



building assets

Commissioner's Perspective

Focus and Inspiration

The Commissioner's job, in the memorable words of one of my predecessors, is to "focus and inspire" the organization to produce better results for our customer agencies and the American taxpayer. My focus has been since the beginning on three things: asset management, improving operational efficiency, and human capital reform. We moved strongly ahead in each of these areas of focus in the past year. Consider these very encouraging results:

The Portfolio Restructuring and Reinvestment initiative has, since getting underway in early FY02, reduced the original list of about 600 Tier Three assets by over half - through disposal, correction of erroneous data, demolition and remediation - reducing our R & A backlog by over \$200 million.

Renewed and strengthened emphasis on Customer Service, reflected in multiple initiatives across our organization, has resulted in a stunning improvement in tenant satisfaction survey scores -which in FY03 were the highest in the survey's ten year history-and a corresponding improvement in ordering official survey scores. There has been an improvement in the way we are engaging with and serving our customers.

We led the agency in responding to the competitive sourcing challenge, directly converting 764 crafts and trades FTE in FY03. Much to PBS' credit, only 30 of these actions resulted in the involuntary separation of the affected associate.

The Smithsonian's Cooper-Hewitt Museum recognized PBS' Design Excellence program for elevating the profile of design in the public realm with its prestigious National Design Award. Similarly, the National Trust for Historic Preservation recognized our Legacy Vision, lighthouse and Governors Island efforts with special awards.

Associates from across the country engaged in FY03 in a comprehensive re-engineering of our business processes to take us to the 'B Case', setting the stage for a consistent, nationwide reshaping of our human capital environment in the coming year. Implementation of these changes has begun in National Office.

Effective implementation of an aggressive new portfolio management strategy. Dramatic improvement in customer satisfaction. Superb execution in response to the challenge of competitive sourcing. Recognition by prestigious nationally- chartered organizations for leadership in design and historic preservation. Nationwide engagement in a reshaping of our workforce to produce superior outcomes for our customers and the taxpayers.

These are only a few of the highlights of the past year. There are many others, in every region and in each of our business lines.

And what makes these solid advances so impressive is that they were achieved by an organization that isn't failing (and so has no choice but to reform) or by an organization that has the luxury of starting from scratch, but by

a large, very diverse organization already performing very well. Such organizations have a tendency to become complacent and regress. Not PBS. We truly are exhibiting the hallmarks of a continuously improving services organization. Two other important reform initiatives, the National Brokerage Contract and Property Reform legislation initiatives did not come to fruition in FY03. We expect the National Broker Contract will move forward early in this year. Property Reform, despite strong bi-partisan support in the House and Senate, may have to be recast in an administrative format to succeed. Administrative support for government-wide, responsible real property asset management reform remains strong, and we are engaged with our friends at OMB in sourcing a range of options to advance in this critical area.

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newsletter is available online:
<http://insite.pbs.gsa.gov/newsletters/outlook.htm>

Building Assets is a PBS Communications Team effort. We appreciate your feedback and comments. Thank you.

our assets



Perimeter Security Pilot

In the aftermath of the attacks on the Murrah Federal Building, the World Trade Center and the Pentagon, the need to institute immediate and long-term security measures has introduced conflicts with Federal mandates to protect the culturally significant properties in GSA's historic building inventory. Concrete highway barriers, sewer pipes and planters, while meeting the functional requirements for preventing vehicles from approaching federal buildings, visually detract from the settings of monumental historic buildings.

In response, GSA's Center for Historic Buildings, in the Office of the Chief Architect, teamed with representatives in Region 5 and the firm of van Dijk Westlake Reed Leskosky (architects for the current modernization of the Metzenbaum U.S. Courthouse in Cleveland, OH) to create a prototype design for perimeter security at this Beaux Art landmark. Based upon the "garden wall" concept for perimeter security developed for the Federal Triangle in Washington, DC, the pilot project was initiated to develop an architecturally integrated model

solution, essentially a "kit of parts" including seating, planters and bollards, consistent with federal preservation guidelines. The pilot project also explored issues of cost and constructability. The result was a set of "virtual" construction documents, addressing the site constraints of the Metzenbaum Courthouse site, and a detailed estimate to give an idea of the associated costs. This will serve as a model for security upgrades at other historic buildings.

The pilot project also developed prototype perimeter barriers for two other architectural vocabularies, the 19th century brick Auditors Building and the 20th century concrete Modernist building for the Department of Housing and Urban Development by Marcel Breuer. Results of the pilot project will be published in the *Association for Preservation Technology Bulletin* and the upcoming *McGraw Hill Security Design Guide*.

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Growth, Efficiency, and Modernism: GSA Buildings of the 1950s, 60s, and 70s

The Center for Historic Buildings, Office of the Chief Architect, recently published *Growth, Efficiency, and Modernism: GSA Buildings of the 1950s, 60s, and 70s*. The report puts us at the forefront among federal agencies in terms of evaluating the potential architectural, technological, cultural and historic significance

of federal construction from these three decades. It is already gaining attention as a landmark work among the national preservation community.



GSA's delved into this segment of our inventory following an unanticipated public controversy surrounding planned alterations to 1960s buildings several years ago. This led to a series of discussions convened by the Office of the Chief Architect. In December 2000, GSA brought together leading private-sector architects and preservationists at Yale University to address the aesthetic and performance challenges of our Modern-era buildings. A follow-up meeting was held in February 2001 at GSA Headquarters and resulted in an extensive two-year study initiated by the Center on the context of GSA's construction activities during its first 30 years.

The findings are presented in *Growth, Efficiency, and Modernism* and will help guide our future reinvestment decisions including repair and alteration approaches. Responsible portfolio management on our part will ensure that all of our buildings contribute to the social and

economic vitality of the communities in which they are located across the country.

The groundbreaking report conveys the richness, range, complexity, and formidable challenges presented by this part of our portfolio. It will help GSA better understand our Modern-era buildings and inform future reinvestment decisions. The end of the report features an assessment tool to assist qualified regional associates in evaluating the significance of these buildings as they near the half-century mark, a point of eligibility for the National Register of Historic Places.

Growth, Efficiency, and Modernism was released in October at the National Historic Preservation Conference in Denver, Colorado.
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2003 National Preservation Conference: New Frontiers in Preservation

GSA joined preservationists from throughout the country at the 2003 National Preservation Conference, *New Frontiers in Preservation*, in Denver, Colorado, September 30th – October 5th. As a cosponsor of this annual conference, GSA's Center for Historic Buildings, in collaboration with the Rocky Mountain Regional Office, presented up-to-the-minute information on its preservation policies, programs and stewardship strategies. Commissioner F. Joseph Moravec addressed more than 200 attendees at the conference Advocacy Luncheon where he outlined ongoing federal preservation initiatives, focusing particularly on the newly established Federal Legacy Vision: GSA's Portfolio Strategy for Restructuring and Reinvesting in the Owned Inventory. The luncheon was followed by a GSA-sponsored educational session entitled *Keeping Pace While Saving Place: Balancing Modernization with Historic Integrity*. As part of this session, GSA

led a panel of nationally recognized design professionals in discussing the costs, benefits, and challenges of modernizing historic and architecturally significant public properties.

GSA received unprecedented accolades at the 2003 National Preservation Honor Awards ceremony, receiving three top honors, including the John H. Chafee Award for Outstanding Achievement in Public Policy; the National Trust for Historic Preservation/Advisory Council on Historic Preservation Award for Federal Partnership in Preservation; and the National Preservation Honor Award for the National Historic Lighthouse Preservation Act Pilot Program Partnership.

The John H. Chafee Trustees' Award for Outstanding Achievement in Public Policy honors an individual or organization that has made an outstanding contribution to historic preservation in the field of public policy and was presented to GSA in recognition of its nationwide preservation projects and overall stewardship strategies. The National Trust for Historic Preservation/Advisory Council Award for Federal Partnerships in Historic Preservation honors outstanding partnerships that advance the preservation of important historic resources. It celebrates a project or program in which a federal agency and one or more nonfederal partners have achieved an exemplary preservation outcome and was presented to GSA in recognition of the Governors Island Partnership initiative which transferred this historic site to the City and State of New York. The National Preservation Honor Award recognizes efforts of individuals, nonprofit organizations, public agencies and corporations whose skill and determination have given new meaning to their communities through preservation and was presented to GSA and its partners, including the United States Coast Guard in recognition of their exemplary approach in appropriately transferring historic lighthouse from the public to the private sectors.

As part of the 2003 Conference Resource Center Exhibit, GSA displayed and distributed the third series of Historic Buildings Posters and Brochures featuring 11 significant historic buildings from each GSA Region. Additional information on the poster and brochure series can be found at www.gsa.gov/historic-preservation.

