instead of narrowly confining my job search to strict development/construction jobs. More importantly, I am definitely considering continuing in public service and working long-term for the PBS; I've already started the application process for a position in the same office I worked this summer.

I would like to close by saying thank you to both the GSA and the Harvard Business School Social Enterprise Initiative for making this experience administratively and financially possible. I will continue to recommend that other HBS students consider the PBS and other public-sector jobs for summer and permanent positions. Harvard, your country needs you! Thank you.

Customer Service is the Driver of the PBS Human Capital Strategy

PBS's mission is to deliver a superior workplace for the federal worker and superior value for the American taxpayer.

Our Human Capital Strategy is driven by a common understanding that customer service is our highest value. Putting customers first will allow

us to achieve our mission. We intend to:

- Ensure PBS associates possess the right skills to provide superior customer service
- Create challenging career options
- Provide necessary training
- Clarify responsibilities and improve accountability
- Recognize and reward superior customer-service behavior

The implementation of this strategy will allow PBS to remain competitive and optimize the limited resources that we have. It will also ensure that PBS continues to respond to changes in government, industry and the larger society to ensure our future viability as a value-adding government agency.

We are redesigning our business processes—work processes that are required to deliver products and services, administer leases, operate and maintain buildings and manage all of the activities required to run the Public Buildings Service. The reason that we are redesigning our work processes is to direct our work from our current internally focused and reactive approach to serving our customers to a customer-driven set of business processes—what we call the "B" case.

The driver of business process redesign is simply what we need to do from a Human Capital perspective to better serve our customers. We will understand and anticipate our customers' business and workspace needs and focus our resources to offer thoughtful solutions that make the most

efficient use of our fiscal, physical, technological and human assets. Efficient use of our assets translates into superior value for the American taxpayer, the second part of our mission.

Over the past several months, work has been done to identify the activities required for this strategy. Over twenty business processes have been identified that will need to change or be designed from scratch to meet our customers' needs. These business processes must be flexible enough to respond to changing customer needs.

To manage these business processes, we are creating entirely new roles (with new position descriptions and job classifications) and role families. Every National Office PBS associate will be asked to show preference for a new role (which may or may not be very similar to existing roles) and will be placed in the role that management decides will make the most of associates' skills for the benefit of our customers.

And finally, the National Office is being reorganized—the organizational architecture is changing—with the goal of improving our support of the new roles and closing the gaps with the regions as to how we serve customers. We must build upon the recent progress made in the areas of consistency and capacity issues (National Coherence) and support the proper business processes needed throughout PBS in order to get to the "B" case.

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Every National Office associate will have a chance for a new role assignment that will be tailored to skills and career aspirations. The goal is to create a situation in which both associates and the organization will thrive. This includes comprehensive training for new work required by the redesigned business processes.

The Human Capital Strategy that PBS is undertaking will take PBS to the "B" case—based on understanding and anticipating our customers' missions and workspace needs. It is all about committing to customer service as our highest value in order to achieve our mission of delivering a superior workplace for the federal worker and superior value for the American taxpayer.

commissioner's perspective cont'd from page 3

promoting flatter, citizen-centric organisations and more competitive sourcing, and linking budgets and plans to performance. The President's Management Council, comprising the deputy secretaries and administrators of major departments, is setting higher standards of efficiency and effectiveness across agencies. While the GSA has led the government in some of these areas, since we have many businesslike processes in place already, we still have a lot to do. One example of our adoption of private-sector-like behaviours occurred five years ago, when we began linking budget objectives to individual performance evaluation and compensation. We have our 'big nine' goals, and we can measure what everyone has done to help meet those goals. This programme is still working; it has transformed our organisation. People now know what they need to do and what behaviours will be rewarded. [Interviewer's note: This programme won a Global Innovators' Award from IDRC (now CoreNet Global) in 2000.]

If you could change one thing, what would it be?

I would reform the civil service system. It hurts us in so many ways. We are losing the war for talent. This is a great place to work — there is a lot of opportunity for professional growth, and authority on important projects. It is a family-oriented work environment and you have the ability to serve your country. Yet it takes us so long to respond to candidates and to recruit talent that we lose out. Further, it is very difficult to give people constructive

developmental feedback without risking lengthy legal proceedings, so we cannot help people to improve by telling them what they need to change. Nor can you easily move someone who is poisoning the work environment. There are limited consequences to doing a bad job. The government would change very fast for the better if we could get rid of 100-year-old rules that do not work. There is some evidence that this is beginning to happen.

What is the biggest mistake you have made in the past 21 months?

Let me think about that — I can actually think of a few. One mistake was not understanding the validity of different points of view in the public arena that are not consistent with my own. For example, we currently have 29 different brokerage contracts across the country. I think we should get that down to a few national outsourced contractors, who then manage local subcontracts. After all, the industry is consolidating into fewer firms and we lease over 150 million square feet. A consolidation of contracts would result in better service and better value for the government. This would free our GSA really specialists to focus more on the customer. However, the 'better business' perspective is only one perspective in promoting change. Because sovereign government is not in business to make money, but to serve many laudable societal goals, these other points of view must be heard before change can occur. I sometimes forget that I am in a political environment and not just running a big company

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our customers



West Coast GSA Regions Jointly Host Customer Workshop

The southwest provided the backdrop for the second annual West Coast Customer Workshop held June 24 through June 26 in Phoenix, AZ. Hosted jointly by the GSA Pacific Rim (Region 9) and Northwest/Arctic (Region 10) Regions, this successful event provided more than 120 customers an array of presentations and feedback opportunities regarding PBS policies and protocols. It also offered a unique venue for Regional Account Managers from both GSA regions to confer with their Ordering Officials and discover new ways GSA can further meet the needs of their federal organization.



