GSA

GSA Office of Governmentwide Policy

Real Property Policysite

News and Views on Real Property and Workplace Policy

Fall 2002

Best Practices

Special Edition

A Message from David Bibb

Deputy Associate Administrator for Real Property

The Office of Real Property is pleased to publish the sixth Best Practices Special Edition of Real Property Policysite. This newsletter contains highlights of best practices, policies and success stories from across the Federal government. Each article summarizes a policy or practice that has substantially improved the management of the Federal inventory through...

New *Adopted Best Practice* Cash Award!

Has your agency adopted a best practice from our program? It could be worth up to *$10,000* in 2003!

See details on page 24.

EPA Laboratory, Chelmsford, MA

Federal Recycling Program Printed on Recycled Paper

www.gsa.gov/realpropertypolicy

Most of the articles in this edition summarize the best practices that were candidates for the 2002 GSA Achievement Award for Real Property Innovation. We are pleased to announce the outstanding winning entries:

- *Chelmsford, Customer Satisfaction through Sustainability, U.S. General Services Administration*
- *Malmstrom Partnering Initiative with Operation Walking Shield, Department of the Air Force*

In addition, two superlative entries received the honorable mention designation. They are:

- *Army Family Housing Master Plan, Department of the Army*
- *Strategic Facility Plan, Tennessee Valley Authority*

I would like to thank those organizations that generously offered to share their best practices and policies with the real estate community. We hope that you will gain access to information and resources for better management of your real property assets and world-class workplaces. To highlight the use of these best practices by other Federal agencies, we will be adding an additional category for the 2003 Real Property Innovation Awards Program. We will recognize with a cash award a Federal organization that has implemented one of the best practices submitted by another agency and featured in a prior year best practices edition of Policysite. More information on the adopted best practices category is contained in this edition of Policysite.

I encourage you to consider submitting your own accomplishments for the 2003 Real Property Innovation Awards Program. We hope to include your success stories in next year's Best Practices Special Edition of Real Property Policysite.

We welcome your comments and suggestions. Please call Mr. Chris Coneeney at 202-208-2956 or send an e-mail to chris.coneeney@gsa.gov.

David L. Bibb

Best Practices Special Edition

Alternative Financing

Army Family Housing Master Plan

Department of the Army

Army wins honorable mention award for the 2002 GSA Achievement Award for Real Property Innovation in the Best Practice category.

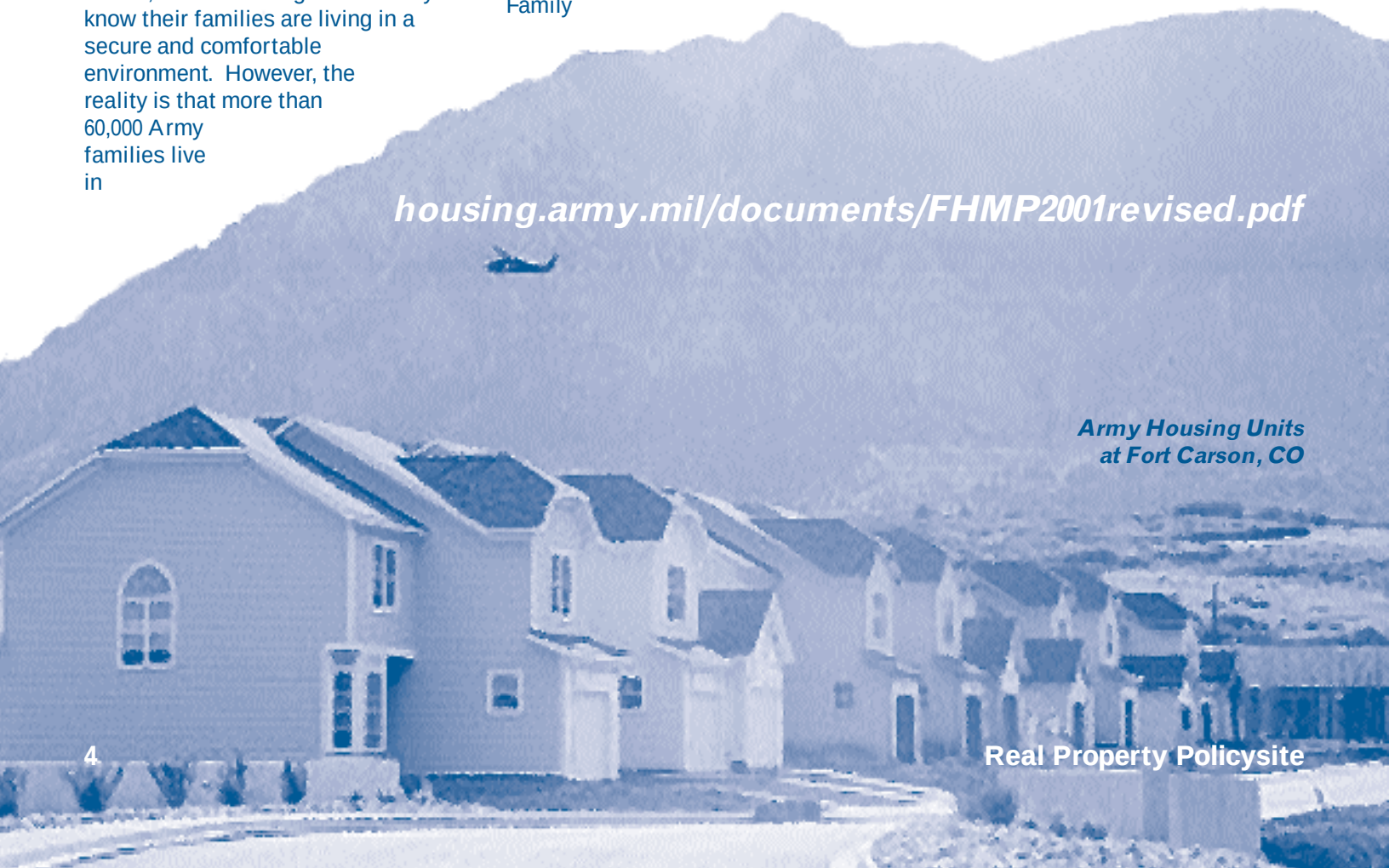
As the Army undergoes its transformation to a lighter, leaner, more lethal and more rapidly deployed force, where and how soldiers live is of greater importance. Army commanders have stated that soldiers train better, fight harder, and serve longer when they know their families are living in a secure and comfortable environment. However, the reality is that more than 60,000 Army families live in inadequate housing on Army installations worldwide. Additionally, several tens of thousands of families live in inadequate private sector community housing.

The Army developed the Family Housing Master Plan (FHMP), a consolidated strategy for planning, programming, and executing the Army Family Housing (AFH) program to correct this situation. The FHMP reflects a consistent strategy to meet the Defense Planning Guidance goal of eliminating all inadequate family housing by 2007. The FHMP, which is a series of innovative plans that orchestrate the management of assets, distribution of AFH resources, and sequencing of investment projects, is accomplished through:

- Traditional Military Construction
- Basic Allowance for Housing increases
- Privatization

The FHMP may be found on the Army Housing web site at:

housing.army.mil/documents/FHMP2001revised.pdf



Army Housing Units at Fort Carson, CO

Alternative Financing

Army Family Housing Master Plan Team Members. L to R: Richard C. Hentz, Richard C. Turpyn, Larry W. Wright, Joseph D. Brannon. Not pictured; Rhonda Hayes, Ian Clark, Donald Spigelmyer, Joyce van Slyke

continued from previous page

The AFH program now includes 126,000 homes worldwide, with 99,000 homes owned, 13,000 leased, and 14,000 privatized. The annual AFH budget exceeds $1.4 billion.

