



# building assets

## Commissioner's Perspective



### Service to the Nation - The Best of Both Worlds

In my three years as Commissioner, I have come to respect my colleagues who have chosen to devote their careers to public service, not for the "season"

of a presidential term, but as their life's calling. These people are what I think of as the permanent government.

The Public Buildings Service, fortunately, is full of people who were drawn to government service by love of country and desire to make the world a better place to live, and who every day demonstrate their commitment to serve goals larger than self. At the heart of PBS is a hard core of very excellent people, dedicated, hardworking public servants who are inner-directed to achieving results for the American people.

Although there are many parallels, of course, between PBS and the commercial real estate industry (where I came from), one distinct difference is that in for-profit private industry the effective, high performers are motivated primarily by money. Not that government people don't want to be well paid, but financial gain is not the central driver of their labors.

In business, this bottom line focus on personal compensation, expressed in dollars and cents, promotes rational, efficient behavior and produces results with the least expenditure of

time and financial resources. In its most extreme form, money focus can also lead to aberrant, selfish behavior. When financial gain becomes the only meaningful yardstick of achievement, and people begin to confuse their net worth with their self-worth, pernicious consequences can ensue. Think of the wave of corporate scandals.

Government people, like all humans, are imperfect. But my experience has been that the psychic rewards of public service as opposed to the pecuniary rewards of commerce, makes for a happier, more engaged workforce. This is certainly reflected in our Q-12 scores. While senior career people rarely talk about their sense of service to the nation (perhaps they feel this is grandiose or self-serving), it is obvious to me that they feel it, and are gratified and empowered by it.

This empowerment, at least at GSA, rarely expresses itself in an authoritarian, enforcement mentality or behavior, even though that's the popular misconception. Since making this discovery a few years ago, I have made it my business to address this misconception of the bureaucracy with my private sector friends at every opportunity. I tell them with conviction that government people are earnest, public-spirited people generally trying to do the best they can under the circumstances.

If you have ever participated in a groundbreaking or dedication, as I am privileged to do from time to time, you get a direct impression of the importance of our work to people and

communities across the country. People care deeply about what the federal government can do for them and building ceremonies are public, communal events.

I've come to think of the excellent buildings we are delivering to the American people these days as a metaphor for public service. The buildings themselves, beyond their utilitarian purpose as workplaces for the mission of government, deliver value to society—like good government itself—in a variety of ways.

All of our buildings are a source of economic opportunity for private business. They promote good architecture, public safety, sustainability, urban development and respect for historical places. They symbolize our unique form of government and its relationship with the

*commissioner's perspective continued on page 15*

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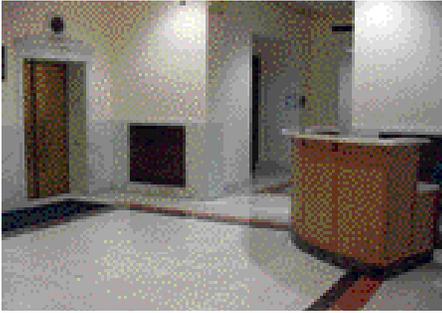
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newsletter is available online:

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

# our assets



## Classic Style Meets Modern Technology In Region 8

The Rocky Mountain Region continues to improve the customers' experience in GSA space through a variety of First Impressions projects. Recently, the Region completed a renovation of the lobby of the U.S. Customs House in Denver. The project began in August 2003, with the intention of restoring the historic beauty of the building's interior by finding a better location for the security equipment.

Start to finish, the project took about six months. Several obstacles were successfully addressed during the renovation. Project Manager John Leatherman attributes this success to the great partnership between GSA and MCDS, Inc., a local 8A contractor selected for the project.

The lobby now features new security casework and a bankruptcy intake drop box. A new tile floor and marble restoration were also completed, as well as the renovation of an existing bank vault into the new security screening station.

Alan Camp, Regional Chief Architect, explains, "The Customs House lobby renovation project is a huge First Impressions success for Region 8. This was a very significant project in that the designers solved the difficult problem of tastefully accommodating today's security requirements in a historic structure that was not originally designed to do so."

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photos: U.S. Coast Guard

## New England To Convey New London Lighthouse

With the passing of the National Historic Lighthouse Preservation Act of 2000, the U.S. Coast Guard (USCG) has partnered with the National Park Service (NPS) and GSA in order to develop a process by which historic light station properties can be conveyed.

These light station properties can be transferred at no cost for park and recreation, cultural and historic, and educational uses. The USCG will retain the right to access the property to maintain the Aid-To-Navigation equipment, but will no longer provide for protection and maintenance of the structure, or the property. If no applicant is approved, GSA may go forward with a public sale of the property.

Three parties sent letters of interest to GSA regarding the New London Harbor Light. GSA forwarded these letters to NPS, which sent applications to the interested parties. The New London Maritime Society was the only application received, and is currently under review by NPS. GSA will be notified when a determination is made.

New London Harbor Light was constructed in 1760 to protect mariners from the dangerous Sarah Ledge. The present tower was

constructed in 1801. Four parcels of land were acquired over time, eventually creating a 2.28-acre government coastal presence.

Although the government's presence is diminishing from the seacoast, these historic lighthouses will remain protected for their architectural and historic significance. GSA's New England Region has been a key part of this current federal real property land-use trend.

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## Pacific Rim Building Gets TOBY Award

The 801 I Street Federal Building and U.S. Post Office has won the 2003/2004 Building of the Year Award in the Historical Building category. Located next to Sacramento City Hall and across from the Sacramento City Library, this statuesque building exemplifies how the federal government has always been thought to be a monumental and vital part of our society. The 170,000 square foot structure is a classic example of an elegantly designed Neo-Classical five-story building built in the early 1930's. 801 I Street is a historical building and an architectural wonder that still gets rave reviews from visitors. The building has been on the National Register of Historic Places since 1980.

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## Early Transfer of NASA Industrial Site to City of Downey

On February 9, local, state and federal officials convened to celebrate the transfer and privatization of the NASA Industrial Plant from the United States to the city of Downey, CA.

This transaction was an extraordinary success for GSA. In an extremely complex and cutting edge agreement, the U.S. was able to transfer an unused, contaminated parcel to be reused per city plan for a medical center, movie studio, and retail space. The cleanup was privatized and NASA was relieved of environmental liability to the maximum extent possible.