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New England Brings Past to Present at Moakley Courthouse

GSA has further enhanced the Harbor Park at the John J. Moakley United States Courthouse in Boston, MA, with the construction of an Interpretive Display Project. Designed by Jon Roll & Associates of Cambridge, this project interprets commerce and industry in the harbor and shows vistas of the harbor tied to specific points in time: Years 1800-1900-2000. There are three interpretive sign stations along the harbor walk, flanked by steel ship silhouettes within the same time period. Also, there is signage throughout the park to identify the native plantings existing within the Park. Lastly, there are two interpretive panels installed on the prow, which discuss the Harbor Cleanup and Deer Island.

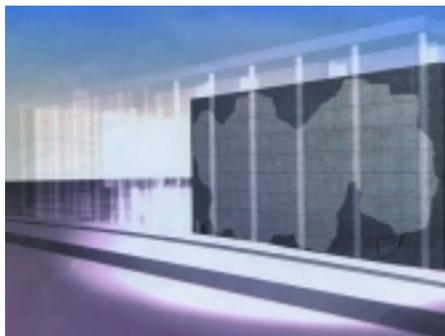
"The successful completion of this project is just another important component toward fulfilling the vision for this site—to achieve a harmonious balance of civic pride and judicial dignity," stated Patrick Sclafani, Property Manager. "The openness of this site begs one

to revere the Moakley Courthouse as a major destination among Boston's unprecedented architectural and historical landscape."

Other events that took place at the courthouse include the recent *Amistad* to Boston visit. Approximately 16,000 people visited the exhibit including 3,400 school children that boarded the schooner while it was docked at the courthouse in October. The visit was to inspire citizens of the Commonwealth to recommit themselves to the values of courage, liberty, and equality for all people in our time, by retelling the story of the schooner *Amistad*.

In 1839, 53 Africans were kidnapped from West Africa and sold into the transatlantic slave trade. Shackled aboard the Portuguese slave vessel *Tecora*, the 49 men and 4 children were brought to Havana, Cuba, where they were fraudulently classified as native, Cuban-born slaves. Purchased by Spaniards Jose Ruiz and Pedro Montez, the captives were transferred to the coastal cargo schooner *Amistad* for transport to another part of the island. Three days into the journey, a 25-year old Mende rice farmer named Sengbe Pieh, or "Cinque" to his Spanish captors, led a revolt. After 63 days, the United States Naval Revenue Cutter USS *Washington* near Montauk Point, Long Island, New York, seized *Amistad* and the self-emancipated Africans as cargo for salvage. The schooner was towed to Connecticut's New London Harbor and the Africans were held in a jail in New Haven on charges of murder. The international case took on historic proportions when former President John Quincy Adams successfully argued on behalf of the captives before the United States Supreme Court. In 1841, the 35 survivors returned to Africa.

The original schooner has been recreated to serve as a floating classroom and a monument to freedom. It docks at ports along the eastern seaboard and the Great Lakes. For more information go to www.amistadboston.org.
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Irregular Form Takes Shape at the Alfred A. Arraj U.S. Courthouse

The installation of Sol LeWitt's *Irregular Form* was concluded in early December. The 36 by 70 foot "wall drawing" is displayed on the east wall of the Alfred A. Arraj U.S. Courthouse in Denver, CO. The piece's gray slate is mortared in segments to the exterior surface of its supporting wall, which is black granite. Captured within the sturdy, grid-like framework that references the rational, geometric ordering of the entire building, the unwieldy appendages of the gray form are firmly anchored to the supporting architecture. LeWitt has always considered the architectural site an integral component of his work, contending that the walls for his drawings are aesthetic participants rather than merely neutral supporting surfaces.

Throughout his distinguished 50-year career, LeWitt has approached art as a dynamic interaction between concept and form. Forever experimenting with new modes of art making, LeWitt is a pioneering member of a generation of American artists who has argued that the most important aspect of a work of art is the idea behind its conception rather than its physical appearance.

The piece has sparked the interest of the tenants, visitors to the building, and the local media. They are all trying to interpret its meaning. In works such as *Irregular Form*, LeWitt eliminates all representational subject matter so that we might focus solely on the formal

grammars of line, shape, texture, color, and scale. However, the temptation may remain for viewers to attempt to discern in *Irregular Form* some sort of pictorial reference—be it geological, botanical, meteorological, or cartographic.

This project stems from GSA's Art in Architecture program. The philosophy of this program is based on a report from President John F. Kennedy's Committee on Federal Office Space, which states "...where appropriate, fine art should be incorporated in the designs of federal buildings with emphasis on the work of living American artists." GSA allocates one-half of one percent of the estimated construction cost of a new or substantially expanded building to commission one or more works of art.
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Shedding New Light on a Cleveland Landmark

At the beginning of the 20th century, Cleveland set out to recreate itself with a series of public buildings featuring neo-classic Renaissance design. First among these buildings was the U.S. Post Office & Courthouse built in 1910 with 40-foot high Corinthian columns, stone

sculptures, ornamental ceilings, glittering chandeliers, and decorative marble.

Today, the renamed Howard M. Metzenbaum U.S. Courthouse is getting a complete makeover, including enclosure of the central courtyard to create a public atrium.

The sky lit atrium will add a new element of security to the building. Public visitors will now move directly from the entrance lobby to the five-story light court, using the atrium's elevators and sky bridges to gain access to all courtrooms and other public spaces.

With this redesign, perimeter corridors will become a secured circulation system for court officials and other federal employees.

But the courtyard is not the only element of the building receiving new public exposure through the renovation. Restoration has begun on ornamental plaster ceilings uncovered in the hallways and a series of 35 murals that originally adorned the Postmaster's Office.

The murals—entitled *Mail Delivery* and painted on canvas sheets in 1908 by Francis Davis Millet—have been painstakingly detached from the plaster walls and sent out for professional restoration. They will be reinstalled on the walls of the newly created, yet historically-designed public corridor between the lobby and the atrium.

The \$44 million project will provide a modern workspace for the U.S. Bankruptcy Court and other federal tenants currently housed in leased space. The building will get a new sprinkler system, a less-intrusive security station and new HVAC, electrical, and communications systems.

The Metzenbaum renovation is one of four pilot projects where the Cleveland Green Building Coalition is diverting construction debris from landfills as part of a study. The study hopes

to prove the cost feasibility of recycling construction waste instead of sending it to landfills where it makes up 20-40 percent of all material being dumped.

Among the project's recycling goals are 1,800 tons of masonry and concrete; 1,500 tons of drywall and plaster; 1,100 tons of metalwork; 280 tons of trim, doors, and cabinets; 250 tons of soil; and 12 tons of electrical panels, lights and switches.

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New England Retains Federal Presence in Downtown New Bedford

On August 28, 2003, the New England Region awarded a building expansion contract for the Social Security Administration at the Hastings Keith Federal Building, 53 North Sixth Street, New Bedford, MA, to J&J Contractors, Incorporated, a small disadvantaged minority-owned business of Lowell, MA.

GSA hired Architect Engineer Oak Point Associates of Portsmouth, NH, to design a building expansion that will meet SSA's requirement for 6,000 additional square feet needed to accommodate changes in their operation. After design completion, a total HUBZone (Historically Underutilized Business Zone) set-aside RFP (Request for Proposal) was issued. The technical evaluation board, comprised of representatives from GSA and Oak Point Associates, evaluated proposals. Evaluation factors included offerors' prior

experience, management capability, and past performance. Award was then made to J&J Contractors, the offeror who provided the best value to the government. Project completion is slated for September 2004.

"A concern on any building extension or expansion is to respect the original structure you're adding to so the new addition doesn't diminish the existing structural integrity or appearance. We have recognized the importance of reflecting adjacent structures in the the addition," stated Project Manager Manny Neves. "In addition, SSA representatives attend the regularly scheduled project meetings and have expressed their satisfaction."

GSA's Project Team includes:

John Ciarcia	Michael Dewsnap
Kathy DiTrapano	Jay Hawkes
Sue Hetrick	Chuck Kadis
Frank Pfeiffer	Manny Neves
Sean Orgel	Walter Perez
John Silva	Gary Smith
Nancy Swiechowicz	Steve Swiechowicz

Named after the former Congressman, the building was built in 1974 in downtown New Bedford. SSA, National Oceanic and Atmospheric Administration, GSA, Internal Revenue Service, Small Business Administration, U.S. Food and Drug Administration, and the Department of Agriculture Animal Plant Health Inspection Service occupy the building.

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Great Lakes Region Works Out 21 Tier 3 Buildings

Determined to accelerate the region's portfolio restructuring well ahead of the five-year deadline, the Great Lakes Region has produced viable workout plans for 21 of the 27 buildings on its 2003 Tier 3 list.

The region has already sent 10 buildings to

Disposal with two more on the way. The disposals include seven SSA Trust Fund buildings that SSA has agreed no longer fit its needs.