To accelerate the urgent need for adequate family housing, the Army created an innovative Residential Communities Initiative (RCI) program. The RCI is dedicated to building 21st Century, world-class, quality, residential communities for soldiers and their families. It brings together private sector expertise and resources with market based incentives to improve the quality of life for the soldiers and their families. The RCI incorporates a unique two-step Request for Qualifications (RFQ) process used to select a private sector development partner. An RFQ is a best value source selection process that replaces the traditional request for proposals. Another innovative aspect is the Community Development and Master Plan, which enables the Army to select a world-class developer to design, in coordination with government professionals, self-sustaining communities.

By 2005, the Army's privatization of family housing program will expand from four privatized installations to 28 projects, with over 69,000 homes, representing nearly 80 percent of the AFH domestic inventory.

For its efforts, the Department of the Army received an honorable mention designation for the 2002 GSA Achievement Award for Real Property Innovation in the Best Practice category.

For additional information, please contact Mr. Joseph Brannon at 703-428-6791 or by email at joseph.Brannon@hqda.army.mil. ■

Army commanders have stated that soldiers train better, fight harder, and serve longer when they know their families are living in a secure and comfortable environment.

Revitalization with Private Sector Financing

Department of Energy

How do you replace deteriorating buildings constructed during WWII with modern facilities when there is inadequate funding? Well, the Department of Energy (DOE) found an answer when it developed an innovative practice to utilize alternative private financing for facility construction of critically needed research buildings at the Oak Ridge National Laboratory (ORNL).

DOE was given the challenge to conceive a method that would legally permit construction of these research and development facilities through implementation of good real estate practices. The only limitations given for the thought process were criteria that would:

- result in construction of buildings containing state-of-the-art office and special purpose laboratory space in close proximity to the ORNL
- not require enactment of legislative language
- permit alternative financing from private-sector sources
- be in the best interests of the Federal government

Accordingly, a procedure was devised that involved excessing and conveying the Federal land, on which the new buildings were to be constructed, to a private party who would, in turn, process the construction phase requirements from solicitation for bids through completion of construction. The construction and financing of the facilities would be accomplished by a private developer who would then lease the resulting space within the new buildings to DOE's prime contractor for DOE missions. This practice eliminated the concern and policy prohibition for utilizing private-sector financing for construction of private facilities on Federal land, as the land itself was excess to the needs of DOE in its current state, but the resulting building space to be constructed is needed to accomplish DOE's missions.

Upon completion of the developer's "payback plus profit" from Federally reimbursed lease payments over a thirty-year term, the quitclaim deed conveying the land required that the private party offer no-cost repurchase or reacquisition rights to the Federal government for both the land and facilities. Additionally, the quitclaim deed contained restrictive language for specified uses of the property, thus assuring that the integrity of the ORNL was not impacted by possible bankruptcy of the private party or by DOE's possible cancellation of the lease.

This practice equates to an investment of a Federal asset that maximized the use of the asset through construction of buildings and facilities. This investment will then "mature" with the benefit accruing to the Federal government upon its reacquisition of both the land and facilities.

For additional information, please contact Ms. Shirley Kates at 865-576-0977 or by email at katesse@oro.doe.gov. ■

Strategic Facility Plan

Tennessee Valley Authority

TVA wins honorable mention award for the 2002 GSA Achievement Award for Real Property Innovation in the Best Practice category.

Pictured left to right: Award Recipient William C. Threlkeld; Terrell Burkhart, Vice President - Facilities Management, Award Recipients Peggy Jenkins; Kim McDowell; Jim Fairly; Chuck Overstreet.

The Tennessee Valley Authority (TVA) has a portfolio of 126 sites in seven states. The agency wanted to reduce overall square footage, improve asset management, and increase utilization. What should it do? What would you do?

TVA took the smart business approach of developing a comprehensive strategic facilities plan for its portfolio. TVA wanted its facilities managed effectively and to provide maximum value. The agency charged its management with the goal to implement this plan.

The plan Included:

- Reducing overall square footage used by TVA
- Providing for future flexibility
- Minimizing current and future costs of space
- Determining and implementing the best use of TVA facilities

The team also addressed vacant office space, the acquisition of new leased space, project construction costs, and the use of standard project-review procedures.

The strategic planning effort is the first comprehensive consideration given to TVA's total facility portfolio. The Strategic Facilities Team began by assembling all pertinent data about TVA facilities. The team then reviewed the information to determine which buildings were "core buildings" that should continue to be occupied. This determination was based on:

- total cost of occupancy,
- flexibility of the building,
- customer requirements and business plans,
- the efficiency of the structure,
- the potential for sale, sublease, out-lease, or lease termination,
- the quality of the workspace for employees; and
- environmental, energy, and safety concerns.

The team will develop long term plans for consolidating employees and functions within the core facilities to increase efficiency. The team also will develop recommendations for the future of other facilities. Once approved, these plans will be scheduled and implemented, and results will be tracked annually.

The potential cost avoidance and revenue generated by aggressive implementation of the recommended actions could total approximately $25 million over five years.

For additional information, please contact Mr. Chuck Overstreet at 865-632-3690 or by email at cloverstreet@tva.gov. ■

Asset Management Evaluation Visits

Department of Transportation

U.S. General Services Administration

The U.S. Coast Guard successfully partnered with the General Services Administration (GSA) to develop the innovative Shore Facilities Asset Management Evaluation Visits (asset evaluations) program.

The asset evaluations attempted to address several previous asset utilization practices or issues.

- Change the past practice of holding onto real property that was not operationally needed in case there was a potential future use
- Address shortfall of information on the true status of the shore plant, which is needed to make informed long term capital asset decisions
- Inform local shore facilities managers of new policies such as divestiture of property
- Validate the Civil Engineering Coordinator (CEC) biennial inspection program
- Verify accuracy of plot plans
- Update the property file
- Verify data in the Civil Engineering Data System (CEDS)

During the asset evaluations, the real property is compared between inventories from the property files, CEDS, and the GSA property inventory. The plot plan is reviewed and areas of potential property divestiture are discussed. The CEDS building inventory is discussed focusing on buildings that are past their expected life. Any further issues are discussed with the unit to determine if there are gross deficiencies within the unit. Then a walk through of the property and buildings is conducted. From this visit, a report is generated with recommendations for capital improvements and real property.

This process has been developed and improved while actually conducting visits on all Fifth District owned properties from May 2001 to November 2001. The final results within District Five were outstanding. The team

- recommended divestiture or demolition of 99,805 square feet of building space,
- proposed divestiture of 27 acres of owned real property,
- identified five major planning projects, and
- targeted one GSA relocation program candidate.

For additional information, please contact LCDR Greg Burg at 216-902-6252 or by email at gburg@ceucleveland.uscg.mil. ■

Portfolio Restructuring Strategy

U.S. General Services Administration

GSA's Public Buildings Service (PBS), after noting highly differential financial performance among its more than 1,750 Federal properties, recently adopted a portfolio strategy to restructure its aging federally owned inventory of more than 185 million square feet.

The strategy is to restructure the owned portfolio so it consists primarily of strong income producing properties. An essential element of the strategy is to workout or dispose of those assets that are not capable of generating enough cash flow to fund their own operations, repairs, and capital needs. PBS is obliged to undertake this strategy because as a Federal agency, it is entirely dependent for reinvestment capital upon the rents it receives from tenants who occupy the buildings. PBS has no authority to borrow against asset value or future property cash flows.

As a first step in implementing the strategy, all properties in the owned portfolio have been subjected to a set of diagnostic tests, and the portfolio has been stratified into four classes or tiers: non-performing assets, under-performing assets, performing assets with high reinvestment needs, and performing assets with low reinvestment requirements.