The transfer (96 acres) includes more than one half of the total 160 acre former NASA Industrial Facility bounded by Bellflower and Lakewood Boulevards and Imperial Highway. The city of Downey has already acquired 64 acres that were not contaminated.

The area is being developed into a mixed-use project known as Downey Landing. It will involve the development of a 400,000 square foot retail center and a one million square foot Kaiser Medical Center, as well as the reuse of buildings where the original space shuttles were

constructed as a major movie studio facility.

The city of Downey is acquiring the property for \$21.5 million, of which \$20.5 million will be allocated to complete soil and groundwater cleanup and provide significant levels of environmental insurance. Soil cleanup is already 80 percent complete. Construction is expected to begin as cleanup progresses.

The project is estimated to generate \$750 million in new investment, \$125 million in annual taxable sales, and \$2.5 million in annual property taxes.

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## Lease Construction for the IRS in Fresno

GSA's Pacific Service Center completed and accepted a 178,000 square foot lease construction building for the IRS in Fresno, CA, in January. This new IRS Compliance Division at Broadway Plaza will house 1500 staff members and includes structured parking for 800 vehicles. The site is in a city of Fresno redevelopment area in the Central Business District and required broad cooperation from city, county, state and Congressional interests. The developer was Alex S. Palmer Co. of Nashville, TN, who brought in the building under budget and ahead of schedule. The Broadway Plaza project follows two additional similar IRS lease construction projects delivered last year in Fresno of 105,000 and 122,000 square feet.

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## Trading Spaces at the Denver Federal Center

Starting in June 2003, R8's PBS launched the first phase of a \$1.8 million renovation project for its space in Building 41. For a number of years, the Denver Federal Center field office had been located in the neighboring Building

44. Remodeling efforts at Building 41 presented the opportunity to move the field office into Building 41 and release marketable space to a paying tenant. There was the additional opportunity to increase collaboration and communication between the field office and the regional office.

"This change is coming at an ideal time now that we are launching the Human Capital Strategy," said Paul Prouty, PBS ARA for Region 8." The work environment lends itself to increased connectivity, better positioning us for "B Case" work of understanding our customers' mission needs and proactively planning and providing for them."

One of the biggest challenges for associates was moving from a private office or larger space into an 8' x 8' cube.

"As a manager, most of my daily work seems to be done verbally—in meetings, over the phone, informal conversations. Sometimes the open cubicle environment is not conducive to these types of interactions. Some conversations are sensitive in nature, or they can be disruptive to others around," said Lisa Morpurgo, PBS Business Center Manager. Associates have had time to decompress, and the positive factors to their move are beginning to resonate. Lisa Morpurgo, PBS Business Center Manager, said, "While the open cubicle environment is sometimes not conducive to my type of work, it does allow me to have a better feel and awareness of our daily activities, and to keep tabs on the "pulse" of our organization on a day-to-day basis."

Sometimes it's a good idea for PBS associates to experience, first hand, what our customers experience. It helps us sharpen our skills and be more empathetic to the challenges that our customers face.

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*New Oklahoma City Federal Building*

## Oklahoma City to Celebrate New Federal Building

On May 3, 2004, the new Oklahoma City Federal Building will be dedicated. This Federal Building is a grand testimony to everyone involved in its creation. It reflects the overwhelming power of the American Spirit that was demonstrated in response to the Alfred P. Murrah Federal Building bombing on April 19, 1995.

Before that ill-fated day, no one had imagined that a relatively small Federal Building in the Heartland of America would ever be a target for a terrorist's bomb. Since then, this one act has had a greater impact on the costs of designing, constructing, operating, and protecting our tenants and facilities than anything else in the past half-century. It has become our Touchstone for how we design our buildings and how we define and design our perimeter security.

The new Oklahoma City Federal Building will provide a secure and high tech workplace for its federal tenants. Original concerns that former tenants, including HUD, which lost the most associates that day, would be unwilling to move back to the area, proved to be unfounded. A survey of various agencies, including the former tenants of the Murrah Federal Building, indicated over-whelmingly that a new federal building was perceived as a positive direction for the federal government and Oklahoma City.

The original design concept for the project included three separate rectangular-shaped buildings. However, when the tenants were presented with the concept, they stated that they had envisioned the project as one building, with the intent of bringing everyone back together. This, and site considerations, led to the design of a single building at which, on May 3, everyone will come together in celebration and remembrance.

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*Brian Murray and Joe Marinaccio Accepting Award*



*Exterior of the New Jacksonville Courthouse*

## Jacksonville Courthouse Number One in ABC Awards

On February 27, the Southeast Sunbelt Region and Skanska USA Building, Inc., received the first place Eagle Award for the construction of the U.S. Courthouse in Jacksonville, FL. Recipients of the award were Joseph Marinaccio, a Region 4 Senior Project Manager, and Brian Murray, Vice President, Skanska USA Building, Inc. ABC's awards program recognizes the quality and innovation of merit shop construction and honors all members of the construction team including the contractor, owner, and design team. Our project team was selected over 300 other entries. The entries were judged on complexity, attractiveness,



*Interior Atrium of the New Jacksonville Courthouse*

unusual challenges, completion time, workmanship, innovation, safety, and budget.

The Jacksonville Courthouse was the start of a major redevelopment for downtown Jacksonville. The city's goal is to create a "judicial complex" in the downtown area with the new U.S. Courthouse being the cornerstone of that complex. The new courthouse, located on one city block, was constructed for approximately \$84 million. The 14-story building is comprised of 457,416 square feet and boasts a four-story rotunda. Tenants include the U.S. District Court and Clerk of Court, U.S. Magistrate Court, U.S. Marshals Service, U.S. Attorney's office, U.S. Probation office, and court-related Federal agencies. The building includes one Circuit Courtroom, eight District Courtrooms, four Magistrate Courtrooms, and four Bankruptcy Courtrooms. Additionally, this is the first Federal Courthouse with an anthrax containment mailroom and it is the second U.S. Courthouse in the country designed to meet the GSA's blast resistant criteria.

The judges said they were impressed with the beauty and construction details of the new Courthouse coupled with its positive effect on

the community. They went on to say, "A great effort and coordination of government and industry produced a beautiful and functional building."

According to Carole Bionda, Chair for the 2004 ABC National Convention, "The projects we honor through the Excellence in Construction awards program represent our industry's best. There is a remarkable standard of excellence with these projects, from design and construction to employee safety, training, and recognition."