The Workshop featured two notable keynote speakers, GSA Administrator Stephen A. Perry, and PBS Commissioner, F. Joseph Moravec, who shared their respective strategic visions relating

to GSA's customer-centric philosophy and the direction of our organization. Peter Stamison, GSA's Pacific Rim Regional Administrator, and Jon Kvistad, GSA Northwest/Arctic Regional Administrator, welcomed all attendees to the workshop. PBS Assistant Regional Administrators, Jeffrey Neely (Pacific Rim Region) and Rob Graf (Northwest/Arctic Region), provided an overview of their respective regional service delivery teams and introduced key PBS Service Center associates. Subject matter experts from both regions and national office presented the latest information about a variety of subjects including PBS pricing, portfolio restructuring, realty services, building security, and reimbursable services. A representative from the Department of Homeland Security also highlighted the new role of the Federal Protective Service and the ways building security services will continue to improve.

Reinforcing the workshop theme of "...discovering new insights, forging stronger relationships," customers also participated in a "Talking Circle" that provided an open and honest environment to discuss the GSA-Customer relationship. From this focus group, GSA associates gained a new understanding on which GSA improvement efforts matter the most to the customer:

- Enhancing the communication of project and transaction information;
- Consistency in the way GSA delivers its services; and
- Individual responsiveness by each GSA associate.



Working together, the GSA Pacific Rim and Northwest/Arctic Regions are using this and other customer intelligence to improve its service delivery processes.

The success of this event is evidenced by the continuous positive feedback from customers and GSA associates alike. Through interactive exchange of ideas and information several projects culminated from the Workshop. Department of Homeland Security has generated orders for carpeting and security requirements valued at over \$600,000. The regional office for Veterans Affairs, Reno Nevada is interested in a Workplace 2020 pilot project. One of our innovative workshop offerings entitled "Prelude To A Move" resulted in Department of Transportation's Federal Highway Administration requesting a similar presentation for their national training.

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GSA and DOT Break Ground on New Building

On June 25, GSA and the U.S. Department of Transportation (DOT) held a ceremony

commemorating the groundbreaking of a new DOT facility. The event hosted a number of speakers including the city of Lakewood Mayor Steve Burkholder, GSA Director Robert T. Dunn, DOT Director Clara Connor, and Vice President of Opus Northwest, L.L.C. John M. Shaw.

The new building will offer one-stop convenience for agencies, customers, and industry partners. DOT agencies are currently housed in three separate locations throughout the metro area and, with this new building, they will be consolidated at the Lakewood site. Occupants of the three-story 128,342 square foot office building include the Federal Railroad Administration, Federal Motor Carrier Safety Administration, Federal Highway Administration, the National Highway Traffic Safety Administration, the Office of Pipeline Safety, and the Federal Transit Administration.

GSA will seek to receive a LEED rating for this building. It will feature state-of-the-art air ventilation systems to enhance air quality, landscaping designs that will reduce water usage, and daylighting systems to reduce energy costs. For example, this new building will use a progressive irrigation system that will reduce water usage by approximately 57 percent and it will make efficient use of natural daylight throughout 60 percent of the building. GSA expects the new DOT facility will be ready for occupancy during the summer of 2004.

GSA, DOT and Opus Northwest, L.L.C. dedicated the necessary talent needed to execute a seamless operation. It is clear that the various players for this project share a common vision and are dedicated to working together to accomplish it.

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EPA Headquarters Earns Honor From Carolinas AGC

The Architect/Engineer and construction team assembled by PBS's Southeast Sunbelt Region has won the coveted 2002 Pinnacle Award for the "Best Building Project" from the Carolinas Chapter of the Associated General Contractors (AGC) for the EPA Research and Administration Headquarters in Research Triangle Park, NC. Heralded as a new landmark for innovation in sustainable design, the new EPA campus used 40 percent less energy than standard new office construction. Its energy-efficient measures are expected to save EPA more than \$100 million in a year.

Every major decision was carefully evaluated for sustainability. Cost, functionality, and environmental impact were kept in balance as materials and systems were selected for the campus. HOK of Washington, DC, and the Roberts/Stacy Group of Raleigh, NC, designed a very green, functional, and economical 1.2 million gross square foot complex that demonstrates how site and building design, construction practices, and routine operations

can reduce energy consumption and minimize impact on the environment.

Located on a 133-acre site, the \$270 million complex consolidates EPA's operations, replacing seven leased facilities in the Triangle Park area, and provides research laboratories and modern office space for 2,000 employees. The project has received national and international recognition, including the prestigious White House "Closing the Circle Award."

Environmental objectives met included:

- Recycling 80% of the construction waste;
- Modifying conventional timing of construction phases to protect indoor air quality;
- Using 100% outside air to ventilate the spaces while the finish work was installed; and
- Protecting trees by limiting site access and using cranes with extended jibs to lift large precast panels into place.

In addition to HOK and Roberts/Stacy, the PBS team included The Clark Construction Group, Inc., and Weidlinger Associates of New York City, and R.G. Vanderweil Engineers of Boston, ME.