Following this stratification, several independent, but related actions have been undertaken to further implement the strategy. The 570 non-performing assets have been posted to a national watch list for workout action or disposal. A national Work Out Task Force (WOTF) has been established to begin the process of systematically examining each non-performing property for possible action to recover the property or hasten disposal. The PBS capital reinvestment decision-making process has also been recalibrated to enable both the measurement of return on investment and the selection of proposed reinvestment projects on the basis of that return. PBS has also begun, for the first time, to appraise its owned inventory, so that each asset's performance is measured in terms of return on value, and reinvestment decisions take into account present asset worth, and not just marginal reinvestment costs.

The combined effect of these actions has been to change the course of capital decision-making. By following the strategy, PBS expects to improve the efficiency of the retained portfolio by enabling more net income to be generated per square foot, thereby generating more income available for reinvestment. The end result of continued implementation of the portfolio strategy is a smaller but higher quality and better maintained owned portfolio, one which is better aligned with the mission of PBS to provide quality workplaces at a competitive cost to meet the general purpose space needs of Federal agencies.

For more information, please contact Mr. Ronald E. Kendall at 202-501-4940 or by email at ron.kendall@gsa.gov. ■

Modesto, CA Federal Building

Customer Partnerships

GSA/INS National Gateway Program

U.S. General Services Administration

How do you make it easier to do business between two parties, and to develop and execute real estate projects on time and within budget? With a partnership, of course!

This was the major goal of the 1999 partnership between GSA and the Immigration and Naturalization Service (INS). The mission statement of the GSA/INS National Gateway Program partnership is "We, the GSA/INS partners, will cooperate, trust, and communicate openly with each other with an attitude of mutual respect and honesty so that we deliver quality work environments on time and within scope and budget."

A memorandum of agreement was entered into by both agencies to define the real estate services to be provided, the scope and types of projects to be delivered, and how they would be accomplished between INS and GSA. GSA agreed to modify its organizational structure on a virtual basis to mirror that of INS. This arrangement allows INS to contact a single GSA associate to order services, obtain project information and status and resolve problems.

INS and GSA also developed several unique real estate tools for project managers and realty specialists. These tools include:

- Lease Acquisition Guide,
- customized Occupancy Agreements and Solicitation for Offers,
- space allocation standards, and
- Reimbursable Work Authorization search system.

Project managers and real estate specialists from both agencies have been trained on these tools and they have been posted on web sites for easy access. Common communication protocols are in place and being utilized to timely escalate issues in need of resolution for both agencies at all levels. The real estate tools and the defined roles and responsibilities for all involved have led to better communication and project accomplishment for both agencies.

The GSA Gateway Team has demonstrated their dedication to excellence, to reaching out to their customer, and to going the extra mile to provide consistently outstanding service to INS nationwide.

For additional information, please contact Mr. J. Michael Dunbar at 617-565-6228 or by email at mike.dunbar@gsa.gov. ■

GSA/UN Partnership

U.S. General Services Administration

GSA formed a partnership with the United Nations to include the UN in GSA's negotiated power procurement contract. When the State of New York deregulated the electric utility industry in the late 1990's, GSA's Energy Procurement team developed methods to use the deregulation to save taxpayer dollars and energy resources. One example of GSA's efforts is the concept of strategic positioning, which combines the aggregated electricity demand of many Federal agencies in a single utility power contract. Strategic positioning has insulated GSA from the drastic swings in the price of electricity in New York since deregulation.

In 2000, GSA invited the UN to join the negotiated utility power contract. The UN saved over $50,000 in electric utility costs in 2000. With this success, the UN joined as a participant in a three-year fixed price contract GSA negotiated for its electric needs in New York City. This contract allowed GSA, its tenants, and the UN to avoid the 31 percent price increase in electricity from 2000 to 2001.

For additional information, please contact Mr. Brian K. Magden at 212-264-0591 or by email at brian.magden@gsa.gov. ■

United Nations, New York, NY

Malmstrom Partnership with the Operation Walking Shield

Department of the Air Force

Air Force wins award for the 2002 GSA Achievement Award for Real Property Innovation in the Best Practice category.

(Below) Award recipients Master Sergeant David Ewings and Cindy O'Connell

Prior to 1999, Malmstrom Air Force Base (AFB) would replace an aging housing facility by demolishing the existing housing unit and depositing the building materials in the nearest landfill. Working with Operation Walking Shield, a non-profit organization created to alleviate poverty on Native American reservations, Malmstrom AFB will relocate 200 housing units to various Native American reservations throughout the State of Montana. To date, 92 housing units have been relocated to three Native American reservations, with another 108 to be relocated in the future.

Malmstrom Partnering Initiative with Operation Walking Shield

The partnership will provide much needed housing for these Native American tribes, while Malmstrom AFB will comply with environmentally mandated waste reduction laws by reusing the housing units, instead of demolishing them and dumping them in the local landfill. In addition, the Air Force will save over $5 million in demolition and disposal costs.

For additional information, please contact Ms. Cindy L. O'Connell at 406-731-6209 or by email at cindy.oconnell@malmstrom.af.mil. ■

Hot Turn Over of Facilities

Department of the Air Force

Facility at former Kelly Air Force Base, TX

Do you need to expedite the property transfer of industrial facilities and infrastructure? Learn from the Air Force! The Air Force Base Conversion Agency (AFBCA) team at the former Kelly Air Force Base, TX, developed the critically needed architecture for a Hot Turn Over process to significantly expedite the divestiture and transfer of Air Force industrial facilities and infrastructure to the local redevelopment authority. The AFBCA team developed a set of alternatives to significantly expedite the transfer of industrial facilities and infrastructure.

The procedures resulted in the immediate reuse of key facilities and infrastructure. The team developed new procedures to transfer all real property at the installation under a single master lease agreement. The team also ensured that future occupants of the industrial space maintain a commitment to environmental stewardship. The transfer covered 1,890 acres of land, 608 large industrial and support facilities totaling over 14 million square feet of space and associated electric, water, sewer, and storm water utilities.

This streamlined approach, which was a major departure from usual Air Force procedures, reduced the transfer time from nine months to just three.

The annual cost savings resulting from the accelerated transfer totals over $65 million per year from facility maintenance, operations, and utilities costs.

For additional information, please contact Mr. Indar Schabra at 210-925-7429 or by email at ischabra@afbda1.hq.af.mil. ■

Lorton Correctional Institution Disposal

U.S. General Services Administration

UNIQUE HISTORIC PRISON PROPERTY DISPOSAL HANDLED BY GSA IN WIN-WIN WITH COMMUNITY.

GSA oversaw the transfer of the 2,900-acre Lorton Correctional Complex (Lorton). The transfer was very complex and required GSA to act as the landlord for a functioning prison throughout the disposal process. A team was formed drawing on expertise nationwide in building operations, property disposition, contracting, environmental compliance, leasing, and property appraisal. The team worked together continuously throughout the three year disposition process, speaking with one voice, and consistently meeting Congressional expectations.

The Lorton disposal team:

- Completed over $15 million of environmental cleanup through a minority contractor in less than 3 years, 2 years faster than the normal process.
- Recycled over 42,000 of the 200,000 tons of contaminated material removed from the site.
- Achieved $5 million savings on the remediation process.
- Gained a concession by the Virginia Department of Environmental Quality (DEQ) to allow GSA to proceed with remediation without application of DEQ's enforcement mechanism and oversight.
- Received a letter of Commendation from the Advisory Council on Historic Preservation for protecting the historic integrity of the Lorton property.
- Successfully negotiated a 4-way land exchange involving Federal, County, and private parties.