Congratulations to the GSA team and Skanska Construction!

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*William S. Moorhead Federal Building  
Pittsburgh, Pennsylvania*

### **\$53.8 Million Contract Awarded to Small Business**

The Mid-Atlantic Region has awarded a \$53.8 million contract for the modernization of the William S. Moorhead Federal Building in

Pittsburgh, PA. The contract was awarded to the small business firm Burchick Construction Company, Inc., of Pittsburgh.

The renovation will include:

- An overhaul of the HVAC systems;
- Refurbishment of offices throughout;
- Upgrading the electrical and fire alarm systems, as well as building security;
- Improvements to plumbing and handicapped accessibility in the facility's restrooms;
- Energy conservation measures; and,
- Asbestos abatement.

This is the first major modernization of the 27-floor facility since its construction in 1964. The modernization is scheduled for completion in October 2008. The federal building, located at 1000 Liberty Avenue in downtown Pittsburgh, provides workspace for 47 federal agencies and more than 2,500 federal employees.

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# our community



## New England Jazzes Up African American Heritage Month

On February 25, the New England Region Diversity Committee highlighted its month-long celebration of African American History Month with a special musical event at the Thomas P. O'Neill, Jr., Federal Building in Boston. Event chair and emcee Stephen Marshall, PBS Deputy Director, Boston Service Center, presided over the activities, which included:

- A performance by Dorchester's Roland Hayes School of Music's choir and jazz band;
- A wildly popular rendition of "All of Me" sang by GSA associate Michelle Hill;
- A discussion by keynote speaker Commissioner Michael C. Bolden of the Massachusetts Department of Youth Services regarding efforts being made to keep youth on the path to success in life;
- A poetry reading by Bonnie Peak-Graham of HUD of Maya Angelou's "On the Pulse of the Morning," and a multimedia tribute to African American history;
- A raffle featuring soul food cookbooks and a dinner for two; and,

- A sampling of ribs, chicken, and cornbread donated by a local hotel.

The event capped a month of educational features that included a display of African American artifacts and memorabilia in the O'Neill Building lobby as well as biographies and a trivia contest in the Region's Daily Bulletin. Diversity Committee team members include:

Kelly Barresi	Valarie Briggs
Louise Brown	Itila Camargo
Yohanni Cuevas	Twalla Gray
David Langone	France Lopez
Stephen Marshall	Samantha Mazzotta
Marjorie Mills	Joe Nickerson
Tonya Odom	Walter Perez
Freddie Poh	Timothy Shobbrook
Mike Strobel	

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## Region 4 Launches Student Volunteer/Urban Development Projects

The Southeast Sunbelt Region continues to expand its community outreach by partnering with local colleges. Region 4 associates are currently working with representatives of the Savannah College of Arts and Design (SCAD), Savannah, GA, and Maryville College, Maryville, TN, on two student volunteer projects:



*U.S. Custom House, Savannah, Georgia*

- The current partnership project with SCAD will be to reproduce architectural ceiling elements of the historic U.S. Customs House in Savannah. This Greek revival style building was completed in 1852. It is considered one of the most architecturally significant public buildings in the city. SCAD will cast molds of the antique polychrome plaster modillion and eagle ceiling medallions in the courtroom. Presently, a 1960's acoustical tile drop ceiling conceals the ceiling ornamentation. The ornamental reproductions will be displayed as a public art exhibit.



*Howard Baker, Jr., Courthouse Rotunda*

- The current Maryville College partnership project will be an art mural that depicts the local terrain and/or the Smoky Mountains for the Howard Baker, Jr., Courthouse in Knoxville, TN. The mural will be produced by the Maryville College art students within the campus classroom under GSA's design panel direction and artistic expression supervision of the Fine Arts Professor. Expected completion will be Fall Semester 2004. The mural will be on public display in the Courthouse's Main Street entrance.

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*Joy Heuer and Calvin Dawes have a more focused discussion with several customers during the break.*

## NCR's Customer Pricing Seminar a Success

For the fifth year, the National Capital Region hosted its popular Pricing Seminar in January before a crowd of 300 attendees representing more than 40 customer agencies. Held in Washington, DC, the seminar was not only an opportunity for NCR to inform its customers about recent pricing policy changes, but it was also an opportunity for the Region to connect

with its customers. Seminar topics included recent policy changes to pricing, Reimbursable Work Authorizations (RWAs), the delegations program, and security changes. Subject matter experts from the Region and National Office also attended and were available to help answer customer questions.

This year's seminar was a bit different than previous years. In an effort to better serve the customer, the attendees had the opportunity to participate in more focused discussions on RWAs, as well as hear about the new customer access feature to the Project Information Portal (PIP). Customers also had the opportunity to meet with their Service Center representatives in separate breakout rooms for in-depth, one-on-one discussions. Also new this year, customers could visit various booth exhibits featuring GSA products and services. The seminar, which was organized by the Marketing Division and which represents a collaborative effort among the Region's divisions and service

centers, was an occasion for associates to meet and interact with their customers.

The seminar received high marks from many attendees for being valuable and informative. Hank Aldag from the State Department commented, "This [seminar] is a positive tool for customer relations."

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## Pacific Rim Hosts Real Estate Conference

A real estate conference was held in Palm Springs, CA, during the week of March 29 to April 2. The conference focused on GSA's customers and included a customer panel with representatives from the IRS, SSA, and DOT. Other topics included legal issues in real estate and the National Broker Contract.

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## pbs on-line

### FedTeDS

Over 90 federal agencies are disseminating Sensitive But Unclassified (SBU) acquisition material via the internet during procurement. Federal Technical Data Solution (FedTeDS) is a web application developed under E-Gov's Integrated Acquisition Environment (IAE) designed to safeguard SBU acquisition material. FedTeDS expands the functions of an existing Department of Defense system. Protected information includes:

- Construction drawings;
- Drawings of bridges, dams, aquifers, and lakes;
- Continuity of Operations Plans (COOP); and,
- Schedules, work hours, and security clearance requirements.