In 1992, the Carolinas chapter of AGC initiated the Pinnacle Award Program to:

- Pay tribute to excellence within the industry;
- Reinforce standards of construction excellence to the greater construction community; and
- Raise the profile of the association and its members.

The judges awarded the EPA project maximum points in three of the five categories, for a total of 98 points of a possible 100.

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First Annual ONE GSA Customer Fair for Sacramento Corporate Council

On July 30, the Sacramento office of the Pacific Service Center hosted its first annual ONE GSA customer fair. The event was organized by the Sacramento Corporate Council as an avenue to represent all services in a united front. The goal was to showcase the many services available to the federal community. Mr. Peter Stamison, Regional Administrator for the Pacific Rim Region, welcomed our customers with opening remarks. Highlighted were new AFV and Hybrid vehicles, FSS Schedules, and a new multi-use conferencing facility at the John E. Moss Federal Building. A large cross section of the Sacramento federal community attended the very successful event.

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Northwest/Arctic Response to Major Water Leak Keeps IRS Afloat

The Northwest Arctic Region continues to "WOW!" customers with their "Face-to-the-Client" alignment. After normal working hours on July 24th, in Seattle's 36-story Jackson Federal



Building, an IRS computer room air conditioning system water pipe failed and released thousands of gallons of water throughout three floors of office and computer room space in a matter of minutes.

Computer room floor sensors alerted the Seattle Fire Department and they responded, and immediately evacuated the space. GSA's team kicked into action when the Denver MegaCenter called the Federal Protective Service and the Property Management Office (PMO). The PMO dispatched their Operations & Maintenance (O&M) contractor and NISH resources; orchestrated response and recovery teams; and partnered with clients to outline emergency steps that would make their call center operational.

Recovery and restoration contractors set up scores of fans and dehumidifiers, and began water extraction procedures. Environmental consultants and the regional hygienist developed

environmental action plans and began air-sampling protocol. Western Service Center (WSC) leadership began onsite contracting to remove water soaked materials and reconstruct flood-damaged areas. The WSC began coordination with regional Customer Operations by briefing regional leadership, and contacting GSA's Federal Technology Service to oversee water damaged phone splice repairs.

GSA facilitated twice daily status meetings with contract partners and customers until the space and agency equipment were progressively up and operational. The IRS computer and communication systems were operational that weekend and clients began moving into space on Monday, with full occupancy by Wednesday.

GSA's quick, thorough action thrilled the IRS and letters keep pouring into the Northwest/Arctic Regional (and national) offices that describe the outstanding response and recovery efforts by GSA's team in Seattle. Way to go One GSA!

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Customer Driven: How WorkPlace 20.20 "Works" for the Office of Civil Rights

If you were to ask someone if their workplace was designed around their needs and the way in which they work, chances are good that this person would give you a puzzled look just before they told you, "No." If you were to ask Madeline

Caliendo, Associate Administrator for GSA's Office of Civil Rights, this same question, you would get a dramatically different answer.

Madeline's group, which numbers 15 people, is one of the initial WorkPlace 20.20 pilot projects within PBS. And this group is not only excited about what they have seen thus far in the WorkPlace 20.20 process, they are anticipating the arrival of their new workspace which they helped to design.

It is not often that workplaces are designed by first looking at an organization's strategy and the nature of their employees' work. WorkPlace 20.20 does precisely this, and it is set to completely change how organizations think about their workplaces. GSA's Office of Civil Rights happens to be in the forefront of this revolution.

This process has given us much more than we expected.

It is clear from talking to Madeline and Dennis Albright, the Special Projects Manager for the Office of Civil Rights project, that they are excited about the possibilities that WorkPlace 20.20 offers. A traditional office space renovation might have found Madeline and Dennis talking about square footage, who's entitled to the best space, and ventilation issues; asking them about their experience with GSA's WorkPlace 20.20 process brings up the core issues of how their organization functions. Madeline says that, "WorkPlace 20.20 is taking our organization from tactical to strategic,

from being reactive to thinking about our services." The WorkPlace 20.20 process makes the sought-after link between a customer's space needs and their mission.

A very clever, creative way to approach it.

According to Dennis Albright, the WorkPlace 20.20 process "opened the cap of creativity" among the associates within the Office of Civil Rights. The first meetings between the WorkPlace 20.20 team and the Office of Civil Rights spoke very little about physical layouts of workspace. Instead, discussions were held about how the organization views itself today and into the future, about the roles every associate in the organization plays, and about the very mission and goals of the organization.

What happened next in the process was magical: The associates were split into teams and asked to sketch out how they would design their new workplace, taking into account the roles and objectives that had been brought about through the previous meetings. They were asked to share their concepts, and many of these ideas will be incorporated into the final design of their new space. Suddenly, the WorkPlace 20.20 process "belonged" to all of the Office of Civil Rights.

While Madeline and Dennis were the original champions of WorkPlace 20.20 in the Office of Civil Rights, the associates not only got involved in the process, but also became strong supporters of the process. Dennis mentioned that he was

truly "impressed by the quality and merit of the ideas brought from the associates." It was noted that at every WorkPlace 20.20 meeting, over 90 percent of all associates in the office have participated.

Today, Madeline and her group have discovered through the WorkPlace 20.20 process that their workplace needs are not driven by a shortage of square feet, but by how their space works with their business. The most efficient use of their space, and their budget, is being defined with the help of WorkPlace 20.20. As Madeline noted, "We found that we didn't need more space, we just needed a better arrangement of our space."