Two other buildings, the Rockford (Illinois) SSA building and the former Hammond (Indiana) Courthouse, currently are part of exchange negotiations with their respective local city officials. The Rockford exchange would allow GSA to acquire a two-block site from the city for the new Rockford Courthouse, while the Hammond exchange would give GSA leasehold interest in city-owned land that the city would convert to parking space for the new courthouse.

Finally, eight other properties now have viable strategies in place that will improve their performance and raise most to Tier 1 status. The strategies include backfilling vacant space through tenant expansion and increasing revenue through space rebalancing, ROI pricing and newly signed occupancy agreements. The retention list includes historic courthouses in Kalamazoo and Port Huron (Michigan), Fergus Falls (Minnesota), Toledo (Ohio) and Eau Claire (Wisconsin).

Besides the two exchanges, the region used several innovations to achieve its 75% workout rate. An income-producing depot was converted to a portfolio lease, eliminating 16 structures from the Tier 3 list without sacrificing FFO money. The Courts agreed to pick up some vacant space and use ROI pricing to save several courthouses. Finally, separate teams of project and asset management experts were assigned to each of the Tier 3 properties to produce retention/disposal studies and to present monthly workout reports to ARA David Hood.

Of the six remaining Tier 3 buildings in the region, two DLA depots are part of a Central Office study, while four other projects are still resolving issues within their workout strategies. One of these is the Alpena (Michigan) Federal Building,

which is being proposed as a future maritime center for housing agencies in need of waterfront access.

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The Store that Married a City: An Exhibit at Rich's Dept. Store

The history exhibit in the Rich's Department Store windows being developed by students in the Heritage Preservation Program at Georgia State University, in tandem with the Atlanta History Center, was unveiled at a December 18 Grand Opening event.

Our Museum Exhibits class has entered the final phase of completing the history display for the department store windows in the 1924 Rich's Department Store. We are fully into the installation of the product of our planning,

research, design, and fabrication, and will have a completed exhibit in less than two weeks. We are all proud of what we've accomplished so far, and, once completed, the exhibit should look like a professional installation, that if contracted out to a museum exhibits company, would likely take up to a year to complete and at ten times the cost. We've tackled the whole thing from start to finish in about 15 weeks.

December 2nd was a particularly busy day for the project. At approximately 2:30 pm, we welcomed one of the Rich's Pink Pigs back to its home at the Rich's Building. Percival, the male of the pair, will spend the foreseeable future in the lobby of the 1924 store as part of the exhibit. Last night, up until about 10:00, the class was onsite in the windows reviewing and installing photos, reader rails, interpretive panels and other graphics we received from the photo lab. It was quite satisfying to see the photos and other two-dimensional artifacts we had found during our research phase blown up to enormous size. We have an installation session planned for next week, and if necessary, the Tuesday after that as well.

We will have to be complete by then, though, because we have scheduled our Grand Opening event for Thursday, December 18th at 3:00 PM. We plan to have a few speakers in the lobby of the Rich's building, and then let the attendees take a tour of the exhibit. The students will be on hand to answer any questions. We've also contacted the media about the project, and have commitments for coverage once the exhibit is complete.

It has been an exhausting, but fulfilling semester. Not only has the creation of this exhibit been a tremendous hands-on experience for many of us in the field that we hope to pursue upon graduation, it will also serve as a substantial addition to our professional resumes. Our partners in the project—GSA and the Atlanta History Center—have been extremely supportive

and a real pleasure to work with. We are tremendously in their debt. The AFC building management staff continues to play a critical role in the process, staying after hours, locating ladders at 9:30 at night, and working with our Regional Customer Service people to set up the Grand Opening event. It really has been a once-in-a-lifetime experience for all of us, and we look forward to these next two weeks with great anticipation.

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Ronald Reagan Federal Building & U.S. Courthouse Garners Local TOBY Award!

On November 21, 2003, the Ronald Reagan Federal Building & U.S. Courthouse won The Office Building of the Year (TOBY) Award in the Government Building category. The \$123 million dollar structure gestures classicism and state of the art functionality and security. This building centralizes federal operation in the City of Santa Ana, with six courtrooms each for district and bankruptcy courts, two for federal magistrates, one appeals court, and 7 court related agencies. This courthouse is 517,360 BOMA rentable square feet at 10 stories high and projects on a 3.9-acre site.

The following teams collaborated on this project to prepare the submission:

- GSA, Laguna Niguel Office
- Meridian Management
- Landmark Services

The Judging criteria included an extensive building inspection by the BOMA judging team, a review of the property portfolio containing information on the building operations, including photographs of tenant/community events, tenant relations, and energy management systems and procedures.

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It's Time to Work Smarter with the Help of WorkPlace 20.20

The past few decades have brought phenomenal amounts of change that impacted the economy, organizational management and structure, and work process and information systems. These evolving realities—as well as rising performance expectations, resource constraints and human capital challenges—have demanded changes in the way we think and work.

We have learned that the physical workplace environment contributes to productivity and creativity. Workplaces can improve the way people work if there is first an understanding about what, how and why work gets done and second, a design that incorporates what we know about facilitating work in the workplace.

WorkPlace 20.20 is the process that makes the sought-after link between a customer's space needs and their mission. WorkPlace 20.20 looks at the synergies between work strategies and processes, physical space, furniture, and technology, and how these synergies contribute to an organization's mission, business goals, and the nature of work.

WorkPlace 20.20 links workplace solutions to business goals.

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Pilot Program Status



WorkPlace 20*20 is a process that makes the sought-after link between a customer's space needs and their mission. WorkPlace 20*20 looks at the synergies between work strategies and processes, physical space, furniture, and technology, and how these synergies contribute to an organization's mission, business goals, and the nature of work. In its essence, WorkPlace 20*20 links workplace solutions to business goals.

Before establishing the WorkPlace 20*20 program, several design projects using similar principles were started and served as learning projects to help inform the WorkPlace 20*20 thought process. These projects are noted along with the numerous WorkPlace 20*20 pilot projects throughout the nation.



our community



An African American Homecoming*

A round-trip three centuries in the making ended triumphantly in Lower Manhattan on Saturday October 4, 2003, for the remains of 419 colonial-era enslaved and free African Americans. Under the backdrop of a gray Manhattan sky, with thousands of New Yorkers looking on, the remains were ceremonially lowered into the newly dedicated African Burial Ground, the same place they were discovered a dozen years ago as GSA's Northeast and Caribbean Region prepare to build an office tower. For the full story, please visit <http://www.africanburialground.com>.

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Eagle Scout Tom Walker Gives Boost to Orlando Boy Scouts

Orlando, Florida, Boy Scout Troop 120 had a problem. The eight young men were well on their way to the highest honor in Scouting, the Eagle Scout Rank, but one of the mandatory Merit Badges, Citizenship in the Nation, seemed impossible. One of the requirements for the merit badge is a tour of a federal building. Unfortunately, the security requirements that had been put in place in the aftermath of the attacks on the World Trade Center had virtually shut down access to non-public space in federal buildings. Getting increasingly desperate, Ms. Eva Alonzo, Troop Chairperson, decided to search GSA's Web site. Her persistence paid off when she found and contacted Tom Walker, the Assistant Regional Administrator for PBS in the Southeast Sunbelt Region. In the course of their conversation, Tom revealed that he himself is an Eagle Scout and was more than willing to help. A few phone calls from Tom and everything was arranged.

On April 25, 2003, Troop 120 went to the federal building in Orlando. In Ms. Alonzo's own words, "Once Mr. Walker contacted our Troop, we started to hear from many folks at GSA. Our main contact and guide for the day was Ms. Paula Pickett, Service Director for GSA. She along with Israel Medina, the Property Manager, arranged fun activities including a tour through the entire federal building as well as arranging different building tenants to speak with us.

For example, the U.S. Marshals gave a demonstration of building security needs and we met and got a presentation from Mike Miller of Congressman Keller's office. Shortly afterwards, we saw a federal courtroom where we were able to see some court proceedings. The highlight of the day was meeting and receiving a briefing from chief Judge Fawsett.

To sum it up, our Scouts know how privileged they are in taking this tour. A tour of this magnitude has never been arranged in Orlando before. The logistics of such an undertaking was awesome. To show our boys that the federal government is one that works for them - the citizens of our great nation - was truly inspirational."

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Exhibition Design Excellence: Public Patronage of Architecture and Art, Selections From GSA's Public Buildings Service

An exhibition highlighting a selection of GSA's Design Excellence Program projects "on the boards" is on display at the Octagon Museum in Washington, DC, through March 31, 2004. The Design Excellence Program is the center for GSA's advocacy of design quality and artistic expression. Through Design Excellence, GSA is working with the country's most renowned architects and artists to create iconic buildings that are part of our country's legacy of public architecture and art.