For additional information, please contact Mr. James Brandon at 404-331-2699 or by email at james.brandon@gsa.gov. ■

The timely disposal of the Lorton property was consistent with many of the GSA Asset Management Principles.

Lorton (VA) Correctional Institution

Integrated Early Transfer Disposal Team

Department of the Army

U.S. General Services Administration

Check out this innovative and time-enhanced process for disposal of contaminated properties!

In order to expedite the disposal of the Volunteer Army Ammunition Plant in Tennessee, Army developed several new and innovative processes in collaboration with GSA. First the Secretary of Army used a delegation of authority to give GSA full and total disposal authority over the Volunteer Army Ammunition Plant.

There was "special legislation" that authorized the Secretary of the Army to dispose of 1,033 acres at Volunteer, with the remainder of the property excess to Army needs, which would have created the presence of two separate and distinct disposal agents – GSA and the Army Corps of Engineers. By unifying the disposal authorities through a delegation, the Army and GSA created an enhanced credibility in the eyes of both the congressional delegation, as well as the state and local governmental authorities.

A Federal performance team comprising of Real Estate, Environmental, Appraisers, and Attorneys was formed early on in the process to manage the disposal of real property at the Volunteer Army Ammunition Plant. The Army and GSA teamed-up to plan and begin the process of disposing of the property in a reduced time frame.

The team held a Town Hall meeting and invited all the local interested parties. The team provided historical information on the former use of the real property, and the process that GSA uses to dispose of excess industrial property. The team met early on with state and local governments, members of Congress and the local community to address their concerns about the environment. The local community got involved in the process early on.

Secondly, the use of new authorities promulgated under Section 334 of CERCLA, enabled the use of "Early Transfer." This approach, supported wholeheartedly by all local officials, is an innovative and time-enhanced process for disposal of contaminated properties. The exciting benefit of this process is that it brings all of the parties together up front, whereby agreements are made that govern the long-term clean-up strategies utilized. The result is the reduction of time and costs to dispose of the contaminated properties. This is an all-inclusive process, resulting in mutually shared responsibilities, authorities, and benefits. It is truly a non-traditional approach. It provides the foresight and cohesiveness necessary to resolve highly complex issues.

For additional information, please contact Ms. Maria Chuck at 703-617-9002 or by email at mchuck@hqamc.army.mil. ■

"...we like [the process at Volunteer] so much that we want to see more of it."

(Chief of Staff for Senator Fred Thompson)

Former Volunteer Army Ammunition Plant

Energy Management Program

Department of Energy

DOE is committed to saving money, protecting the environment and leading other federal organizations by example. Find out how below!

The operation of the DOE Headquarters facility in Germantown, MD has been made more efficient and customer focused through the use of an annual Report for Energy Management. DOE is focused on the reduction of the consumption of energy and raw materials....and reduction of the generation of waste. DOE implemented performance measures to cost effectively meet or exceed all applicable Executive Orders and Federal Regulations for energy efficiency, as well as the use of renewable energy and water conservation.

One such regulation is Executive Order 13123 that requires Federal agencies to reduce energy consumption in Federal buildings by 30 percent through 2005 and by 35 percent through 2010, based on energy usage from 1985. DOE has completed energy efficiency and conservation projects that have reduced energy consumption by 30 percent in 2001 and 39.5 percent through the first half of 2002 without sacrificing comfort, health, or safety.

For more information, please contact Mr. Louis A. D'Angelo, III at 202-586-6080 or by email at Louis.D'Angelo@hq.doe.gov. ■

DOE Headquarters, Germantown, MD

Modernize Army Central Energy Systems

Department of the Army

U.S. Army Corps of Engineers

This innovative process can be used by other government agencies or commercial firms who own and operate central energy systems.

How would an agency deal with implementing a $300 million program to modernize aging energy plants? The Army and the U.S. Army Corps of Engineers developed a unique and innovative practice involving modeling and simulation tools to handle this need. The tools evaluated and modernized central energy plants and distribution systems to expand their useful life.

The Army owns and operates over 75 large central energy plants providing utilities such as heat, air-conditioning, steam and compressed air for thousands of buildings on Army bases throughout the world. Many of these plants were built in the World War II and Korean War period. The Army faced a challenge and an estimated one billion dollar requirement as many energy plants were reaching the end of their useful life. The Army modeling and assessment process considers current environmental, energy, and safety laws and directives and alternative engineering possibilities for modernizing large central energy plants.

The Army's innovative evaluation process is being used to implement a $300 million program to modernize over forty of the largest and oldest energy plants in the inventory. Benefits derived from Army's unique energy plant evaluation process include modern efficient systems, cost effectiveness, use of the latest technologies, reduced burning of fossil fuels, lower air pollution, better maintainability, lower water use and improved plant safety. The Army innovative energy plant evaluation process will protect and enhance the value of government real property assets and can be used by other government agencies or commercial firms who own and operate central energy systems.

For more information, please contact Mr. John J. Krajewski at 703-428-6170 or by email at john.krajewski@hqda.army.mil. ■

Shallow trench improves maintainability of Heat Distribution Piping under modernization of Army Central Energy Systems

Electrical Energy Control at the Power Panel

Department of the Navy

Check out this innovative practice by Navy that provides a safer working environment for technicians servicing and maintaining information technology equipment.

The requirement for electrical energy control has been around for a long time. Prior to 1997 the acceptable method of electrical energy control throughout the Navy was to secure power and tag the circuit out. The problem with this form of energy control was that the tag could be ignored or overlooked and the power could be energized creating an electrical shock hazard.

Safety Design, a small company in Texas, produced a positive lock out device that could be retrofitted to power panels allowing individual breakers to be locked out. These positive lock out devices were made available through the GSA ordering system.

Naval Network Operations Command realized that these new electrical energy control devices could be used to retrofit power panels. An aggressive program was implemented to procure and install, using its own personnel, locking devices on all power panels, which provide power to mission essential equipment. This practice not only meets the full intent of the law, but also provides a safe working environment for the personnel who service the equipment and is replicable to both the private and public sector.

For additional information, please contact Mr. Thomas L. Minnick at 202-764-2678 or by email at minnickT1@nctc.navy.mil. ■

Environmental Efforts and Sustainability

Green Marina Initiative

Department of the Interior

The "bar has been raised" for DC waterways! The Green Marina Initiative will help improve the quality of waterways in the District of Columbia.

The Green Marina Initiative (GMI) is a memorandum of understanding between the National Park Service (NPS) and the District of Columbia to address existing environmental non-compliance issues at shore-based facilities along these waterways.

The GMI was designed to bring operators, owners, and concessionaires located on DC waterways into compliance with existing Federal and local regulations and to go beyond compliance by instituting industry standard best practices. Due to several watershed and river basin initiatives including the Chesapeake Bay program, Potomac American Heritage River Program and the Anacostia River Restoration Program, increasing public attention was being paid to the District waterways. The GMI was designed to ensure compliance with all current regulations. NPS and the DC Department of Health developed a Green Marina Guidebook available in hard copy and CD-ROM to educate the owners of boat clubs, marinas, ferry terminals and other facilities on these regulations. Eleven boating facilities in the District have agreed to participate in the program.

The Green Marina Core Group, consisting of regulators, operators, and other interested stakeholders will update the guidebook periodically. This group will ensure that the guidebook describes the legal and regulatory requirements and raises the bar on best practices to be implemented.

Intended to promote environmental education, compliance, pollution prevention and best management practices, this "first of its kind", low cost Federal partnership program has already won public support since it began on October 9, 2001. The program won the American Planning Association 2001 Award for Excellence in Federal Planning. It has also won praise from the DC Mayor, the Environmental Protection Agency (EPA), and the Department of Transportation, as well as the National Park Service, which plans to implement the program nationwide.