GSA's Office of Civil Rights has been actively involved in the WorkPlace 20.20 process since April 2003. This involvement has transcended into anticipation—from both the associates and management—for what the future workplace of the Office of Civil Rights will become. Stay tuned to find out how WorkPlace 20.20 works for them.

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our community

A Simple Step Toward Success

by Sally Mayberry

What step can make the difference between executing a successful project versus crashing and burning on one? The answer is: take advantage of using effective communication.

Miscommunication is one of the biggest problems facing organizations today. It causes conflict, mistakes, and loss of productivity—all of which equate to a diminished return on investment. Just communicating isn't enough. We must all learn to provide information in such a way that our target audience will be able to understand it. Effective communication will lead to organizational success and optimal performance.

For communication to have a significant impact there must be a complete cycle. The cycle begins by understanding that communication is a two-way operation that involves sending and receiving signals. Empowered communicators learn to receive signals so they can be proactive rather than reactive to what they send. There are three easy steps. First, the sender initiates sending information to a receiver. Secondly, the receiver in turn confirms acceptance and comprehension of the message. The last step that will complete the cycle is having the sender confirm whether or not the receiver understands the message being sent.

Did you know that only 7 percent of communication is verbal and the remaining 93 percent is non-verbal, i.e. body language and tone of voice? One important facet to receiving signals is the ability to actively listen to the receiver/s. Some people are naturally good listeners and some are not. The good news for individuals, who are not naturally good listeners, is that listening is a skill that can be learned and sharpened. It is one of the most important tools available to ensure that you are communicating completely.

By listening, you will learn more than you ever imagined. The simple act of listening and communicating back to team members can lead to more highly motivated project partners. Listening can also lead to a positive and safe communication environment, which can leave you with an atmosphere that promotes creativity resulting in smarter solutions.

Here are some simple steps that can nurture a healthy communication environment:

- Help others to be right, not wrong
- Set expectations
- Behave with enthusiasm
- Take initiative
- Whenever possible, have fun
- Maintain a positive attitude
- Empower team members
- Reward people for a job well done

“Coming together is a beginning; keeping together is progress; working together is a success.” – Henry Ford



Officials gather to honor Alfonse M. D'Amato

An audience of over 700 guests filled the spacious atrium of the Alfonse M. D'Amato United States Courthouse in Central Islip, NY to capacity as the building was officially dedicated in honor of the former Senator from New York. During the special ceremony, held on June 16, friends, present and former colleagues, and his family gathered to reminisce and pay homage to former Senator D'Amato. Joining Administrator Stephen A. Perry and Regional Administrator Karl Reichelt, participants in the special program included current New York Senators Charles Schumer and Hillary Clinton, Senator Joseph Biden of Delaware, New York Congressmen Steve Israel and Peter King, New York Governor George Pataki, and others.

During the celebration, both a portrait of the former Senator and a plaque that will be installed at the building were unveiled. RA Reichelt, in



his welcoming comments also announced that the building would soon feature a small exhibit space covering D'Amato's public career. Administrator Perry, in his remarks, talked about the role the former Senator had in bringing the federal courthouse to Long Island.

Property Manager Chuck Jung and Building Manager Mark Segermeister, of the Long Island Office of the Brooklyn/Queens/LI Service Center under the direction of Gloria Stevens, worked closely with GSA event coordinators Robert Wexler and Renée Miscione, representatives of D'Amato's office and the U.S. District Court of the Eastern District of New York to coordinate the event which had a guest list of over 1,300.

Alfonse M. D'Amato was elected to the United States Senate in 1980, served three terms advocating on behalf of the interests of the people of New York and was affectionately dubbed "Senator Pothole" by his constituents in reference to his attention to even the most mundane issues of his home state. D'Amato was instrumental in obtaining funding for the courthouse that now bears his name and worked with GSA and local authorities to secure the site.

The Alfonse M. D'Amato U.S. Courthouse opened in 2000 and was one of the first projects completed under GSA's Design Excellence Program. The elegant 12-story structure, one of the largest federal courthouses in the country, consolidated the various operations of the federal courts previously scattered at diverse locations throughout the area and provided the first permanent home for the Long Island judges of the United States District Court for the Eastern District of New York.

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Northeast & Caribbean Region Reaffirms Commitment to Downtown Buffalo

Reaffirming GSA's commitment to downtown urban areas, the Northeast and Caribbean Region held a press conference in Buffalo, NY announcing a new lease for the IRS and discussing other initiatives underway in Buffalo.

The first order of business was the announcement that the Buffalo offices of the Internal Revenue Service will move to a newly developed property in downtown Buffalo by spring 2004. Under the new lease, the IRS will relocate from the Dulski Federal Building to a new, six-story, 190,000 square foot building in downtown Buffalo to be developed by the Acquest Development Company of Buffalo. The IRS will occupy 61,000 square feet under a 10-year lease with an annual rent of \$1,480,592 or \$24.40 per square foot.

"GSA is pleased to be meeting the future operational needs of our customer - the IRS - by providing them with new office space here in downtown Buffalo," said Karl H. Reichelt, Regional Administrator for GSA's Northeast & Caribbean Region. "And we are delivering on a priority of President Bush: Locating federal agencies within locally determined business districts to bring government closer to citizens and to provide economic strength to downtown areas."