Some of the projects featured in the exhibit include:

- U.S. Courthouse Annex in Washington, DC, designed by Michael Graves and Associates
- Federal Building in San Francisco by Thom Mayne/Morphosis
- U.S. Courthouse in El Paso by Antoine Predock
- U.S. Courthouse in Los Angeles by Ralph Johnson, and
- ATF Headquarters in Washington, DC, by Moshe Safdie.

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The way architecture can direct attention to natural land forms - to the beauty of a place - is an obsession of ours in our work. In El Paso, the Franklin Mountains are a recurring element and the highest peak is framed by the building, making it a cultural and physical manifestation of the building.

-- Antoine Predock, FAIA

our customers

Northwest/Arctic Region and Canada Customs Celebrate Dedication of Shared Point of Entry Facility

The GSA Northwest/Arctic Region and the Canada Customs and Revenue Agency jointly hosted the dedication of the new Oroville, WA/Osoyoos, B.C., shared Port of Entry in October. The \$31M project was funded by the United States and Canada. The United States contributed \$19.3 million and Canada contributed \$11.6 million. The Shared Point of Entry is the first such facility on the 49th parallel. It was constructed under the auspices of the Canada-United States Joint Facilities Initiative, a product of the Canada-United States Accord on Our Shared Border signed in 1995. GSA acted as the design and construction agent for this project. The facility will share common areas such as conference rooms, lunchroom, locker rooms, physical training room, and utility sources. The keynote speakers for the dedication were: GSA Administrator Perry and The Honorable Elinor Caplan, Canada's Minister of National Revenue.

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Energy Security Guidebook Circulated to PBS, Other Federal Agencies

PBS has developed guidance for federal building operators on how they can prepare for and manage interruptions in utility service—whether due to a blackout, a natural disaster, or an act of terrorism. The publication concentrates on the latter, identifying potential scenarios and recommending steps to maintain essential services and shut down non-essential ones. A checklist is designed to help property managers and engineers document their progress in proactively taking these measures. President George W. Bush and Homeland

Security Secretary Tom Ridge offer a "final word" on the inside back cover.

This guidance has been circulated throughout PBS through the Energy Center of Expertise. It was also distributed to more than three dozen customer agencies. To download, go to GSA's Emergency Management website, insite.gsa.gov/emergency/.

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Northeast and Caribbean Regional Administrator Endorses JWOD's Fedcap

Northeast and Caribbean Regional Administrator Karl Reichelt joined with the New York Federal Executive Board (FEB) in October for a special joint celebration of National Disability Employment Awareness Month. The FEB's Disability Awareness Committee organized the event during which certificates of appreciation were presented to Susan Fonfa, Executive Director of Fedcap and to Judy Cohen, author of "Disability Etiquette."



Fedcap, the custodial contractor for many GSA buildings in the New York metropolitan area has an entire workforce of custodial workers who have disabilities. All are graduates of Fedcap's certified training programs. In addition to custodial work, the organization also operates mailrooms, copy centers, and some motor pool operations for federal agencies as well as providing mess attendant services for the U.S. Coast Guard and light manufacturing. These are just some of the products and services offered under the Javits Wagner O'Day Program (JWOD).

With GSA in the forefront of contracting under JWOD, many federal agencies in the NYC area also contract for services from Fedcap, one of the premier JWOD agencies in the country.

Reichelt knows the agency well having also visited Fedcap's Manhattan headquarters and being impressed with Fedcap's offerings. "The quality of Fedcap's services is second to none. Our buildings are among the cleanest in the city," he stated. "I have also become an advocate for other agencies to use Fedcap when they need services that are time sensitive or require mass production. Fedcap's services are affordable and you feel good about using them because you are giving opportunity to people who need it," Reichelt added.

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PBS Partners with CBP on Integrated Product Team

In September 2003, the U.S. Customs & Border Patrol (CBP) established the Integrated Product Team (IPT) and invited the PBS, Real Property Asset Management, Border Station Center of Expertise and the Office of National Customer Service Management to participate on an experiment in collaborative resource management. Representing PBS on the IPT are Bill Matthews (PT); Jim King (7PNB); Steve Rosen

(PB) and Tracy Graham (7PT). CBP is represented by Renee Smoot, Executive Director, Asset Acquisition and Management; Tom Diaforli, Director, National Logistics Center; and Trent Frazier, Specialist, Office of Finance-Asset Management Group.

The IPT as part of its mission and implementation strategies is defining and analyzing the demographic, economic, and geographic trends. The evaluation of current and future resources like facilities, manpower, technology and tactical infrastructure will determine if CBP can meet future program requirements.

CBP became an official agency of the Department of Homeland Security on March 1, 2003, combining employees from the Department of Agriculture, the Immigration and Naturalization Service, the Border Patrol and the U.S. Customs Service. The unification of these border agencies and resources is expected to improve the way the U.S. Government manages its border operations. The CBP, Asset Acquisition and Management Group in partnership with the GSA, PBS, Portfolio, Border Station Center of Expertise and the National Office of Customer Service have contributed its skills and resources to ensure that facilities and programs will be planned and executed to support the new agencies.

The IPT is in progress developing a Border Asset Management System (BAMS). The system will support the scoring process for Five-Year Capital Investment Plans; Provide adequate data for decision making; Deliver data collection capabilities within the CBP portfolio; and generating user-friendly information where results are easily interpretable from query-based analysis.

This IPT meets at CBP Headquarters located at the Ronald Reagan Federal Building, Washington, DC. They have been operating on

an aggressive timetable and expect to be operational by late 2004. In support of BAMS, PBS Portfolio, Border Station COE and Office of Customer Service along with CBP Office of Field Operations and Border Patrol, are working jointly to gather and share data related to existing CBP/GSA facilities. This data has allowed the IPT to addressing short and long-term resource needs and develop objective and consistent assessments for future needs. BAMS will function as the justification tool for future resource needs and ensuring the database contains accurate and comprehensive data to withstand OMB audits.

This is an exciting partnership between GSA and CBP and its efforts have been recognized by senior officials at DHS and CBP Headquarters.

contact: steve.j.rosen, 202.208.0153

U.S. Customs and Border Protection Awards Federal Employees with the Best Practices Recognition Award

An award ceremony was conducted on Tuesday, November 25, 2003 at USCPB Laredo Sector Headquarters. US Customs and Border Protection (CBP) awarded federal employees with the Best Practices Recognition Award. Through this initiative, employees were recognized for their leadership, innovation, collaboration, and demonstration of this mission and core value of the U.S. Customs and Border Protection (CBP). Laredo Sector Chief, John W. Montoya, personally presented the awards certificates to the employees. Of the persons receiving this award was GSA's very own Gabriel Vargas, Property Manager, Laredo, Texas. Congratulations Laredo!

contact: john lu, 817.978.7484



GSA Northwest/Arctic Region and Canada Customs Celebrate Dedication of Shared Point of Entry Facility

The GSA Northwest/Arctic Region and the Canada Customs and Revenue Agency jointly hosted the dedication of the new Oroville, WA/Osoyoos, B.C., shared Port of Entry on October 9, 2003. The \$31M project was funded by the United States and Canada. The United States contributed \$19.3 million and Canada contributed \$11.6 million. The Shared Point of Entry is the first such facility on the 49th parallel. It was constructed under the auspices of the Canada-United States Joint Facilities Initiative, a product of the Canada-United States Accord on Our Shared Border signed in 1995. GSA acted as the design and construction agent for this project. The facility will share common areas such as conference rooms, lunchroom, locker rooms, physical training room, and utility sources. The keynote speakers for the dedication were: GSA Administrator Stephen Perry and The Honorable Elinor Caplan, Canada's Minister of National Revenue.

contact: mike nuernberger, 253.931.7306

our human capital



Extraordinary Efforts + Extraordinary Associate = Special Achievement Recognition

The Federal Executive Board of Metropolitan Northern New Jersey recently recognized an associate with GSA's PBS New Jersey Service Center with an award for special achievement. For Anne Marie Michael, an architect with the Center, special achievement is probably a bit of an understatement.

In her more than 20-year federal career, Anne Marie has demonstrated determination, great ability, a sense of community and commitment to tasks that make her a key member of the Center's engineering team. In addition to her on-the-job accomplishments, Michael is also an officer in a non-profit group that provides service for homebound individuals and was instrumental in prompting New York State to develop new policies to provide for education and activity for institutionalized handicapped youth.