Although the federal acquisition community disseminates solicitation data openly via the internet and compact discs, certain solicitation information presents hazards to national security. Operations such as systems, structures, individuals and services essential to the security and management of a facility, including telecommunications, electrical power, building facility structural layout, gas and oil storage/transportation, water supply, emergency services, and COOP are part of SBU solicitations. Benefits of using FedTeDS include:

- Improved efficiency, credibility, and effectiveness of the acquisition and logistics support process;
- Real time vendor access to SBU acquisition material, saving agencies valuable resources;

- Additional security from a physical firewall without decreasing vendor satisfaction; and,
- Using existing DoD databases to validate a user's access to export controlled data.

PBS is successfully using FedTeDS to post its SBU solicitations.

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### New OA Tool Is Up and Running

You can find the new OA Tool through the PBS Portal at: <http://pbsportal.pbs.gsa.gov/>. If you have questions, contact Steven Peters at 215.446.4670.

# our human capital

## How are the Region Proceeding with the Human Capital Strategy?

"We are all professionals and, as professionals, we have a responsibility to do better...to be better...and to continuously improve," says PBS Commissioner F. Joseph Moravec. Under the leadership of Commissioner Moravec and the GSA Senior Management, we made great strides in meeting and overcoming past organizational challenges. These accomplishments resulted in improved organizational practices and enhanced partnerships. The Human Capital Strategy is a call to action that will take our organization to the next level of service required in order to secure the longevity of our business. This Strategy is asking us to join and recommit ourselves to helping PBS achieve its full potential of becoming the best real estate organization in the world.

Human Capital is not the people; rather it is the knowledge, enthusiasm, talent, and effort people invest in their work. All of these intangibles are made up of your efforts and what you can bring to the table. You have a choice of what you want to do with your Human Capital. "Investing in our professional public workforce should be our number one management priority. Focusing on managing the government's built environment effectively and efficiently is in the best interests of the taxpayer and the country. So, too, a targeted strategy to enhance human capital development and build a stronger federal workforce is also in the public's best interest. It is therefore our focus as managers in the U.S. government," says Jon Kvistad, Regional Administrator of the Northwest/Arctic Region.

It has almost been a year since the announcement of the Human Capital Strategy. The first step was to identify how PBS wanted to be positioned in the federal government. We want to offer federal agencies workplace

solutions that optimize the value of their investments. Next, we needed to define how we were going to get there. You may have heard references to something we call the "B Case" position. The "B Case" position is understanding our customers' mission needs and proactively planning and providing for them.

Teams of National and Regional Office associates met and defined the business processes that PBS needed in order to reach the "B Case." The Team reviewed the business processes to ensure that they were the correct ones in order for us to reach our goals. This was a major accomplishment for PBS because it did not look at the organization; rather it looked at the business and what was needed in order to be able to provide our customers with the service they are asking for through the various tools that we use to measure our success.

For the National Office this meant reorganizing headquarters to become more customer-driven and to provide support to the Regions as they deliver day-to-day service. This effort was launched last fall with every National Office associate having the opportunity to apply for either new positions or very similar positions in the restructured organization. This process will be completed this summer. The Regions are taking a different approach due to the breadth of the task and the size of the 11 Regions. They are looking at how they currently deliver services in the B case, then, how they need to deliver services, and then making the necessary changes. The important message to take away from this is that the "off-stage" approach may vary between National Office and the Regions; however, the goal remains the same across all of PBS—achieve national consistency and excellence in the way we interface with our customers, by aligning and supporting our human capital

With change comes a fear of the unknown. We recognize that change is difficult and we are

dedicating resources to provide integrated, timely communications throughout this process. The National Office has established a number of communication vehicles for its associates, and as the Regions kick off their Human Capital Strategy effort, a communications team will make similar tools available.

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## Tom Lyman Promoted to Regional Office Manager

Tom Lyman was recently promoted to the position of Regional Office Manager in the Mid-Atlantic Region's Allegheny Service Center. Tom exemplifies what GSA's Human Capital effort is all about.

Since beginning his GSA career in 1989 as a mechanical engineer, Tom has worked to acquire an expansive knowledge of the PBS business. Tom quickly transitioned from serving as the engineer on project teams to the role of Project Manager and earned a Project Management Certification from the Project Management Institute in 1999. Leading by example in promoting a culture of continuous learning, Tom was promoted in 2001 to Lead Project Manager in GSA's Allegheny Service Center and received the Regional Administrator's Award in 2002 for Nurturing and Encouraging Leader. He became

active on the national GSA scene as well, volunteering as a team member for GSA's National Implementation of Pricing Policy for Project Management.

In 2003, Tom took on the challenge of a one-year detail to the Mid-Atlantic Region's Portfolio Management Division, learning more about our asset management. In 2004, Tom was promoted to Regional Office Manager in the Allegheny Service Center and continues to help move GSA national efforts forward with his involvement on the National Broker Training Team.

We are proud to have Tom on the PBS management team as we strive to build upon the successes of the last decade and transition to a more customer driven organization.

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## Kronopolus Named Deputy Assistant Commissioner for Real Estate Portfolio Management

Cathleen Cowley Kronopolus, Director of the Portfolio Analysis Division, has joined the ranks of the Senior Executive Service as the Deputy Assistant Commissioner for Real Estate Portfolio Management in the Office of Real Property Asset Management. Cathy came to National Office in 2002 from the Southeast-Sunbelt Region, where she had served as Director of the Portfolio Management Division and prior

to that as Deputy Director of the Property Acquisition and Realty Services Division. Cathy came to GSA in 1997 as the Associate Regional Administrator for Operations in the New England Region. Before that, she had worked at the Environmental Protection Agency for twelve years. She has a BA in Earth Sciences from Fairleigh Dickinson University and a Masters in Regional Planning from the University of Massachusetts. Congrats, Cathy!

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*Bill Prazek, Region 2 Portfolio Director*

## Northeast and Caribbean Region Receives Award

Congratulations to Region 2 for receiving the 2003 Excellence in Portfolio Management Award. This award is presented each year to the Region that has shown outstanding achievement in real property asset management. Bill Prazek, Director of Portfolio Management, led the Regional team in its endeavor to allocate resources based on a desired vision, balance short and long-term needs, assess profitability,

and manage individual assets with a sense of overall direction for the entire portfolio.



*Bill with Portfolio Staff*

Region 2 helped to strengthen the portfolio nationally as well, by using an effective asset analysis tool that is progressively being adopted for national application. Known as the Portfolio Management Triangle, it offers a broader perspective in regard to the long-term hold strategy of an asset. Bill's staff contributed regularly to national teams and assisted the National Office in projects of significance that improved our business practices.