The IRS is relocating because its long-term operational requirements cannot be met at the Dulski Building. "The Internal Revenue Service is extremely excited," said John E. McKinley, IRS Facility Management Officer for the Northeast. "This is another example of the excellent relationship between GSA and the IRS."

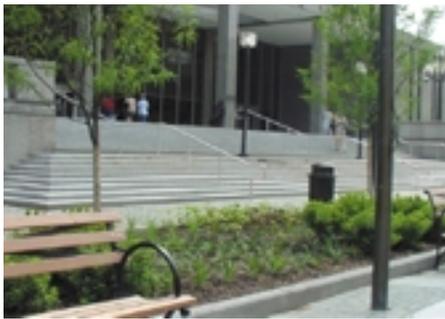
GSA is receiving ongoing cooperation and support from the Western New York Congressional delegation, the state of New York, the city of Buffalo, and Erie County with respect to its downtown plans.

"GSA said they would keep their commitment to downtown Buffalo, and they have proven that with this announcement," said Representative Jack Quinn (NY-27). "As the relocation of federal employees continues, I urge the GSA to maintain its strong federal presence and investment in downtown Buffalo."

"[This] announcement by GSA is evidence of the federal government's commitment to Western

New York and in particular to the city of Buffalo," said Rep. Thomas M. Reynolds. "This new location will allow the IRS to serve the public in a more efficient manner while remaining in the heart of Downtown's business district."

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Renovation Complete on Public Plaza Surrounding Federal Building in Downtown Baltimore

In June, the Baltimore Development Corporation completed an \$11.6 million renovation of the city-owned Hopkins Plaza that fronts the George H. Fallon Federal Office Building in downtown Baltimore, MD. The renovation has significantly improved the appearance of the federal building's entrance and provides an open, landscaped expanse where federal employees and the community can enjoy being outdoors.

Drainage problems plagued the plaza since its original construction in the late 1960s, causing water damage to supporting structures. Sub-surface water damage was discovered at the south face of the plaza, adjacent to the front of the Fallon Federal Building. GSA structural engineers worked

closely with the Baltimore Development Corporation and the construction contractor to ensure the building's waterproofing system was not compromised by construction activities.

"Hopkins Plaza is one of downtown Baltimore's most important public spaces," said Paul J. M. Dombrowski, Baltimore Development Corporation's Director of Planning and Design. "I truly hope all occupants and visitors to the Fallon Building appreciate their new 'front yard' and the vital role the GSA played in making it a reality. Our sincere thanks go to the GSA."

Baltimore Development Corporation was chartered by the city of Baltimore to act as its economic development agent as it works to meet the needs of existing employers and attract new business to the city.

With the plaza work completed, Baltimore's Downtown Partnership provided an opportunity for the community to enjoy the public space, hosting its "First Thursday" concert series there during the summer months.

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Laguna Niguel Skate and Soccer Park Grand Opening

The Grand Opening Ceremony of the Laguna Niguel Skate and Soccer Park took place on April 30. The opening ceremonies and ribbon cutting were presided over by Mayor Mike Whipple.



The festivities included vendor booths, food, music, raffle prizes, and a bounce house for children. There were amateur skate demonstrations by SK8 Grom and professional skaters Frank Hirata and Stacy Lowery. The highlight of the festivities included a handstand on a moving skateboard by Carson Lev, the former Parks and Recreation Commission Chairman, who promised that once the park was completed he would do a handstand on the skateboard.



Hundreds of adults and children were in attendance at the ceremony, which included an address by the Mayor, comments from various city officials, and a ribbon cutting, which opened the soccer field and skate board park.

The park, located at 27745 Alicia Parkway, was sold to the city of Laguna Niguel for \$900,000 under the provisions of the California Desert Protection Act. It features a 22,000 square foot concrete skateboard park and a state-of-the-art

synthetic grass soccer field. The skateboard park includes areas for various skill levels, ranging from beginning to advanced. The soccer field features the newest generation of synthetic grass. The surface is soft, non-abrasive and drains quickly after rain. This will allow the field to be used year round, thereby addressing the need for additional soccer fields to serve the needs of the youth and adults of the community.

The 4.63-acre parcel of land was once part of the Chet Hollified Federal Building parking lot before the unimproved land was split from the main property as a result of Alicia Parkway Street development through the west corner of the federal property. Negotiations began with the city in March 1998 and their purchase price was accepted in November 1998.

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Rocky Mountain Associate Uses Expertise to Protect Local Kids

One year ago, President George W. Bush called on Americans to turn their attention to community service with his Citizen Service Act of 2002. One Rocky Mountain Region associate, Brenda Bronson, exemplifies President Bush's commitment to service through her continuing work with the Colorado Juvenile Fire-setter Prevention Program.

Brenda's dedication to fire safety extends beyond her role as Fire Protection Officer in the Rocky Mountain Region. As a member of the Colorado

Juvenile Fire-setter Prevention Program, Brenda gives back to the community by coordinating the donation of residential sprinkler systems to treatment homes for kids with fire-setting behaviors. Recently, Brenda coordinated a project to protect the Carr Group Home in Aurora, CO, with sprinklers. This project took over three years to complete and required Brenda to work with contractors to donate goods and services, pull permits, and publicize the donations.

Another challenge Brenda faced was convincing the city of Aurora to allow the new sprinkler system to be supplied with water from the domestic line rather than through an expensive separate connection to the city water main. It took over two years to persuade city officials to agree to this arrangement, but Brenda persevered. As a result, the Carr Group Home is now a safe place where kids with fire-setting behaviors can be treated.