It is the facts surrounding this latter achievement that makes Michael's tale so exceptional. And she knows much about the issues facing disabled individuals from her own first-hand experiences. Born with spina bifida, Michael has spent her life in a wheelchair and has lived in various foster home and institutional environments. It was

through her own self-determination that, at the age of 16 while living in an institutional environment that was not offering her educational opportunities, that she demanded her right to receive an education. Today, Michael holds a degree in architecture from Pratt Institute where she was also recognized with the title "Distinguished Student" and her skills as an architect add value daily to the Service Center as she and her fellow associates deliver on GSA's mission to our customers.

contact: renee miscione, 212.262.0424

PBS Internship Experience

by Monica Hixon

On September 24, 2001, only a few months after graduating from James Madison University, I began my two-year internship with PBS. I quickly learned that the PBS Intern Program is designed to familiarize an intern with all functions of the organization—regionally and nationally. My "home office" is Portfolio Management, but as I sat down to plan my internship, I was charged with planning 90-day rotations to Region 3, the Office of the Chief Architect, the National Capital Region, the Office of Realty Services, and the Office of Property Disposal, in addition to countless training classes!

The rotations served as good learning and networking experiences. I worked on different types of projects with GSA associates and private sector employees all over the nation. One highlight was working on the Capital Program submissions while in Region 3. It was valuable to see the Capital Program from the regional side, as I now help review the projects when they are submitted to Central Office. While working in the Office of the Chief Architect, I was able to attend design concept presentations by renowned architects such as Robert Stern and Antoine Predock. I also took part in a Construction Peer Review in Erie, PA. I worked on the Program Assessment Rating

Tool (PART) while I was in the Office of Realty Services. The PART was created by OMB and investigates a program's goals and effectiveness. It was an excellent way to learn about all aspects of the Realty Services Program.

My internship has given me an appreciation for the broad responsibility of PBS. With the guidance of those that have taught me along the way, I hope to apply what I have learned to my career at GSA.

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The Learning Curve

by Donita Toney

The U.S. General Services Administration (GSA) definitely provides Interns with the ultimate learning curve.

I was hired into the Public Building Service (PBS) Intern Program in September 2001 and stationed in the Office of Portfolio Management (PT) as a Realty Specialist. The purpose of the two-year developmental program is to develop future managers who have an in-depth understanding of all aspects of our business, rather than one focused technical specialty.

The program included job-specific and informal training opportunities best suited to my personal professional needs, which included rotations. I was able to learn about a variety of PBS offices and how each plans an integral part in achieving the GSA-PBS mission.

During my internship, I rotated through PBS Business Lines: Office of the PBS Chief Information Officer (PI); Office of Business Operations (PX); and Office of the PBS Chief Financial Officer (PH). I was also privileged to rotate to the Mid-Atlantic Region (Region 3) and the National Capital Region (Region 11).

I believe the PBS Internship Program is an

excellent opportunity, and perhaps, the single most important investment in PBS human capital. The program has increased my confidence as a GSA-PBS associate and allowed my professional interests to be matched to the best career fit as PBS moves towards completing its Human Capital Reorganization.

contact: donita toney, 202.501.3583

PBS National Office Welcomes Two New Associates

The Human Capital Strategy is gradually taking shape. During the past month, two more seasoned professionals joined the PBS ranks. In November, Mr. Sam Hunter joined PBS as a Special Assistant to the Commissioner working to set up the new Office of Applied Science. In December, Mr. Christopher Reutershan also joined PBS as a Special Assistant to the Commissioner helping implement the new Office of National Customer Services Management.

Mr. Hunter comes to GSA as a nationally recognized leader in the field of real estate. His extensive experience in domestic and international corporate real estate and facilities management will prove to be a real benefit to PBS. Sam will focus his efforts in setting up the new Office of Applied Science or the "Brain Trust" for the organization. This office will be an internal consultant to PBS associates and business and externally, the source of "world class" expertise. It will be the place for accessing subject matter experts and leveraging organizational research efforts to improve institutional knowledge and the way PBS does business.

Mr. Reutershan comes to PBS from the private sector where he was Principal and Founder of Concord Partners, a real estate development firm. The Office of National Customer Services

Management represents the customer and will focus on the management of our customer relationships. It is responsible for identifying and managing customer demand at the agency level, and marshalling resources and devising the right approach for delivering customers' workspace solutions.

Both of these professionals come to us as nationally recognized leaders in the field of real estate. PBS is very fortunate to have them working with us.

contact: sally mayberry, 202.208.2889



How One GSA Manager Inspires Respect, Loyalty, and Even Love From Her Employees -- While Driving Bottom-line Results

by Jennifer Robison
for Gallup Management Journal

If you ask Diane Marinacci what her title is, she'll reach for a business card and read, "Director of the Customer Service Division of the Public Buildings Service, Region Two, of the General Services Administration." It's an admittedly long title.

Ask Marinacci how her team scores on Gallup's Q12 employee engagement survey, and she'll think a minute before replying that she isn't

exactly sure. But she knows her team scores very high, particularly on the item: "I have a best friend at work."

If you ask why her workgroup has such phenomenally high scores, Marinacci will say that she can't explain, but it has a lot to do with their table -- more on that later.

Marinacci may not have top-of-mind answers to some questions, but she doesn't need them. All she needs to know is that her 10 employees and myriad customers are happy -- and they are. What Marinacci doesn't know is that she may be an almost perfect example of a manager who truly engages and inspires employees.

The entire article is available on-line at http://insite.pbs.gsa.gov/pbs_communications_team/pbs_media_coverage.asp#.

pbs communications

2003 PBS Statistics

The PBS Communications Team in partnership with the Office of Business Operations will be distributing a pocket sized publication of our 2003 statistics.

Art Programs

17,163 works contained in the Fine Arts Collection

372 works commissioned thru Art-in-Architecture

87 projects in progress and 285 projects installed

Border Stations

97 border stations

\$80.4 million in revenue

132 million vehicles and 51 million pedestrians trafficked our stations

Child Care

113 centers in 31 states, Washington, DC, and Puerto Rico

80% of eligible centers are accredited

Customers [Major]

Our major customers occupy 77% of GSA space

Agriculture	Interior
Commerce	Judiciary
Defense	Justice
EPA	Social Security
Health & Human Svcs.	Treasury

Customer Satisfaction

Overall satisfaction increased from 85% in 2002 to 89% in 2003

Design & Construction Excellence

21 Design Awards: 6 architecture, 4 historic preservation, 1 workplace environment, 2 first impressions, 1 interior design, 1 engineering, 1 sustainability, 1 art conservation and 4 graphic design
3 Construction Awards

Employment

PBS has 5,574 employees

Energy

As of FY 2003, PBS has reduced energy usage in BTUs/GSF by 18.6% from FY 1985 levels

Federal Workers

We house over 1.1 million in PBS space

Good Neighbor Program

There is a GSA presence in 2,000 communities (500 cities with federal buildings and 70 with more than 1 million square feet)

Good Practices and National Business Solutions

We identified and distributed 200 good practices and 6 national business solutions

We implemented over 50% nationwide and reported nearly 90% performance improvement

Historic Buildings

We manage 409 historic buildings constructed between 1810 and 1952; 32 are National Historic Landmarks of which 10 are individually listed
Six 1960s era buildings are determined significant and are eligible for listing

Inventory [Assignable]

Owned: 1,600 buildings-properties (180 million sq. ft.)

Leased: 7,100 buildings-properties (159 million sq. ft.)

PBS Inventory: 8,700 buildings-properties (339 million sq. ft.)

New Construction

In FY 2003 we delivered 3 new buildings at a cost of \$166,709,566

Operating Costs

Overall, we were 15% below comparable costs in the private sector

In 92% of PBS space, cost is equal to or below comparable private-sector costs

Outleased Space

3.7 million square feet including 700,000 thousand square feet in historic buildings

Property Disposals

23 real estate transfers (\$222.3 million), 65 public benefit discount conveyances (\$115.8 million), 413 real estate sales (\$526.6 million)

Recycling

Beginning FY 1989 through FY 2003 we recycled 504,301 tons of paper, glass and aluminum

Revenue

We received \$6.731 billion in revenue during FY 2003

Small Business Program

\$3.55 billion in contracts were awarded in FY 2003:

53.45% small business

11.11% small disadvantaged

.05% service disabled veterans

8.51% women owned

2.39% HUB zone

events calendar

DATE	EVENT	PLACE
1/22/2004-1/22/2004	Open House for Scowcroft Building and Junction City Cafe	Ogden, UT
1/22/2004	Construction Manager as Constructor Workshop	San Antonio, TX
1/27/2004-1/29/2004	Border Station National Conference	Ft. Worth, TX
1/22/2004	Construction Manager as Constructor Workshop	San Antonio, TX
2/03/2004-2/05/2004	Environmental Touchpoints Meeting	Washington, DC
2/03/2004-2/06/2004	PBS Boot Camp	Washington, DC
2/04/2004	Enterprise Portal Conference and Workshop	Chicago, IL or Atlanta, GA
2/10/2004-2/12/2004	Overhead Measure Meeting	Kansas City, MO
2/11/2004	High Impact Communications	New York, NY
3/02/2004-3/04/2004	Regional Property Management Officers Meeting	Washington, DC
3/02/2004-3/04/2004	Creativity-A Mind and Body Voyage	Chicago, IL
3/03/2004	High Impact Communications	Fort Worth, TX
3/04/2004	e-Lease	Chicago, IL
3/08/2004-3/12/2004	Project Management Training	Washington, DC
3/10/2004	PBS Security Management Conference	Washington, DC
3/15/2004-3/17/2004	PBS Revenue Conference	Atlanta, GA or Seattle, WA
3/16/2004-3/19/2004	Annual Fire Protection Engineers National Strategy	Cleveland, OH
3/16/2004-3/18/2004	RPO Program Review	Washington, DC
3/16/2004-3/19/2004	Strategic ABCs	Washington, DC
3/22/2004-3/26/2004	6th National Workshop	Seattle, WA

our operations

FY 2004 Linking Budget to Performance Measures

The Big Nine Linking Budget to Performance Measures for FY 2004 are as follows:

Customer Mission Index - National

This new Index measures how well our customers perceive PBS is contributing to their mission success. Data will be taken from PBS' two customer engagement surveys: the Ordering Official Survey and the Realty Services Transaction Survey.