Region 2's team has made great strides in restructuring its portfolio and targeting reinvestment capital to long-term hold assets. Non-performing assets have been reduced by 76 percent and Tier 3 square footage is less than 1 percent of its inventory. The region has made a difference within its own realm, to its customers, and to the national practice of portfolio management.

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Have you checked out the PBS Portal at <http://pbsportal.pbs.gsa.gov/>

# our operations

## National Broker Contract

The Public Buildings Service anticipates awarding the largest single contract of its type in the history of PBS by August 1. The National Broker Contract is for real estate services to supplement a shrinking workforce in all 11 GSA regions.

GSA is responsible for the lease acquisition of approximately 1.55 million square feet of space in over 6,500 buildings nationwide. Since 1992, several events occurred that have made it increasingly difficult for our Realty Specialists to manage the GSA real estate inventory. We have experienced a 41 million square foot increase in the leased inventory while concurrently losing approximately 400 realty specialists through attrition as well as reassignment to other business lines.

In the last few years, the role of the Realty Specialist has changed substantially. In addition to lease acquisition, lease administration, and federally owned space assignment responsibilities, they are now required to:

- Maintain the leased and federally owned inventory billing system (STAR);
- Manage the implementation of new pricing;
- Manage agency Occupancy Agreements (OA's); and
- Provide increased customer service to tenant agencies through improved contract administration of existing leases and federally owned space.

These changes are necessary and essential to meet current GSA and PBS performance goals.

To keep up with the shrinking workforce and ever increasing workload, in 1997 GSA awarded eight zonal contracts for real estate services with each contract covering two to three GSA regions. These contracts were GSA's first attempt to contract for real estate broker

services on a large scale. As the expiration of these contracts approached, we recognized that the existing contracts did not provide the level of service needed to effectively manage the contract leasing effort.

The National Office of Realty Services, in support of GSA's strategic goal of "Operating Effectively and Efficiently," determined that the award and administration of a limited number of broker service contracts under a national contract was critical to the agency's mission to provide timely and cost effective services for Federal agencies who rely on GSA for lease acquisition. The national broker contracts are, in effect, a business process-reengineering proposal for a PBS core service.

A request for proposal was posted on FedBizOpps on March 5 under Solicitation Number GSo4Po2BVDo035. A pre-proposal conference was held in the GSA National Office Auditorium on March 23. There were 58 private sector real estate firms represented at this conference by 111 owners and employees. The conference notes were posted on FedBizOpps.

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## Environmental Risk Index (ERI) Unveiling

PBS continuously strives to provide a safe, healthful workplace for its federal customers and, therefore, must know all risks, including environmental risks, to its inventory. PBS is prepared to address these risks with the introduction of a new performance measure titled Environmental Risk Index (ERI).

Data from the first iteration of the ERI, presented to PBS Regional Environmental Touchpoints in mid-April, will help identify areas of risk within the PBS portfolio. By integrating the environmental risk with other asset information, decision makers will understand PBS' buildings

more thoroughly and can identify adverse building conditions before they become problems.

The ERI examines 13 environmental factors, including risks arising from such things as asbestos, underground storage tanks, and hazardous waste. By considering potential impacts upon properties and their occupants, PBS is able to foresee problems, prioritize actions, and budget accordingly. For example, if the ERI score for a particular building shows that it has a higher "hazardous materials" risk than any other building in a Region's inventory, then it may be advantageous to offer focused training in hazardous materials handling to associates in that building to help prevent potential incidents.

Through use of the ERI, PBS will not only have opportunities to make better financial decisions regarding its real property, but it will be better equipped to provide world-class workplaces to its customers.

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## Intra-governmental Transaction Exchange (IGTE) Changing the Way PBS Bills Its Customers

As the world rapidly moves to an electronic lifestyle, pressure is mounting to increase government connectivity and uniformity. Federal agencies conduct an incredible amount of business with one another, and yet each agency has its own system for managing and tracking transactions.

As part of the 24 e-Government initiatives in the President's Management Agenda, OMB is mandating a new electronic vehicle for federal agencies to do business with each other—Intra-governmental Transaction Exchange (IGTE).

Due to the lack of a standardized process, current matching and reconciliation of financial transactions is complex. IGTE will help resolve this problem by streamlining government-to-government transactions. It will also improve accountability, accuracy, and timeliness in all ordering, billing, and collection, while increasing consistency in the financial settlement process. All major federal agencies are expected to begin using IGTE starting in July 2004.

Within GSA, PBS is leading the IGTE implementation effort. The greatest impact will be on PBS' Rent bills and Reimbursable Work Authorizations. In preparation, PBS identified Regional and National Office points of contact and started the process of establishing PBS IGTE teams in each region. Internal communication and teamwork is extremely important in this effort, as well as externally with our customers. A comprehensive list of information for GSA associates is available online at: <http://insite.pbs.gsa.gov/ph/> (then click on "IGTE"). To support the external communication process, you will find a link for IGTE accessible to all on GSA.gov at: <http://www.gsa.gov/igte>.

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## FY 2004 Budget Request

The PBS FY 2004 Budget Request began preparation in FY 2002 to support the PBS mission while seeking to accomplish GSA's strategic goals. In January 2004, PBS received its appropriation from Congress including the authority to spend Federal Building Fund revenues.

The FBF receives monthly, competitively rated rent payments from federal agencies for facility operations instead of direct appropriations from Congress. Each year, Congress gives PBS the authority to spend the FBF rent income in addition to a limited direct appropriation for specific new construction projects.

In FY 2004, the FBF received new obligational authority in the amount of \$6,758,208,000 for its five activities:

- Repairs and alterations of existing facilities;
- Construction and acquisition of new facilities;
- Space rental;
- Installment acquisition payments; and
- Building operations.

Of the \$6,758,208,000, \$3,280,187,000 was authorized for space rental and \$1,608,708,000 for building operations. The difference between the rent amounts collected and actual facilities costs incurred by PBS provides the funding source for repairs and alterations and additional new construction projects.

Funding repairs and alterations continues to be the top priority for the FBF. This year, PBS plans to spend \$991,300,000 on repairs and alterations including \$65,757,000 for the Eisenhower Executive Office Building in Washington, DC.