For additional information, please contact Ms. Julia Hewitt at 202-619-7083 or by email at julia_hewitt@nps.gov. ■

Conservation Partnership for Land Acquisition

Naval Facilities Engineering Command

There is a growing threat of encroachment on military ranges and training areas. The Naval Facilities Engineering Command (NFEC) developed the Conservation Partnership for Land Acquisition to address this threat. NFEC partnered on this issue with conservation organizations, which historically have opposed military operations and the expansion of military land holdings.

The conservation partnership is a joint land acquisition strategy to address the military's concern of incompatible development and land use adjacent to military ranges and training areas. The partnership also addresses the goal of many conservation organizations to preserve portions of the remaining habitat and open spaces. The partnership involves an agreement with one or more conservation organizations with the goal of acquiring land adjacent to ranges and training areas that is threatened by incompatible development. Each agreement contains a provision that the military holds a restrictive use easement ensuring long-term land use compatibility, while the conservation organization would hold the remaining fee interest and ability to manage the property to meet its conservation goals. Each party to the agreement would contribute funding commensurate with the value of the interest received.

A key feature of the program is that the participating military agency would not need to follow the traditional acquisition process. The program relies on standing authority to use available appropriations to acquire available properties prior to commercial development. This process is far more responsive than the normal acquisition process. The program has been welcomed by the Congressional oversight committees and is included in the 2003 National Defense Authorization Act. The Nature Conservancy, in anticipation of the law being passed this year, has already purchased options on 2,500 acres of land adjacent to the Marine Corps Base at Camp Lejune, NC that was being considered for a resort development.

For additional information, please contact Mr. Richard A. Engel at 202-685-9203 or by email at engelRA@navfac.navy.mil. ■

Chelmsford, Customer Satisfaction through Sustainability

U.S. General Services Administration

GSA wins 2002 GSA Achievement Award for Real Property Innovation for Sustainable Project.

GSA's PBS delivers major "green" facility to EPA to satisfy its customer's needs and champion sustainable development. This successful partnership provided a facility that meets three major criteria set out by the customer:

- Construct a facility that is functional for its users
- Build a safe facility
- Create a facility as environmentally responsible or "green" as possible while adhering to the principals of life cycle costing

Green in this context is defined as a building that uses the best available materials and technologies to minimize consumption of energy and resources while maximizing the use of natural, recycled and non-toxic materials. The EPA Laboratory in Chelmsford, MA is such a building. With some radical rethinking after the developer was selected, the laboratory now incorporates the following environmentally friendly features:

- energy efficiency,
- water efficiency,
- solar power,
- green power (wind produced),
- xeriscaping (quality landscaping that conserves water and protects the environment),
- modular boilers,
- low volatile organic compounds materials and finishes,
- materials containing post consumer recycled content,
- construction waste management, and
- an alternative fuel vehicle fueling station.

The move into the facility was conducted in an environmentally respectful manner using recyclable totes and packing materials made from recycled products. Since occupancy, a concerted effort at

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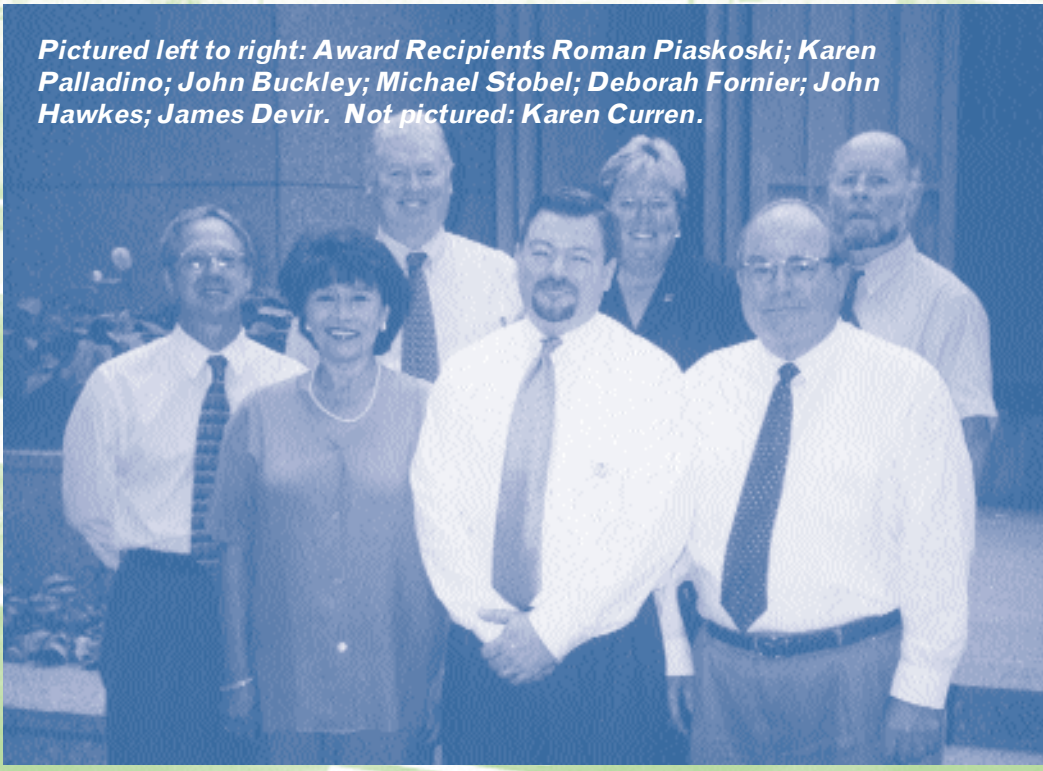


Pictured left to right: Award Recipients Roman Piaskoski; Karen Palladino; John Buckley; Michael Stobel; Deborah Fornier; John Hawkes; James Devir. Not pictured: Karen Curren.

Environmental Efforts and Sustainability

***CHELMSFORD** from prev. page*

educational outreach to the design and construction communities and local educational institutions has taken place. In addition the experience has been shared with other New England Federal Property managing entities.

EPA and GSA accomplished this by rethinking the project after developer selection to incorporate Leadership in Energy and Environmental Design (LEED), a certification program sponsored by the United States Green Building Council. GSA procured in a very short time frame the services of a sustainable consultant and drew on the knowledge of the local utility providers as to efficiencies recommended. The GSA project manager and leasing officer encouraged partnering with the developer, general contractor and its subcontractors. They sought alternative financing for the photovoltaic sunshade installation from the GSA Energy Center of Expertise.

The Chelmsford project won the White House Closing the Circle Award, as well as the GSA Environmental Award, the GSA Demolition Derby Award, the DOE National Renewable Energy Laboratory 2002 Federal Energy Showcase Award, and the Boston Federal Executive Board Excellence in Government Award for Creativity and Innovation.

For additional information, please contact Mr. James Devir at 617-565-7902 or by email at james.devir@gsa.gov. ■

GSA's Public Buildings Service, New England Region, delivers major "green" facility to EPA to champion sustainable development.