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commissioner's perspective cont'd from page 21
— that in government there are many different agendas. I get impatient around processes—and need to realise that in a political environment there are some things you cannot overcome with business logic. The stress of the job is different. Commercial real estate is all about money — it is why you work and it is how you keep score. Here, you ask yourself 'Am I adding value for my country?' This is a lot more fun.

across our services

Customer Relationship Management /Customer Profile System Overview

GSA is developing an enterprise-wide CRM Strategy. The purpose of the strategy is to strengthen our relationships and service we offer to our customers. GSA is striving to provide full service to our customers to meet their business needs and also to be knowledgeable about their major concerns.

The vision statement for the CRM strategy states that "GSA will employ an enterprise-wide CRM strategy to equip itself to better understand its customers' needs and services provided; work in conjunction with cross-functional teams to manage ongoing customer relationships; proactively pursue the opportunities for future support of customers while improving the quality of service to the customer; increase customer satisfaction; and enable us to make better business decisions while providing best value to the Federal community."

Based on an enterprise-wide perspective of customer needs and buying processes, five overarching strategic goals for the CRM program were developed, to include: "1) increasing customer satisfaction, 2) increasing customer retention, 3) increasing the efficiency of marketing efforts, 4) decreasing sales costs and cycle time, and 5) offering best value solutions."

As GSA moves towards a CRM enterprise-wide solution, PBS has recognized the sense of urgency

to capture customer intelligence by creating the Customer Profile System (CPS) as the interim solution. The CPS system enables us to capture, track, manipulate and report customer data within PBS in order to anticipate customer needs, increase customer satisfaction and retention so we can provide the customer with "Best Value Solutions". The ongoing dedication and support of PBS associates in populating and utilizing the Customer Profile System will provide for a smooth transition towards migrating the customer data into a CRM solution.

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GSA Associates Sing with Interagency Choir at Philadelphia Phillies Baseball Game

Uncle Sam's Singers, a choir of Mid-Atlantic Region associates from GSA, Department of Education, and Department of Housing and Urban Development, performed three selections at the May 30 Philadelphia Phillies vs. Montreal Expos baseball game at Veterans Stadium in Philadelphia. Before the game, the choir sang "America the Beautiful" during a special ceremony honoring our nation's veterans. The choir also sang the Canadian National Anthem "O Canada"

followed by the "Star Spangled Banner". Uncle Sam's Singers choir has provided spirited and enthusiastic performances at numerous federal and community functions in the Philadelphia area, and was recently honored with a 2003 Philadelphia Federal Executive Board (FEB) Excellence in Government Award for its outstanding community service.

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The Blackberry Pilot

In January 2002, the BlackBerry pilot began with 20 users. Today we have over 1,500 users GSA-wide. The Office of the PBS CIO recently sent out a survey to gauge customer satisfaction with the BlackBerry devices and support. We have had about 600 responses to the survey. Over 60% of the respondents strongly agreed that the BlackBerry improved their ability to perform work as well as improved their work environment. The following are some of the highlights that were given out at the recent St. Louis Technical Exchange Conference that many Regional PBS CIOs attended.

My BlackBerry

- Improves the quality of my work environment 92.77%
- Is reliable 94.73%
- Enables access to multiple applications (e-mail, calendar, web, etc.) 90.46%
- Improves my ability to perform GSA business activities and maintain customer focus 92.88%
- Overall satisfaction with use 95.54%

Note: Percentages are a combination of the percentage of strongly agree and agree responses.

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RWA Tracker National Rollout

On June 30th, PBS Commissioner F. Joseph Moravec, PBS CIO Kay McNew, and PBS Assistant Regional Administrator Tony Costa honored the National Capital Region for the successful roll out of the enterprise application RWA (Reimbursable Work Authorization) Tracker. RWA Tracker is the first PBS CIO Venture Capital Review Board funded application to be delivered as a national application. RWA Tracker was developed jointly by the National Capital Region's Information Technology Division and Financial Management Division. RWA Tracker is designed to enable the uniform collection of initial RWA information, the addition of relevant data related to future modifications to an RWA, and the reconciliation of commitments and obligations recorded against the RWA with data from the Pegasys accounting system. Look for additional information in the coming weeks for when RWA Tracker training will be available for PBS regional offices nationwide.

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an interview with



Please discuss the mission of the energy center of expertise and how it fits with the PBS mission.

The PBS Energy Center attempts to provide the best value of service to GSA customers as well as other government agencies. We feel that we have on staff people who are extremely competent in the fields of energy efficiency, alternative project financing, utility contracting, green power procurement, rate intervention, utility tracking and energy policy to ensure that our customers get best value. We know the utility industry extremely well and we tailor made our program to offer guidance to a wide range of GSA associates whether they are building managers, project managers, architects, engineers, or procurement officers. We can speak their language because we have someone knowledgeable about the industry—someone who mirrors their program interest. Providing best value is what PBS is all about—in our case providing asset value through the implementation of energy and water conservation projects. We protect and enhance the value of the assets (our portfolio of buildings) by making them run as efficiently as possible—providing the tools they need to enhance their assets. For example, we provide leadership in areas of renewable power. We buy wind power not only for GSA but for every other agency in the federal government who needs it. They come to

us—EPA for a new laboratory, Department of Energy for their headquarters. In fact, the Secretary of Energy recognized us during last year's Energy Awareness awards for our efforts.