Under the New Construction Program, which has a total of \$708,268,000, PBS plans to begin construction on nine federal courthouses and eight border stations in addition to a new DOT headquarters in Washington, DC, an FBI building in Houston, TX, and a U.S. Census Bureau building in Suitland, MD.

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## Dulski Building Disposal Means Upgrades for our Customers

The Thaddeus J. Dulski Federal Building in Buffalo, NY, occupied by 1300 federal employees, is planned for disposal under the Portfolio Restructuring Initiative. Agencies currently occupying this building will move to leased space by September 2005. Although a building disposal of this magnitude presents

numerous challenges to GSA, it also offers opportunities to make a positive impression on our customer agencies.

Most Dulski space is not Class A and, due to asbestos, mitigation costs impede even simple alterations. Therefore, GSA associates convinced the building's tenants that relocating to leased Class A space would be advantageous for the agencies, taxpayers, and the city of Buffalo. Early into this process, GSA established a working partnership with the agencies, and proved itself as a trusted advisor and consultant.

Since most agencies had not upgraded their space, furnishings, and equipment in years, Project Manager Gary Palmer offered the best GSA service—Class A space, new furniture, upgraded IT equipment, and efficient floor plans and layout.

To help engage customers in their transition to new space, a "relocation room" was designed and opened. There, customers will find useful information, including FSS and FTS schedules, the relocation plan for each agency, and GSA contact information. The room allows GSA to keep everyone informed on the status of their relocation and mindful of deadlines for ordering services. The relocation room will remain open as a continuing communication tool until all tenants have relocated.

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## GSA's National Environmental Assessment Toolkit (NEAT)

### Developing a Toolkit for Physical Performance Measurement

A number of standard setting organizations have established recommended levels of performance for building systems, and GSA has incorporated many of these standards as policy and criteria into its Facilities Standards for the

Public Buildings Service (P-100). However, existing performance standards face many challenges in implementation. Not only do they lack the methods for verifying that the required level of performance is actually delivered in an occupied building, but they also fall short in their ability to correlate physical performance criteria with occupant satisfaction or organizational performance. These standards are applied independently in separate design and engineering documents, and, therefore, may not accurately predict whole-building performance.

A key thrust of the WorkPlace 20:20 program has been the development of cost-effective techniques for evaluating the actual thermal, acoustic, visual, and air quality conditions in occupied buildings. Information acquired will be used to:

- Measure whether the performance specified in design documents and contracts has been achieved;
- Evaluate whether the whole building performance differs from sub-assembly performance;
- Serve as a first step in identifying whether the minimum standards adopted in the P-100 establish an adequate threshold for occupant health and satisfaction; and
- Establish baseline data allowing the effect of environmental quality to be correlated with individual and organizational performance.

GSA's National Environmental Assessment Toolkit (NEAT!) is capable of providing a snapshot of thermal, air quality, lighting, acoustic, and ergonomic conditions in office spaces. Information acquired with this toolkit is being combined with data acquired from the building manager, results from the University of California-Berkeley's web-based occupant satisfaction survey, and a review of workplace conditions by experts in the design and operation of office buildings. The study will provide a comprehensive assessment of a

workplace's overall environmental conditions, or workplace "EKG." NEAT! is a joint development with Carnegie Mellon University, Public Works & Government Services—Canada, and the acoustics firm of Charles Salter Associates.

The prototype NEAT! toolkit is currently being tested at four WorkPlace 20:20 project sites:

- FAA-ATB (Washington, DC);
- GSA Payroll/Finance (Kansas City, MO);
- FSS (Fort Worth, TX); and
- GSA PBS (Lakewood, CO).

We have prepared a draft EKG for each site.

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*This proposed plan for the Ariel Rios South Courtyard in Washington, DC, represents a portion of the "Greening EPA" demonstration project, a joint project between NCR and EPA.*

## Greening EPA

The most visible work of PBS focuses on offering the full range of realty services necessary to provide office space for federal employees. However, there is one office in the National Capital Region that is responsible solely for vegetation. NCR's Regional Horticulturist, Janet Kenoyer, is involved in about 100 landscape sites and environmental projects on federal property. One major project is the multi-phase

"greening" of the Environmental Protection Agency's new headquarters complex in the Federal Triangle in Washington, DC.

As the complex's historic buildings were being restored and modernized, Janet and the EPA staff began discussing ways to incorporate sustainable landscaping practices in the complex. The demonstration project, part of a larger "Greening EPA" initiative, includes:

- Multiple rain gardens, small landscaped areas with a special soil mix that absorbs and filters runoff.
- Cisterns, which collect runoff from roof drains and supplement irrigation supply.
- "Green roofs," which use specialized lightweight plants to absorb rainfall. Such roofs also help conserve energy in buildings and reduce urban heat island effects.
- Permeable pavers, which pass runoff through to permeable soils or gravel layers.
- High-efficiency irrigation using rain sensors and water collected in the cistern.
- Sustainable landscaping, which requires a minimal amount of resources to flourish.
- Landscape furnishings (i.e., benches and planters) made of recycled material.
- Soil amendments, which maintain aeration, absorb water, and increase filtering capacity.
- Solar lighting to demonstrate solar energy and provide a focal point for decorative sculptures.

Commented Regional Administrator Donald Williams, "The partnership between NCR and EPA is demonstrating how the federal government can improve the natural environment and create a pleasant working environment at the same time. This project will serve as a model for other federal landscaping efforts, and can also provide an example for the private sector."

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## Exhibit Pays Tribute to African Burial Ground Project

In celebration of Black History Month, an exhibit detailing the discovery of New York's African Burial Ground was opened in a ceremony held at GSA's Central Office Building in Washington, DC, on February 12th. The event drew over 200 GSA associates, invited guests, and others, and included moving presentations by Isaiah Thomas, The Elements, Mitzi Jamison-Thomas, Felicia Ford, and Detra Britt-Williams.

The African Burial Ground was discovered in 1991 when GSA began construction of a 34-story federal office building at 290 Broadway in Lower Manhattan. Archaeologists working on the site discovered the largest colonial-era cemetery for enslaved Africans in America.

The exhibit features poignant images of on-site archaeological investigations, detailed photographs and drawings of recovered artifacts and remains, historical maps, photographs of the "Rites of Ancestral Return" reinterment ceremony last October, historical maps and other documents and brochures, and a custom-made coffin and model of the crypts designed and built for reburial.