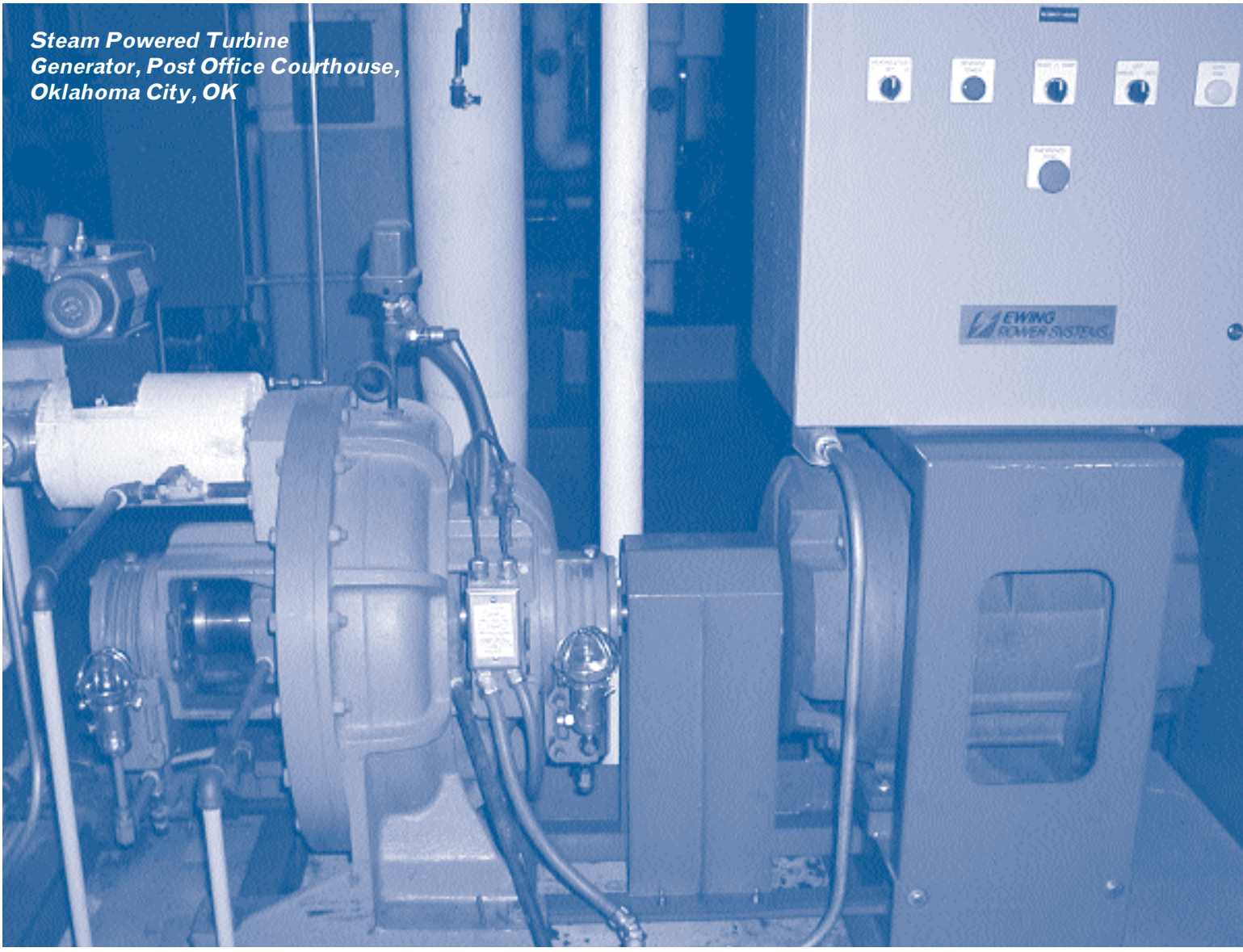
EPA Laboratory, Chelmsford, MA

Steam Powered Turbine Generator

U.S. General Services Administration

GSA's Greater Southwest Region teamed up with Trigen – Oklahoma City Energy Corporation to utilize waste heat to generate electricity, at no cost to the government. GSA reached an agreement to allow Trigen to construct a pressure reducing station in the basement of GSA's Post Office Courthouse in Oklahoma City. In return, Trigen agreed to remove existing abandoned chillers and boilers from the basement, and to install a back-pressure steam turbine to generate approximately 164,000 kilowatts and $10,000 per year in electricity, to the benefit of the government.

For additional information, please contact Mr. Mark Trimarchi at 817-978-2553 or by email at mark.trimarchi@gsa.gov. ■



Steam Powered Turbine Generator, Post Office Courthouse, Oklahoma City, OK

Check out our new...

For the past 6 years, the Office of Real Property has sponsored the GSA Real Property Innovation Award to promote and highlight the best practices of the Federal real estate community. Our goal is to share the best and brightest ideas so that other Federal agencies can use them to better manage their own real estate assets.

These best practices have value for other agencies. We want to show how Federal organizations have used these best practices that have been submitted to OGP, or "adopted" them, for use in their business operations through the new "Adopted Best Practice" award. We have included this as a new category in the GSA Achievement Award for Real Property Innovation.

To be eligible a Federal organization, team, or individual must have applied a practice or policy submitted to our Award program in a previous year by another Federal agency. In the 2003 Award Program, we will present the top entry with a cash award of $5,000 for an individual, or $10,000 for a team of two or more. Submissions will be judged on the merit of:

- *Originality/innovation*
- *Significant achievements*
- *Problem solving*
- *Program management*
- *Consistency with Asset Management Principles*

Anyone involved in the Federal real property/workplace professions can find copies of the special editions of Policysite that contain summaries of best practices from prior Real Property Innovation Award programs on the Office of Real Property's web site at: www.gsa.gov/realpropertypolicy. OGP employees are not eligible for this award.

Join us in this new venture! Submit your application on the following page to be considered in the Adopted Best Practice category of the 2003 GSA Achievement Award for Real Property Innovation. ■

Adopted Best Practice Award!!!

GSA Achievement Award for Real Property Innovation

Adopted Best Practice or Policy Submission Form

Date: _____

With our new Adopted Best Practice award category, we want to know about and share your success if you have adopted in your agency a Best Practice or Policy, from another agency, listed on our website or in one of our Policysite Best Practices Special Edition Newsletters. The adopted practice or policy is eligible for an award in GSA's annual Innovation Award Program. (OGP employees are not eligible for this award.) Please complete the following (front and back):

1. Adopted Practice/Policy Title: _____ (limit 5 words)
2. Source

Policysite Edition: Feb 1998 ____ Feb 1999 ____ Dec 1999 ____ Dec 2000 ____ Oct 2001 ____

Website: ____ (www.gsa.gov/realpropertypolicy)

3. Contact Information: The person listed below has active responsibility for implementation of this practice/policy. The contact person will share in the cash prize, if it is a team submission. The contact person is the sole entrant, if it is an individual entry. We will direct all correspondence related to this submission to this individual.

   Name: _____

   Title: _____

   Department/Agency: _____

   Office/Service/Division: _____

   Address: _____

   City: _____ State: _____ Zip Code:_____

   Telephone: _____ Fax: _____ E-mail: _____

4. Authorizing Official's Certification and Signature: Agency official sponsoring the nomination.

   Name: _____

   Title: _____

   Department/Agency: _____

   Office/Service/Division: _____

   Address: _____

   City: _____ State: _____ Zip Code:_____

   Telephone: _____ Fax: _____ E-mail: _____

Signature:_____ Date: _____

Adopted Best Practice Award!!!

Credits:

List the other team members involved in the implementation of the adopted practice/policy in addition to the person identified in item 3 above, if it is a team submission. These individuals will share in the cash prize. If additional space is required, please type on white paper and attach to the Submission Form. Additional credit pages do not count toward the two-page limit of the total package.

Name: _____

Title: _____

Department/Agency: _____

Office/Service/Division: _____

Address: _____

City: _____ State: ____ Zip Code: _____

Telephone: _____ Fax: _____ E-Mail: _____

Name: _____

Title: _____

Department/Agency: _____

Office/Service/Division: _____

Address: _____

City: _____ State: ____ Zip Code: _____

Telephone: _____ Fax: _____ E-Mail: _____

Please answer the following questions on the adopted best practice/policy:

1. Describe the best practice/policy that you implemented. Indicate the originator/source of the practice/policy, the timeframe it has been in place, and whether it was used more than once. Has it been incorporated into your agency's asset management strategic plan?