Linda Collins of my staff procured wind power for two federal buildings in New York State. As a result, Region 2 and Linda will be recognized at this fall's Office of Government-wide Policy Real Property Innovation awards. We invest in wind power in parts of the country where there is cost effective wind power—on the east coast in the Appalachian Ridge, in Western Pennsylvania and in the mid-west in Kansas. The return on investment for wind developers takes a long time and that means the price is higher. Inherently, you can't trust the wind to always blow – when it doesn't blow – customers don't get served or you have to supplement with other kinds of power. What we do is find a wind turbine that is already up and working and arrange for that contingency in our contract. It is an accounting headache but you really need to certify the wind output and make sure you are getting what you pay for.

What is the history of the energy center?

There was a period when GSA was going through a downsizing. During this time a lot of expertise left the agency. Was it really prudent to try and replace all the expertise in Central Office and who could maintain it? The answer was—probably not. The logic was to go to the different regions to compete to see which region had the strongest program area or expertise in the different

disciplines. If they thought they did, they would submit an application to become a Center of Expertise. This Center would provide National guidance and direction in a particular program area. When I was in Region 6, we submitted an application to become the Energy Center. I had just come from Central Office where I was working on GSA's energy program. John Petkewich selected our application to become the Center of Expertise. So neither Central Office nor the other regions would have to maintain the expertise. Region 6 would be there for expertise on energy nationwide. There were pockets of expertise all over the country. It was a nice experiment, but didn't fit into the PBS organization too easily. I relocated to Washington, DC, because I felt like I was missing out on the big decisions and NCR's success in the area of energy could have national implications. They are the biggest GSA user of energy in the country by far. I needed to be in DC to have a direct effect. Paul Chistolini and Tony Costa allowed me to transfer the Center to NCR. Here, I have dual responsibility for managing programs at NCR and providing the National expertise for other regions. Additionally, I moved all the public utilities people from Central office to NCR. I thought we that the energy supply and demand specialist should be physically sitting together. This could prove beneficial in closing the loop on energy investment decisions and developing future market strategies.

What is the history of the federal energy program?

It started with the National Energy Conservation Policy Act in the late 1970s with the establishment of the Department of Energy and EPA. Really, this is fairly recent – DOE combined 20 different agencies to have a Federal Energy program – one that specifically focused on the Federal inventory. The Energy Policy Act of 1992, amended the National Energy Conservation Policy Act, and brought it up to date. It established new goals and expanded existing goals from the 10 percent reduction to 20 percent by the year 2000. Now we have Executive Orders in place calling for a 30 percent by 2005 and 35 percent by 2010. Currently, the Senate is passing new legislation. It is time for a new Energy Bill due to changes in the energy industry and new technologies that have transpired since 1992. Energy conservation, however, is just one part of the Energy Center. The other part is the utility program, which was given to GSA in 1949 with the Real Property Administrative Services Act. This law gave GSA authority to procure utilities for the entire Federal Government. Historically, what GSA has done is delegate federal procurement to other agencies—the Departments of Defense and Energy—for five years at a time and established its Public Utility Areawide contracts. As the electric utility industry started deregulating about five years ago, State commissions were no longer regulating the price. The Center became involved – maintaining contracts for regulated utility services but at the same time – competitively shopping for the best commodity value.

What challenges does GSA face in meeting our energy goals?

One of the hurdles, maybe the most significant, is the inconsistent application of the requirements in the P100, GSA's Facilities Standards Guide, to analyze the life-cycle costs of alternative designs and choose the one with the lowest overall cost. For example, it is unclear to me whether or not GSA is consistently installing energy-consuming systems in building modernizations and new construction projects enterprise wide that achieve the life-cycle cost methodology prescribed by the National Energy Conservation Act.

Life-cycle cost analysis is an economic method of project evaluation in which all costs arising from owning, operating, maintaining and disposing of a project are considered important to the overall decision. As such, life-cycle costing is a tool in value engineering. Other factors, such as delivery time, budget effects, aesthetic considerations, and customer preferences can and do temper the rule of always choosing the system with the lowest life-cycle costs. Obviously, good overall judgment is still required. However, if GSA is to meet its energy goals, life-cycle costing must be assessed as equal in value to the previously mentioned performance requirements and can be applied to any capital investment decision, and is particularly relevant when high-initial costs are traded for reduced future cost obligations. The challenge GSA faces as an enterprise is to fully consider and value those future cost obligations in its decision-making process as identified in life-cycle costing.

What makes energy efficiency different than any other sustainable program is that energy has a quantifiable cost and an estimatable life. You know the price of the component, and you can establish the life-cycle cost because the meters are running constantly in our buildings. Public Law mandates that we use life-cycle cost accounting – doesn't specifically say that we have to go to the lower life cycle because it could be expensive.

Another challenge is raising energy awareness. We want to educate people to share our program concerns and have the information to act appropriately.

The center works with what other agencies?