Customer Relationship Index - National

This new Index measures the strength of our relationships with our customers in order to identify and correct weaknesses. It relates to issues such as our responsiveness to their needs and the ease of doing business with us. Data will be taken from PBS' two customer engagement surveys: the Ordering Official Survey and Tenant Customer Satisfaction Survey.

Tenant Satisfaction Survey - Regional

PBS measures the customer satisfaction of the people housed in owned and leased buildings. We will survey customers in one-third of eligible owned and one-third leased buildings with 20 or more tenants. All customers will be surveyed once every three years. The survey score is stated as the percent of people who are satisfied with the building services they receive.

Construction, On Schedule - Regional

This measure uses an "earned value" technique to assess our performance on all prospectus level projects and provides a barometer of the Capital Program. Contracts in which schedule slippage is 10% or less are considered to be making satisfactory progress toward completion.

Construction, On Budget - Regional

This measure also provides a barometer to assess the Capital Program by comparing total

contract costs to the funding available at contract award. PBS' goal is to complete contracts within each project's initial funds available and not to require additional funding through escalations or reprogramming.

Data Accuracy - Regional

Data Accuracy measures PBS' commitment to bill customers accurately and as promised in the Occupancy Agreement process. It is also important for internal purposes since we use the data for management, planning and budgeting decisions.

Funds from Operations - Regional

There are no changes from previous years. Each Region must achieve a minimum FFO amount and the goal for each Region is to improve the percent of assets with a positive FFO. Each Region must complete an Asset Building Plan for each owned asset.

Vacant Space - Regional

This measure replaces Potential Revenue and Non-Revenue Producing Space. It tracks our vacant space and efforts to minimize space for which we do not have tenants. This measure will include all active buildings and it will track the rentable square footage of vacant space.

Repairs and Alterations - Regional

This new measure will track three components: (1) percent of FY 2004 project dollars entered into IRIS by the end of the first quarter; (2) percent of original FY 2004 work items that must be completed in the Fiscal Year; and (3) percent of FY 2004 allocated dollars obligated by September 30, 2004. The purpose of this measure is to ensure the accuracy and prioritization of IRIS work items and that funds are being targeted for appropriate assets to improve the overall quality of PBS' inventory.
contact: johnson payne, 202.219.0207

NCR's Advanced Cogeneration and Cooling Project Nears Completion

The National Capital Region (NCR) is putting the final touches on a new cogeneration system and eight new chillers inside its massive Central Heating and Refrigeration Plant (CHRP) building at 13th and C Streets SW in Washington, D.C. CHRP is part of NCR's Heating Operations and Transmission District, one of the larger district energy systems in the country. It provides steam to roughly 100 federal, district, and quasi-governmental buildings (55 million total square feet) through seven miles of distribution tunnel and five miles of buried pipe. It also provides chilled water for cooling.

The cogeneration system will generate electricity to meet CHRP's in-house needs and create heat that will help meet CHRP's steam production requirements. The new energy-efficient and environmentally up-to-date chillers will enable CHRP to serve Smithsonian Institution museums located on the south side of the National Mall. This \$70 million project was financed under a GSA area-wide energy-savings performance contract with Washington Gas.

"Our cogeneration project will enable us to serve the needs of a major new customer, The Smithsonian Institution, while dramatically improving the efficiency and capacity of our existing system. This is a good deal for the American taxpayer," commented Regional Administrator Donald Williams.

CHRP's electricity bills will be reduced from about eight cents to two cents per kilowatt-hour, saving NCR about \$2 million per year. The cogeneration system began undergoing testing in December 2003 and is expected to come on line by the end of January 2004.

"This innovative public-private program demonstrates how GSA, in partnership with

the private sector, can integrate advanced technologies into our existing infrastructure to make our public buildings more energy-efficient and environmentally friendly," said Anthony Costa, NCR's Assistant Regional Administrator
contact: jane.j.chang, 202.708.6272

ADM 1020 Procedures for Historic Properties Updated

GSA's official preservation policy is up to date for the first time in 20 years. Signed by Administrator Perry on October 19, 2003, the updated directive brings GSA preservation policy in sync with current preservation laws, regulations, and professional standards. Since GSA's Procedures for Historic properties were established under directive ADM 1020 in 1982, the National Historic Preservation Act (NHPA) has been expanded by a number of substantive amendments, Executive Orders 13006 and 13287 were issued, and a variety of implementing regulations created or modified. During this time, GSA has gained prominence as a model federal steward for successfully integrating a stewardship vision into its business practices.

The Center for Historic Buildings collaborated with GSA General Counsel, PBS business lines, and GSA's eleven Regional Preservation Officers to create new guidance that not only outlines mandated regulatory compliance processes, but also provides concrete direction for managing an effective preservation program.

Highlights of the new procedures include:

- Emphasis on preservation program breadth and depth, not just procedures
- Inventory-wide, not just building-specific, preservation planning
- Information management: accessible, accurate, meeting federal requirements
- Historic area locational preferences for leasing and relocation under E.O. 13006
- Financial turn around strategies for poorly

- performing legacy buildings
- Preservation planning for federally occupied, non-federal buildings
- More meaningful 106 consultation: early, ongoing, integrally involving preservation professionals in project development
- Greater consideration of reuse options in construction studies for sites containing historic buildings
- Core preservation competencies for PBS staff whose work affects historic buildings
contact caroline alderon, 202.501.9156

Top Ten Lessons Learned from the August Blackout

Find out what facility managers learned from the major power outage that struck much of the Northeastern United States and Canada in August 2003. A list of the Top Ten Lessons Learned has been distilled from a recent cover story in Building Operating Management magazine. In that article, GSA was cited as having responded to the blackout quite effectively. Laura Marble, manager of the Theodore Levin Courthouse in Detroit, MI, and Greg Wade, manager of the Celebrezze Federal Building in Cleveland, OH, were both quoted. To view both the quick list and the entire article, go to <http://insite.gsa.gov/emergency/>.
contact: michael jawer, 202.501.0553

Congressional Coordination Team Supports PBS Operations

The PBS Congressional Coordination Team in the Office of the Commissioner maintains the GSA Buildings Naming Database and provides responses to all inquiries regarding the naming of buildings under the custody and protection of GSA. The team members are Lillie Davis, Kim Butler, and Sonia Mills.

- In addition, the team -
- Works closely with the GSA Office of Congressional and Intergovernmental Affairs, GSA Budget Office, and the Office of General Counsel to coordinate the process for the review, concurrence, and submission of PBS-generated responses;
 - Monitors daily proceedings of the Congress, and tracks bills of interest to determine whether PBS programs are impacted;
 - Attends PBS appropriations and authorization hearings and reports relevant information to PBS senior management;
 - Drafts, edits and coordinates PBS written testimony and responses to questions from Congress;
 - Drafts responses to congressional correspondence, when assigned;
 - Reviews and assigns Office of Management and Budget requests for comments on executive orders, legislation, correspondence, testimony, and responses to questions from Congress prepared by other Departments and agencies;
 - Prepares materials for hearings and briefings for the PBS Commissioner and senior management;
 - Compiles the annual PBS Legislative Program for submission to OMB and Congress; and,
 - Maintains the Congressional Coordination Website (<http://insite.pbs.gsa.gov/P/>).

The team is very effective at utilizing available resources to meet critical deadlines. Team members have a strong knowledge of PBS programs, personnel, and the legislative process. If you need information on the GSA Buildings Naming Database or on authorizing and appropriations legislation and issues, you can contain a team member.