The exhibit was on display in the east lobby of the GS Building throughout February and then traveled to the National Capital Region. The exhibit, designed to travel, will be made available to all regional offices for display.

To learn more about the African Burial Ground, please visit the project website at <http://www.africanburialground.com>.

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## MAS Program Goes Above and Beyond

GSA has officially recognized the PBS/FSS Acquisition Solutions Partnership for its development of 10 new 'best value' Multiple Award Schedules (MAS). At an April 8 ceremony in Central Office, Administrator Perry and Deputy Administrator Bibb presented an "Above and Beyond" award to Frank Toth of PBS and his FSS colleagues, Mary Snodderly and Larry Schmoll, for their success in getting this cooperative program up and running.

The new set of MAS ranges from complete facilities management and maintenance to fire alarm/fire suppression systems; from environmental services to energy management; and from independent elevator inspection to comprehensive furniture management services.

In every case, pre-qualified vendors certify that they will provide Federal customers with their "most favored" customer services package. This

means they will perform work to high standards and at an attractive discount.

This program represents a three-way win: for PBS, for our customers, and for participating vendors. PBS associates are guaranteed to save time, money, and effort along the way. Commissioner Moravec comments, "It is a model for the kind of value-added services our customers deserve...home run!"

Befitting its recent award, the MAS program does indeed offer a way for PBS associates to go "above and beyond" in serving our customers. A bonus is that several small businesses have been placed on the schedules, helping GSA advance its goal of encouraging entrepreneurship through partnerships with the private sector.

To download a program brochure, go to: [http://insite.pbs.gsa.gov/PBS-FSS\\_Acquisition\\_Solutions.asp](http://insite.pbs.gsa.gov/PBS-FSS_Acquisition_Solutions.asp).

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

# an interview with

by christopher potter



**You've served in positions at both Central Office and in a Region. How do you think these areas differ and how are they similar?**

I started at Central Office in 1984 and then came to the National Capital Region in 1999. What I've learned is that we're all looking at the same thing - delivery of services. We're just looking at it from different perspectives.

From the policy standpoint in headquarters we worry about a different set of stakeholders such as OMB and Congress. We're always looking at our activities through that lens and asking "What's happening in the regions? Is this becoming a pattern? Can we live with this trend?" We always look at specific cases and worry about their implications if they were to be repeated hundreds of times.

When I moved to the region, I looked at the world through the opposite end of the telescope since I deal with each customer transaction-by-transaction and relationship-by-relationship. In the region I learned to follow PBS's long-term strategic mission while working with each customer on a daily basis. To say, "I understand where we're headed over the long term strategically but can I satisfy this customer in this instance?" and "Is this inconsistent with where PBS is going nationally?" It really is the same issue, just looked at from a totally different perspective.

**What was your background prior to PBS?**

I grew up in New Jersey and was the first of thirty-five cousins to go to college. I have a lot of family connections in construction so I spent many, many summers through high school and college doing that kind of work. That gave me an interesting viewpoint on the work we do.

After undergraduate school, I spent two years in Graduate School studying urban planning. I really loved it because it had to do with building, real estate, politics, and finance. In retrospect, it's interesting that as ARA, I get to be involved in all that kind of work. I get to deal with building, real estate, politics and finance - that's what makes this position so much fun.

When I came to GSA, after graduate school, I was a Presidential Management Intern. I found my experiences to be really terrific because I got to do a lot of challenging, interesting things and the agency was very supportive of the intern program. I moved around headquarters and worked on many different things for some terrific people such as David Bibb, Chuck D'Agostino, Tom Sherman, and Bob Peck. I learned great things from them and wouldn't be doing what I'm doing now without their direct influence.

**With the creation of a new Federal agency, the Department of Homeland Security, what are the challenges and opportunities GSA faces as a service provider?**

The Department of Homeland Security is a new combination of twenty-two different agencies. To some extent, that has to define our relationship with them. They have so much work to do to reinvent their entire organization (both internally and externally) and are under intense public scrutiny to make sure they do their job, protecting the homeland, well. In addition to that, they have an immense job to try to integrate the internal operations of twenty-two different agencies. We have to keep that in mind as we deliver services.

Besides the day-to-day transactional work that we're continuing to provide, one of our most important jobs is working with them to help them understand their own organizational needs. Our overall customer strategy has to include both of those components.

So far, we've done very well at the very specific, transactional, day-to-day work (such as billing, financial management, getting offices stood up in two months, etc) and that's opened the door for us when they start talking about their strategic organizational workspace issues.

**What is GSA's role in helping other agencies with strategic organizational workspace issues?**

It's an evolution. We can't wait for agencies to ask - we have to help them determine what they need. We need to be included in their planning, not just taking orders, because we have a lot to contribute.

When our customers say "I'm out of money" or "I need to be a different organization in three years" or "I don't know what my requirements are," we have to be there to provide those kinds of services. Those are not transactional services, but more organizational and consulting services. I feel strongly that our future lies in this consultation-type support. We must still deliver transactions quickly but our true strategic advantage comes from knowing how the government works. We understand what it takes to go through Congress. We understand how the government's financial systems work and how budgeting works. That's where we add value. We can deliver workspaces in that environment so those consultation services are where we add the most value.

**Do we have the correct people in place with the correct skills to be consultants?**

Our skill issue is very broad based, just as the types of people we have within PBS varies widely. We have many people who have strong relationship management, integration and analytical skills and who use those skills every day to provide guidance and advice to our customers. We also have people whose primary focus has been technical - because that's the role we've asked them to play - and who may

need to sharpen their customer interaction skills. The key is consistency - every PBS associate needs to have the right skills to serve our customers.

We need to understand that it's not just regional account or national account managers who act as consultants. It's day-to-day project work and transactional work that defines how our customers feel about us. Everything from the PBS associate walking down the hall to the building manager communicating the schedule for an RWA project to a realty specialist explaining clauses in an Occupancy Agreement. We may not think of each of these transactions as relationship management, but when taken together they define our relationship with every customer.

The way we treat each other is as critical as the way we treat our customers. I don't think we can have one behavior for customers and a different set of behaviors internally with our colleagues. The big push has to be that no matter who we are dealing with, internally or externally, we do everything we can to enhance our relationship.