We have 80 Public Utility area-wide contracts across the country in States and with municipalities. Those contacts can be used by anyone in the Federal building business—the Department of Justice's Bureau of Prisons, Veterans Affairs for their hospitals, Department of Defense and the military services. We have contracts for electricity, natural gas, water, and heating districts. They are issued from the Energy Center for 10 years. If there is a huge Federal presence in a city or area of the country, we know intuitively that we need contracts in place. Otherwise, it is up to the utility to bring it to our attention. Every time we try to let a utility contract expire, someone will call us and say don't let that happen. We have one with Kodiak Energy Alaska that we were going to let it expire, until we got a call from an Air Force Base asking us to keep it. We said that we didn't know if we should keep it going just for them or we could

do a contract exclusively for them. They brought other federal agencies in the State to our attention who also said they needed our contract. So, we have all these other federal clients outside the GSA enterprise. Additionally, there is a GSA order allowing non-federal agencies to use our contracts as well. That is how we've added the United Nations Headquarters in New York, World Bank's headquarters in Washington DC, the architectural lighting of the Liberty Bell, and the Statue of Liberty's flame by the National Park Service. The U.S. Coast Guard also uses our contracts for all of their bases. We have a government-wide responsibility and a social one as well. For example, we contracted for utilities with the Navajo Nation in New Mexico. The tribe used their own generation plant and wanted to serve a nearby Air Force base. So we did a contract to connect the two. The best way to do that was to issue an area-wide contract to the Navajo Nation. We are also working with Sioux Nation at the Rosebud Reservation in South Dakota.

Additionally, we responded to the Strategic Air Command request for assistance in complying with the Base Privatization Act. Currently, we are assisting them privatize utilities systems on 12 Air Force bases around the country. While the Air Force handles the disposals and easements, we are working on the follow up utility contracts

What are your thoughts on the future direction of the energy center?

The Center will be the source of energy information in GSA and will lead the nation in providing cost-

effective enterprise-wide energy usage analysis. To do that, we need to harness the huge potential of information technology systems as they relate to energy consumption and management. We need to constantly maintain our expertise by exploring new technologies and understanding how GSA can benefit from their application.

We have a pilot project underway in partnership with Region 2 where we have put a dozen of GSA buildings in Manhattan on advanced metering technology and connected the flow of real time information to software for analysis. This pilot gives GSA associates access at the building level, the regional headquarters and at Energy Center office to energy consumption information in real time. Now we know what the buildings are doing in real time, what time the building turned on the morning, and what time the flood loads start to kick in. A software program will analyze trends – take historical data, look at utility bills information and start to project when these buildings will be penalized for using too much power at the wrong times of day. We can send out alerts to the appropriate people – to stop what they are doing to avoid paying for peak pricing.

In fact, we looked at all of our buildings and the entire utility budget to determine where this investment is most likely to payoff. We identified that 50 percent or \$150M of GSA's annual utility budget is generated by about 60 buildings. Obviously, these are very important buildings to monitor in regards to GSA energy goals and utility bills. We hope to apply this technology to those

buildings to be able analyze the operating of the building as it relates to energy costs on a much bigger scale.

You have been involved with the energy program for a number of years. Tell us about yourself and how you became involved in this program.

I was a Peace Corps volunteer in Africa. One of my many jobs was to teach appropriate technology to villagers. The country I was in – mostly in the Western Sahara and Sub-Sahara, had a problem with the desert expanding. I taught things like dune stabilization, reforestation, and construction of fuel-efficient wood stoves. This was appropriate technology—nothing expensive, you could stabilize a dune with natural fiber fencing – no importing of materials. They had no electricity and burned wood to cook. The wind was always blowing, so we constructed mud brick stoves around the cooking pot. They could cook a meal using one log of wood instead of seven because it traps the energy. In Africa it made sense to teach energy efficiency. There was a scarcity of wood, and the Sahara Desert was expanding about a foot south every year. It was life or death for them to preserve their resources and make everything go as far as it could. This was my first blush with energy efficiency. When I left Africa, Peace Corps volunteers had a one-year non-competitive federal government job. I applied to GSA in the Property Management Office because I thought it would provide good experience for managing U.S. embassies overseas, hopefully in Africa. I got into the training program at GSA NCR and then

unexpectedly was detailed to Central Office in the Energy Branch to fill in for someone who was on medical leave. I was asked to write congressional energy testimony and track all energy bills as they related to GSA. It was 1991 and I hit right in the midst of the Energy Policy Act of 1992. The whole congressional effort – writing testimony on energy – not having energy experience, but I would write, proved to be a very exciting time to be in government and GSA I was fascinated to see how the government worked, congressional committees asking the agencies for comments on legislation and requirements, working with the White House, Office of Management and Budget and the Department of Energy. Couple that with my desire and experience with the Peace Corps to positively impact the environment and the job more or less found me. I did that for five years and went to Kansas City for a change. I didn't intend to stay

with energy, but I picked it up again. When they asked for nominations for the Energy Center, I just naturally wrote up something and submitted it. GSA deserves a lot of credit for allowing these Centers of Expertise to be tested and continue in their current form. That shows a lot of management vision in my opinion. Recognizing people with expertise in certain program areas and trusting them with what they are doing. I don't know many other agencies that would do that. And that is why I am still in GSA today. I am allowed to assemble the best energy people in GSA, probably the entire federal government and shoot for excellence. That is exactly what I have tried to do.

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pbs calendar

DATE	EVENT	PLACE
10/04/2003	African Burial Ground Reinterment Ceremony	New York, NY
10/06/2003-10/10/2003	Intern Development University-Engineering/Technical	
10/18/2003	U.S. Courthouse Centennial Symposium	Indianapolis, IN
10/18/2003	Indianapolis Courthouse History, Art & Architecture Symposium	Indianapolis, IN
10/20/2003	Dedication, Ted Weiss Federal Building	New York, NY
11/17/2003-11/21/2003	Intern Development University-Procurement	

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