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sonia mills, 202.208.1559



SSA Headquarters Annex Honored with Federal Energy Saver Showcase Designation

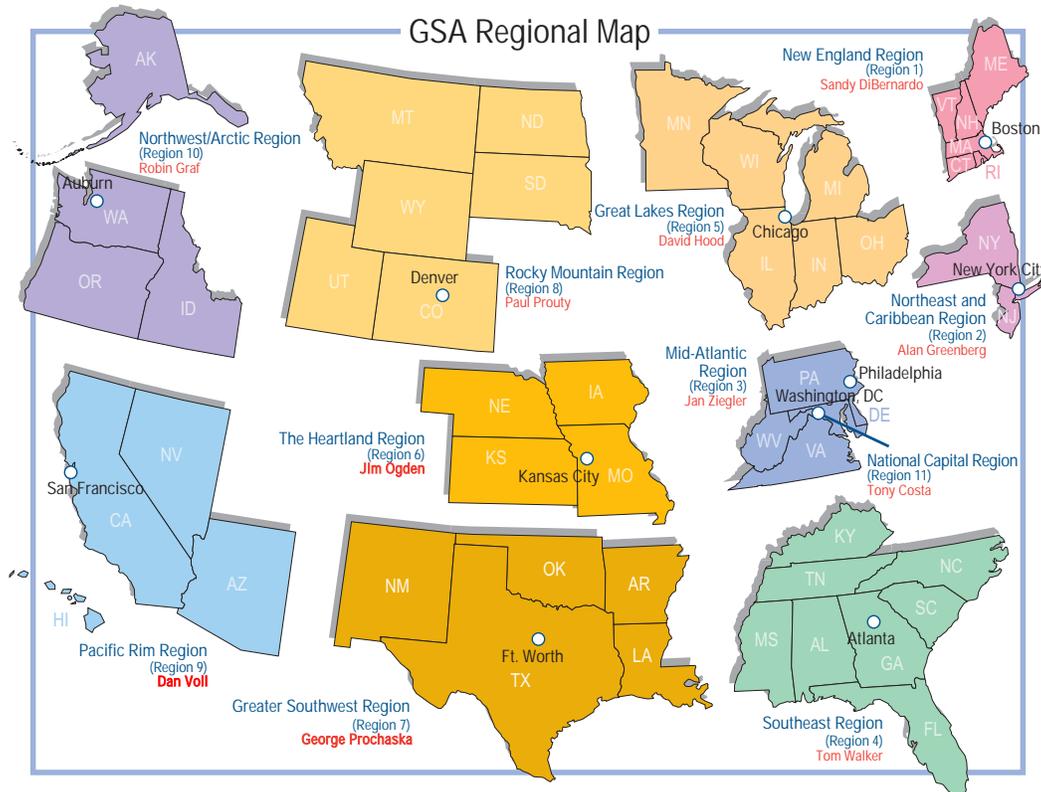
In October 2003, the Department of Energy recognized the Annex Building at the Social Security Administration (SSA) Headquarters in Woodlawn, Maryland with a Federal Energy

Saver Showcase Award for outstanding performance in energy savings. The designation follows two years of renovations that transformed the 477,000 square foot building into a modern, energy-efficient facility that will meet SSA's workplace needs for years to come.

GSA and SSA were honored for avoiding \$25 million in new construction costs, while still accomplishing a complete renovation of the building. The recycling and salvaging of materials led to reusing 76 percent of the original materials. Daylighting and updated lighting have reduced energy usage at the facility 32 percent. Installation of thermal ice storage, auto shut-offs, low-flow bathroom fixtures, and the addition of indigenous shrubs and trees were among other energy-savings measures.

Following renovations, the facility also received Leadership in Energy and Environmental Design (LEED) certification by the U.S. Green Building Council, a coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable, and healthy places to live and work.

contact: gina waring, 215.446.2895





New England Associates Donate Clothing to Dominican Republic Orphanage

On November 10, France Lopez, New England Regional Small Business Utilization Center Director, while on personal travel to the Dominican Republic, delivered clothing, which had been donated by New England associates, to Fundacion Hogares Luby, an orphanage in Santo Domingo. In addition, Ms. Lopez delivered dry foods, candy, and cleaning materials donated by her family. The clothing donation was organized through the Regional Volunteer Committee.

New Englanders are known for their generosity—donating gifts, clothing, food, time, and money to many charities and families in need year round. The establishment of the Volunteer Committee in 2003 by Regional Administrator Dennis R. Smith provides associates with a formal communication channel through which they can learn about various charities and civic organizations.

"Region 1 associates always welcome the opportunity to contribute to those in need," stated New England associate Melissa Mitrano. "Now, giving is even easier because of the Volunteer Committee."

contact: *cathy menzies, 617.565.6551*

GSA1: The Heartland's Initiative to Enhance Business Performance, Customer Service, and Human Capital Development Through Cross-Service Cooperation

GSA1 is about building a nimble, responsive, coherent region that is customer-centered thereby enhancing customer satisfaction, efficiency of business models and the development of our workforce. Although the idea of cross-service cooperation has been practiced at times throughout GSA's history (Integrated Solutions), all too often, successful cross-service projects were accomplished due to circumstance, not by strategy. Processes and funding alternatives must be developed to provide the means for associates across the agency to adopt service integration on a daily basis. GSA1 creates these mechanisms within the three Services.

On June 2, 2003 Administrator Perry, Regional Administrator Brad Scott and 150 Heartland Region managers launched GSA1. Since then, the Region has made considerable progress towards addressing common challenges, objectives and goals. Together we have improved existing initiatives and created new ones, including:

- Business Performance - The creation of guilds that link associates with similar duties in order to share best practices and facilitate training. Examples of some guilds are the Heartland Marketing and Communications Council (HMC2), the Acquisition Guild and the Heartland Intern Team.
- Customer Service - The formalization of a cross-service Client Outreach program utilizing Customer Relationship Management (CRM) principles, and managed through HMC2, that resulted in 130 Client Outreach

visits by Regional Administrator Scott in FY2003.

- Customer Service - The creation of a Total Contact Center for the Kansas City South Field Office through a PBS/FSS partnership. The Center provides customers a single point of contact for Field Operations via e-mail, telephone or the web.
- Human Capital Development - Instead of each Service handling the Q12 process individually, a committee with members from each Service and Staff office, planned and implemented all Q12 communications from completion of the survey to implementation of associate action plans as One GSA.

The Heartland Region is on the threshold of a new approach to business that is simultaneously customer-centric and provides ample opportunities for integration of agency services. GSA1 will maximize the Heartland Region's business offerings and empower the region to further exceed customer expectations.
contact: *don carlos morgan, 816.823.2695*

PBS/FSS Partnership Produces Acquisition Solutions

A new brochure is acquainting Public Buildings Service (PBS) associates with the benefits of using a set of specially crafted Multiple Award Schedules (MAS) to procure a wide range of facility management services. The 10 new schedules are the result of an ongoing partnership between PBS and our sister organization, the Federal Supply Service (FSS). By using these schedules, PBS associates save time and maximize effort. Federal agency customers, in turn, receive guaranteed "best value" services from GSA's schedule partners.

Service categories include Facilities Management and Maintenance, Fire Alarm/Fire

Suppression Systems, Environmental Services, Energy Management, Independent Elevator Inspection, and Comprehensive Furniture Management Services. A schedule for Disaster Infrastructure Preparedness and Recovery will be added early next year.

Over the past year, more than 1,500 PBS associates, contracting personnel, and vendor representatives have been trained on this unique Government-wide acquisition tool. According to PBS Commissioner Moravec, "This program is a model for the kind of value-added services our customers deserve. Home run!"

For more information visit institute.pbs.gsa.gov/PBS-FSS_Acquisition_Solutions.asp.

contact: *frank foth, 202.501.0285*

mike jawer, 202.501.0553

Providing a superior workplace for the federal worker and a superior value for the American taxpayer.

pbs on-line



2003

Fall Technology Conference

The Office of the PBS Chief Information Officer held its Fall Technology Conference in November in Seattle, WA, over 150 participants attended. The conference was business focused, and had a broad representation of PBS IT staffs and end users, as well as representation from the Federal Technology Service, Office of Finance, and Office of the

GSA CIO. The theme this year was "Customers Define Our Success."

The conference goal was to better serve our customers by providing them with the information and necessary tools to assist them in performing their duties. With that in mind, the agenda included:

- Guest speakers Paul Lynch, Kevin Kampschroer, and Melissa Morgan of Microsoft who highlighted customer-focused activities. One participant's response to the panel was, "I really get excited when hearing this. This is really good information. You need to take it on the road!"
- Twenty-six breakout sessions delivered information on technology-driven tools that PBS is deploying to help associates work more efficiently and productively.

- Showcase sponsored by 11 vendors. One attendee stated, "The vendor showcase was a great idea. I received lots of good information to take back with me."
- Special guest speaker Eddie Amos, Microsoft's Senior Director of Platform Strategy.