2. List the significant achievements obtained from implementing the practice/policy. Explain the benefits or results, such as, cost and/or time saving, organizational efficiencies, customer satisfaction, employee productivity, sustainability, etc..

3. Cite any modifications and improvements you made to the practice/policy, if applicable. Was it applied to a single facility in your inventory, or multiple facilities?

Pollution Free Generation of Electricity

U.S. Postal Service

How do you provide a more efficient and virtually pollution free electrical power system? The U.S. Postal Service (USPS) Anchorage, AK Processing and Distribution Center (PDC) Fuel Cell Project (FCP) accomplished this with new technology to meet electrical power needs. USPS formed a joint venture with Chugach Electric, DOE, Department of Defense, National Rural Electric Cooperatives Association, and the Corps of Engineers to install five 200 kilowatt, ONSI fuel cells to provide an electrical power source for the 325,000 square foot Anchorage PDC. When dedicated, the PDC FCP was the largest fuel cell installation in the world.

The fuel cell generates electricity like a battery by setting up a potential energy between a cathode and an anode. This is accomplished by passing hydrogen fuel through a catalyst. As long as fuel is supplied electrical energy is produced. The source of hydrogen in the USPS PDC FCP is natural gas.

The fuel cells generate electricity at 45% efficiency as compared to 35% for the best conventional power plants. The emissions are practically pollution-free as they contain only water vapor and small amounts of carbon dioxide.

The Anchorage PDC FCP is a "distributed energy resource" that creates other advantages over conventionally generated grid distributed electrical power.

- The by-product of the system is simply water and carbon dioxide, thus eliminating other carcinogenic pollutants entering into the atmosphere.
- Increased efficiency for generating electricity over a conventional power plant.
- Decentralized energy production.
- Reduced line loss to almost zero a result of the fuel cell plant being co-located with the customer's facility.
- Source of supplemental heat for the facility, thus reducing the fuel consumption for heating.

For additional information, please contact Mr. Sharad Shrestha at 303-220-6523 or by email at sshrestha@email.usps.gov. ■

USPS Fuel Cell Project, Anchorage, AK

Winter Cooling of Building Interior Space

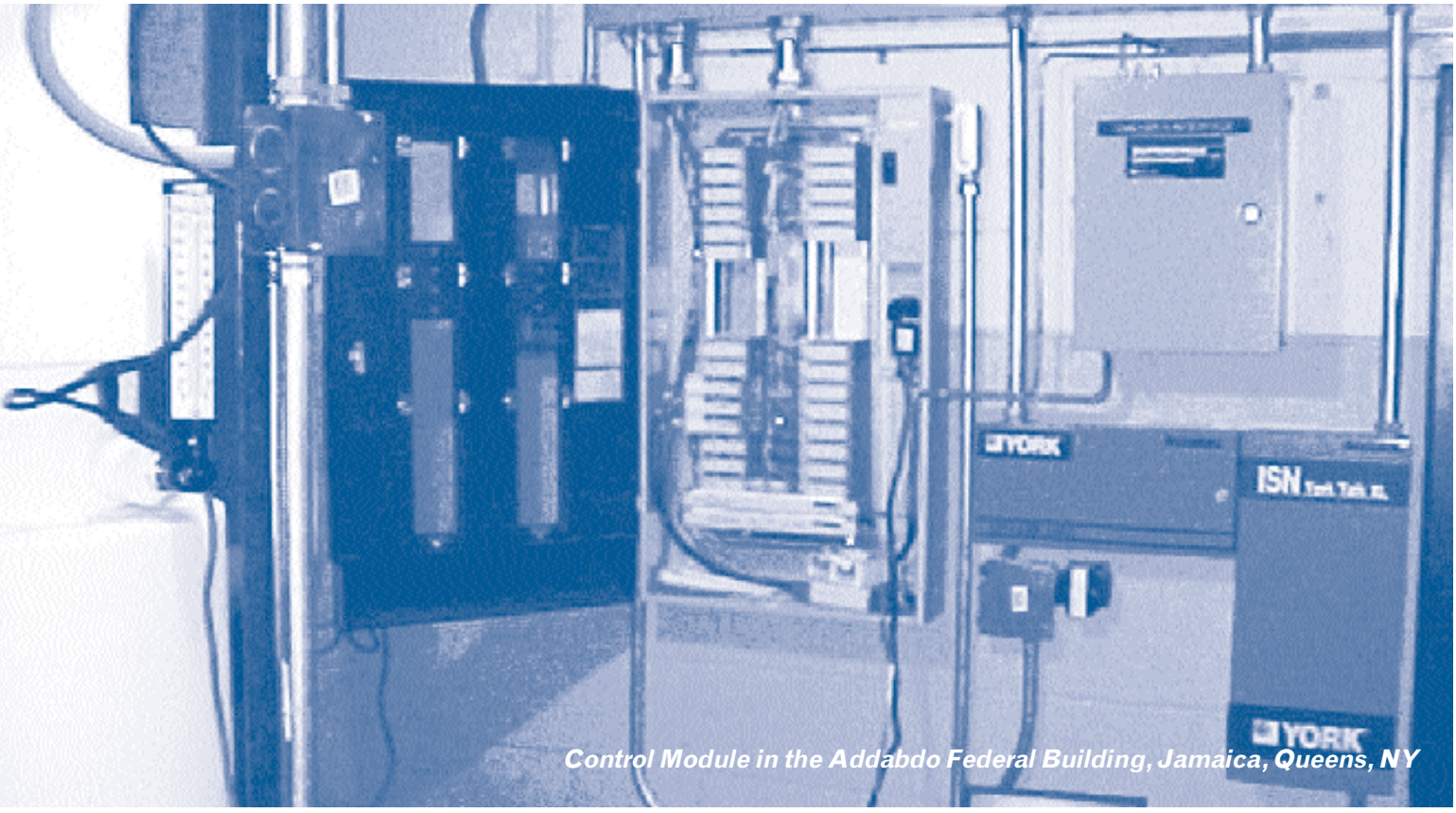
Social Security Administration

Innovation by SSA meets unusual requirements of the agency in New York facility. The Addabdo Federal Building (FB) in Jamaica, Queens, NY, which houses the Social Security Administration (SSA) Program Service Center, contains approximately 600,000 square feet of space. About 24,000 square feet of space requires year round cooling to support data processing and computer equipment, resulting in the electrical powered refrigeration equipment running over 8,700 hours per year. Through monitoring, SSA determined that the refrigeration equipment was over used and contained environmentally hazardous R12 refrigerant. SSA's goal was to conserve the electric energy required to run the equipment and convert the equipment to an environmentally safe refrigerant.

SSA incorporated an independent heat exchanger into the design of the equipment that uses the evaporative cooler and condensing system loop to cool the primary chilled water during cooler weather. SSA determined that from September to June there was a period in the day when the outside temperature was low enough to permit free cooling.

SSA developed a control system for the equipment to switch from mechanical to free cooling that minimized employee monitoring. The control system monitors the outdoor temperature and humidity and evaluates the conditions to regulate the type of cooling necessary to control the building heat load. The control system is automatic and can react to changing weather conditions.

For additional information, please contact Mr. Tim Corbett at 410-965-4865 or by email at tim.Corbett@ssa.gov. ■



Control Module in the Addabdo Federal Building, Jamaica, Queens, NY

Elimination of Barriers to Persons with Disabilities

Department of Energy

Commitment to improve the workplace environment for persons with disabilities has led to an innovative policy for the Department of Energy (DOE). The agency conducted an audit of its two government-owned headquarters sites (the Forrestal and Germantown facilities) to kick off this effort.