Organizations aren't any different than an accumulation of people relationships. I think our business at the Public Buildings Service and GSA is very complex but the foundation is pretty simple. It's service. It's commitment. It's responsiveness. It's people feeling like we care about them, we understand them, and we meet our commitments. That's really small and that's really big, but everything we do revolves around those same things.

### **We talk a lot about “One GSA.” Can you discuss how your region is approaching Integrating our Services?**

The concept of integrating the services we deliver in GSA (not just PBS) is actually easier for the regions than it is for Central Office -

primarily because our customers demand it. In the field, we have issues we need to overcome to deliver integrated services effectively but I don't think anyone can dispute the fact that they need to be delivered. We've been lucky here in NCR that Donald Williams, the Regional Administrator, has really insisted on integrated service delivery and I think we've made some really good progress in making it happen. We've shown it through some of our just-in-time deliveries dealing with the DHS headquarters and a couple of years ago in reaction to the September 11th tragedy. Through those experiences, we've learned that we can do this and that we can do it well. We might have our internal back-and-forth about the specifics but as long as the customer thinks it's seamless, we're good to go.

### **Human Capital Strategy—How are the Regions Proceeding?**

It's been a very interesting process. Under the leadership of Commissioner Moravec and the PBS Senior Leadership, we have come to some conclusions on where we want the Public Building Service to head as far as human capital. But it was clear to all of us that we couldn't implement it in the same exact way. Central Office is basically reinventing and adding work processes that will ultimately help the regions deliver services.

In the regions, our operation is all about the delivery of services and we can't stop the work of the organization to put new processes in place. Right now, we have lots of regional folks, really bright people, working on how to implement critical, customer-touching processes. They are developing a clear articulation of skill sets, behaviors, and tools that will allow us to move ahead smartly. It's taking a little bit longer than we had hoped when we decided to take this route, but we're making really good progress and it's the right way to go.

One of the big hurdles that we've crossed is the consistency in how we deliver our services across the country. Our customers demand it and it only makes sense from the standpoint of business delivery. We're also getting very serious about defining where we need to be consistent and where it doesn't matter. We haven't done that in the past so I'm really excited that we're getting there.

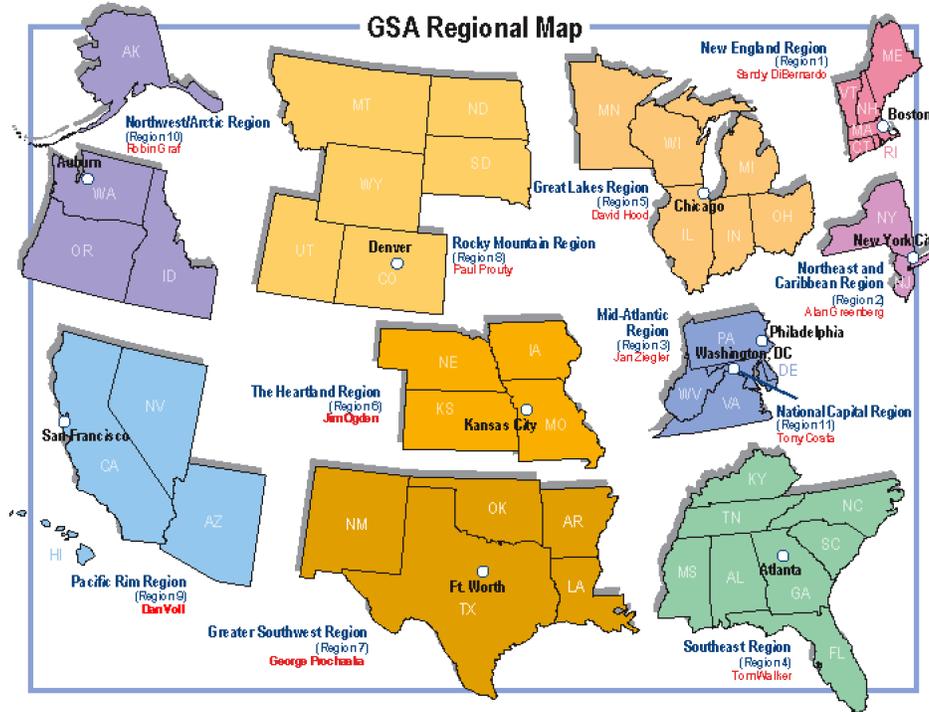
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*commissioner's perspective con'd from cover*  
people. Their creation is worked out in the crucible of public process and dialogue. And they are a source of communal pride for generations. What a privilege it is to be part of an enterprise that provides all this.

I've learned that career people require three things from those of us in government for a "season": a little wisdom, a willingness to make decisions, and to stand up for them when things go wrong. In return, they give us the opportunity to make a difference and, if we know what we're doing, to leave a permanent legacy. In the case of this Administration, we hope that legacy is a higher performing agency.

That's what the President's Management Agenda is all about. Instilling the best elements of high-performing private sector business—customer focus, leveraged technology, outsourcing of non-core competencies, financial discipline and the linkage of budget to performance—in order to achieve more for the American people. In human behavioral terms, that translates into the combination of the private sector sense of urgency, motivated by a keen and constant sense of the time value of money, with the larger sense of purpose that is the public service imperative.

As GSA becomes increasingly business-like, associates who exhibit the best elements of both private sector and public service behavior will continue to emerge as our leaders.



DATE	EVENT	PLACE
05/05/2004-05/06/2004	Border Station Partnership Council	Washington, DC
05/10/2004-05/14/2004	National Broker Contract East Coast Regional Realty Specialist Training	Washington, DC
05/12/2004-05/13/2004	US-Mexico Bi-national Border Planning	El Paso, TX
05/18/2004-05/20/2004	Spatial Data Management Workshop Conference	Chicago, IL
05/19/2004-05/20/2004	Regional Historic Preservation Officer Spring Conference	Washington, DC
06/01/2004-06/04/2004	National Broker Contract West Coast Regional Realty Specialist Training	Las Vegas, NV
06/02/2004	Q12 Train the Trainer	
06/08/2004-06/09/2004	GSA - FHWA Conference	Chicago, IL
07/14/2004	Dedication - Sweetgrass/Coutts Border Station	Montana/ Canada
07/20/2004-07/22/2004	15th Annual GSA Child Care Conference	Boston, MA
08/16/2004-08/19/2004	2004 GSA/FTS Network Services Conference	Nashville, TN

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