The conference delivered a wealth of information on PBS technology and business processes. Many left with the enthusiasm to share the knowledge they learned with other associates and to apply it to applicable areas of their daily responsibilities.

contact: *joseph m. manke, 202.208.6575*

State of Oklahoma Thanks GSA

On November the 20, 2003 a contingency representing Governor Brad Henry, Oklahoma, was in Washington, DC on business. As part of this trip they stopped by GSA to thank members

of PBS and FSS for their support in providing excess equipment. The equipment provided is being used by the Oklahoma Department of Homeland Security "First Response Team." This team is Oklahoma's first line defense against terrorists. The equipment furnished by GSA supports the critical infrastructure put in place by the First Response Team.

Representing Governor Henry were:

Alan Benson, OK City Fire Chief

Robert Doke, State Fire Marshall OK

Jerry Bower, OK Fire Marshal Commissioner
Fire Chief, Shawnee, OK

Michael Anderson, OK Fire Marshall

Commissioner and President,

Oklahoma City Fire Fighters

Arthur Brown, Director, OK State University

Fire Service Training

Charles LaCroix, Fire Chief Tulsa, OK

Col. Dale DeKinder, U.S. Air Force

Sargeant Guerrero, U.S. Army

PBS associates Kay McNew, Diane Herdt, Marilyn Dodd and Doug York supported Dana Willet and Dusty West in partnership with Debra Chapper (FSS) to provide the IT equipment.

The support provide by GSA was a key part of the success achieved by the Governor's team in establishing the networks to support "The First Response Team."

contact: marilyn dodd, 202-501.9061

Enterprise Resource Planning (ERP) System is Up and Running!

All PBS associates now have a dynamic and powerful umbrella of services to help access the data you need, when you need it!

It is dynamic, because a centralized repository improves access, accuracy, and data movement between complementary PBS systems in an integrated Enterprise architecture.

It is powerful, because the collection of services, tools, and applications is designed to eliminate the redundancy of working in a stove piped environment!!! Stop in and explore at <http://bis.pbs.gsa.gov/erp/>.

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GSA Online University Is Where Learning Happens

It's the beginning of a new year and a perfect opportunity to focus on career development. The Office of the Chief People Officer encourages all GSA associates to take advantage of online learning through GSA Online University. Online University offers over 1,500 business, IT and professional development courses. Online training affords associates a host of advantages. It's convenient—you never have to leave your office. It's self paced—allowing you more time to fine tune your skills. There is no cost to users, and the wide range of courses are relevant to your work. Explore exciting, e-learning opportunities at <http://www.olu.gsa.gov/ads/GSA-Flash-Movie.html>.

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an interview



What are some of the challenges you face as the PBS Chief of Staff?

When I first came to GSA it was a very high learning curve for me. I had to learn the business, the people, and I also had to learn the Commissioner's management style— what was important to him and his goals, important to the Administration and to the President's Management Agenda.

He made his objectives for PBS made very clear. He is very interested in asset management, an area that I had very little background in. Almost immediately we launched into the Human Capital Initiative. He is interested in making sure we are consistent in our operations including a renewed focus in customer service. Knowing how to get my arms around all the issues was very challenging.

I consider myself to be a high energy/high-volume person, but I met my match with the Commissioner. Keeping up with Joe Moravec became a real challenge because of high energy, vision and projects.

I always remember when I first came to work here he said, "You know there are some things that I want you to keep in mind. I want to make sure our work is done with precision, execution and follow-through." So I wouldn't forget, I had a huge sign made up that said "Precision, Execution, and Follow Through." (It's in my office.)

One of the most challenging aspects of the job continues to be having enough time to obtain an in-depth understanding about the issues, and understanding the matrix of the stakeholders that are involved, both internal and external to GSA. One of the biggest challenges is that you can't communicate enough with people. I miss having enough time to think

strategically. I like to think outside the box, and I often don't have the luxury to do this. I spend a lot of my day putting out fires. However, I'm reevaluating my time management skills so I can better utilize my time. Everyday is a little different and the challenge is to stay flexible.

What aspects do you think are unique about GSA compared to other work experiences you've had?

Each agency has been fun to work for and I have learned a lot during my twenty-year tenure with the government. GSA is truly unique. During my first week here my initial reaction was that this is the most business-like and professional organization that I have ever been a part of. People are a valuable resource—you could see that. I found it progressive and visionary.

Many agencies have field operations and a national headquarters and usually you are either a field person or a headquarters person. At GSA there is a real push to make sure that people have both experiences. A lot of mentoring is going on, a lot of rotational assignments. I tell people every day that if they are not successful here at GSA, it's their own fault because this is an organization that really wants to grow people and give them opportunities. I think you can see the creativity and innovation in Design Excellence, in the Restructuring of the Portfolio and you certainly can see it in Human Capital. In fact, having worked in the Human Resources Department in many agencies, I'm struck by the fact of how revolutionary this Human Capital Initiative is. Our human capital is tied to our business strategies. There is really a reason why we are doing what we are doing in terms of where we place people and how we re-skill them. We are focusing on the customer and we are becoming customer driven. We are really looking at the resources that we are going to need not only now but also in the future. To me it is very progressive.

What are you most passionate about in life?

The three things that I'm most passionate about are people, books and information. About people, I already told you how I feel about the Human Capital Initiative. I think we are going to be the leader in terms of how Human Capital is viewed in the future in both the public and private sectors.

I naturally tend to mentor people and encourage them to find themselves and go on to be even more than what they think they can be. The Commissioner goes out and speaks on a regular basis to the public and inevitably when he returns I get three or four phone calls from people who want to work for the government. I've seen over 75 people this past year who were interested in coming to work for the government and the ages ranged from 22 to 55.

The Commissioner is focused and dedicated to encouraging young people to look at public service as a career. Very reminiscent of what happened in the 60s when President Kennedy called upon the youth to get involved in the Peace Corps and become involved in their communities. It is important for people to take time to mentor other people.

My second passion is books. From the time I was a small child, books have been a part of our house. I was read to as a small child and as a result read to my own children. To me books are just another way of connecting with people and ideas. I like to use a quote by Emerson "A house without books is like a room without windows." I've had this life long passion for books. My grandmother grew up in the South and I inherited her 19th Century Local Color Writers books. I now collect 19th Century children's literature primarily from the South and that certainly makes it a special project.

When my youngest child was in high school, the two of us took on a project where we collected

"gently used" books from libraries that were going to throw them away. We redeployed them to a health clinic located in the Northwest section of Washington, DC, serving a large Hispanic population. We would visit the Regional Library weekly and collect books. Once a month we would take the books down to the clinic.

When the extra books were put on the table it wasn't just the children taking them it was the adults. And we felt so good about it because we knew we were getting books into the hands of new Americans that otherwise might not have them, didn't have money or didn't understand that they could go to the library. In a year and half we dispensed over 25,000 books. One of my life long passions is to start a book bank for the Washington DC area. I haven't had a chance to do that yet, but that is on my list of "to dos."

And my other passion is information. I have a great desire to know things and I guess that's what led me to go back and get my Masters in Library Science. I like information, and I like being able to know where to go for it. If you think about it, we have all this data out there that if people can't find what they need, then what good is it? So trying to find the right tools to find the right kind of information is kind of like a puzzle for me and, I like putting the pieces together.

A difficult part of my personality is that I'm very happy doing research, by myself, eight hours in my cubical every day but I also have to have this people side. I think my perfect job was when I was in charge of the House of Representatives Library, because I was able to go back into the stacks and have peace and quiet. But I also had the chance to interact with people as well.
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commissioner's perspective continued from page 1

Looking ahead, my personal list of priorities for FY04 will bear a striking resemblance to my FY03 list. (I am reminded of the true maxim that "Persistence is the key to success in government.") Human Capital Strategy. Customer Service. National Broker Contract. Property Reform.

In addition to this "old business", along with PBS senior management, I will be devoting greater time and emphasis this year to improving the management of our capital construction program. The challenge of delivering complex, high value capital projects on time and on budget without reducing scope, continues to tax our entire organization and will require the best efforts of all of us.

So much for this Commissioner's "focus". "Inspiration" is a trickier subject. A leader's capacity to inspire is hard to gauge and certainly not his or hers to measure. In my experience, people are more likely to be inspired by inborn personal drivers, such as loyalty to colleagues, professional pride and desire for advancement, than they are by the words and actions of their leaders. In government, love of country and commitment to public service are also often wellsprings of inspiration. And that's the American way. As a people, we have historically been motivated equally by desire to serve the common good and by fierce independence of mind.

Whatever inspires you to excellence in the service of the American people, I urge you to give it free rein in the coming year. Maintain your resolve to seek continuous improvement in everything we do. That's what the President and the American people expect of us. I am confident that their trust in us is well placed.



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