Numerous accessibility improvements for persons with disabilities had been implemented at the Forrestal and Germantown facilities over the past two decades. Each improvement was targeted, funded, and implemented in response to laws and regulations regarding accessibility and eliminating impediments to persons with disabilities. However, there was no direct communication with the DOE Community of Persons with Disabilities (CoPwD). The improvements were accomplished with no follow-up mechanism being employed to ensure customer satisfaction.

The innovation of the real property policy stems from the composition of the team and their approach. DOE integrated the CoPwD into the audit process. They participated in the survey and audit report and now provide feedback on the improvement actions as they are implemented. This allows for immediate corrective action as well as further follow-on activity.

The team adopted a two-pronged approach to accomplish the audit. First, an internal broadcast message was posted requesting employee assistance with identification of possible barriers at the Forrestal and Germantown facilities for persons with disabilities. Members of the audit team also met employees to share information on the audit and to solicit their concerns and suggestions. Second, the audit team conducted a physical survey of the Forrestal and Germantown facilities, respectively, to verify employee concerns and identify any other potential barriers to persons with disabilities. The survey included a physical walk around the buildings and grounds of both facilities; selected interviews with employees and individuals responsible for employee/public use areas, and spot measurements to assess compliance with accessibility standards. Next, the audit team met to analyze the list of impediments identified for both facilities and to suggest remedies.

The findings and recommendations were listed in a chart of barriers grouped by facility and category with information on cost data, where known, compliance with laws and regulations, responsible organizations and present status. The team's recommendations and comments for each barrier were also included. The 159 actions from the original and biennial audits were separated and referred to the responsible organizations. Priorities for implementation of approved actions and recommendations were determined by the responsible offices to ensure full coordination, planning, funds availability and occupant satisfaction.

As of April 30, 2002, 56.6 percent of the actions have been accomplished in 40.5 percent of the allotted time. DOE will track the list of recommended actions until complete as well as conduct a re-survey every year and a re-audit every two years.

For additional information, please contact Mr. Louis A. D'Angelo, III at 202-586-6080 or by email at louis.d'angelo@hq.doe.gov. ■

Forrestal Federal Building, Washington, DC

First Impressions

U.S. General Services Administration

Federal buildings that are welcoming, secure, and create an environment where federal employees provide professional services to the American people, are good business. GSA's Public Buildings Service's First Impressions initiative carries out this practice.

A collaboration between the federal government and the private sector design community, First Impressions builds on the success of the Design Excellence program for new federal buildings, by extending the same concern for design quality to the inventory of existing federal buildings. Public architecture forms a meaningful image in our collective imagination and First Impressions makes it the best image possible of an efficient, effective, and professional government.

The initiative began by identifying and gathering design and buildings management champions from among GSA's employees nationwide. This energetic group was paired with a team of private-sector experts to address the challenge of balancing openness and security in federal buildings. Through a series of intense workshops and a comprehensive survey of GSA facilities across the nation, the team of architects, designers, and graphic specialists identified the factors that most influence visitors' first impressions of the buildings. They identified the five most important elements that need attention: reduce clutter, consolidate functions, unify signage, streamline security, and transform the image of the building. Suggestions for quick, low-cost solutions and potentially more expensive high impact solutions were shared via the First Impressions Web Site. During the first year, the First Impressions team fanned out across the country to touch every existing GSA building with a first round of improvements, including projects from removing clutter from lobbies to large-scale renovations of public spaces.

Now in its fourth year, the initiative has gained incredible momentum. A series of four large-scale projects has been designed, and will soon begin construction. As the momentum builds we have achieved the goal of institutionalizing First Impressions as the way GSA does business. Creation of the "Design Notebook for Federal Building Lobby Security" evolved due to the increased focus on security in Federal Buildings since September 11th. The First Impression Program has made a successful push to ensure that all of our upcoming major renovation and rehabilitation projects include First Impressions type line items.

For additional information, please contact Mr. Alan Camp at 303-236-7070, extension 257 or by email at alan.camp@gsa.gov. ■

First Impressions Project, William S. Moorehead Federal Building, Pittsburgh, PA

Elevator Training en Masse

U.S. General Services Administration

This was a very original and innovative approach to accomplish the necessary elevator training designed to prevent future elevator problems and increase the elevator knowledge of facility management associates throughout the region.

On October 31 and November 1, 2001, a team of GSA associates from the Great Lakes Region conducted elevator training for 93 GSA associates from six Midwestern states as well as representatives from other Federal agencies. Members from the GSA regional office and representatives from the SSA and Railroad Retirement Board (RRB) also attended this training. Both SSA and RRB have buildings delegated to them by GSA.

The idea for this popular training class came about as the result of an Inspector General Audit of an elevator maintenance contract for one of the Government-owned buildings in the Great Lakes Region. The report disclosed that there was little or no documentation of elevator maintenance and required safety inspection reports were past due. Better administration of the elevator maintenance contract was needed. After reading the audit report, the idea to provide elevator training to as many people that desired it in the shortest possible time was born. Now that the training manual and presentations have been developed, the elevator training can be replicated anytime where it is needed.

For additional information, please contact Mr. Roger Blummer at 312-886-3348 or by email at roger.blummer@gsa.gov. ■

Governmentwide Real Property Information Sharing (GRPIS)

Local GRPIS federal planning councils initiated by GSA's Office of Real Property have identified the following three best practices from GRPIS studies in Atlanta and New England. For more information about the GRPIS program and the associated GRPIS councils, please contact Mr. Bob Harding at 202-501-1411 or by email at robert.harding@gsa.gov.

Water Conservation

To conserve water, the Jimmy Carter Library and Museum utilizes non-flush urinals in all men's restrooms. Waterless Co. urinals work completely without water. Waterless No-Flush™ urinals can be easily installed in all restroom applications. A recent article written by the Energy and Engineering Department of the Secretary of Defense stated, "This fixture saves up to 45,000 gallons of water and more per year per fixture. It greatly reduces typical urinal maintenance and improves restroom sanitation. For about the price of a flush urinal, you can automatically save 1.5 - 3 gallons of water per usage, depending on the model of flush urinal you're replacing." For more product information go to http://www.waterless.com/index.html

Energy Savings

Save energy with the measures utilized at the Veterans Affairs Medical Center in Decatur, GA:

- Use of reflective film on windows to reduce energy consumption and alleviate the strain on the cooling system, especially in the summer.
- Cleaning the boiler tubes of built up scaling from using city water and switching to the use of chemically treated water to minimize scaling. This has resulted in a 20% reduction in energy use.
- Separating cardboard from the waste stream and recycling it has resulted in a savings of $500 per week. The savings are recouped not from the actual recycling, but from the reduction of the cardboard in the dumpster, thus reducing the number of full dumpsters being taken away for disposal.

All-Weather Inspection Stations

Check out the low cost security measure at the Army Soldier Systems Center in Natick, Massachusetts. It is using all-weather inspection stations to check all privately owned vehicles entering the installation. The free standing temporary structures are equipped with lighting and limited heating, that allows for effective inspections to proceed in harsh winter conditions. This low cost solution supports the effective review of vehicles under inclement circumstances and is part of a larger security enhancement program at the installation that includes training personnel in installation and personal security, limiting vehicular access, and reinforcing perimeters. ■

All-Weather Inspection Stations, Army Soldier Systems Center, Natick, MA

Real Property Acquisition Practice

Department of Labor

Does your agency need a more efficient real property acquisition process to compete in the real estate markets around the country today? Job Corps did! It had been acquiring real property according to the Employment and Training Administration (ETA) Real Property Acquisition Procedures until the mid-1990s when it became apparent a change in procedure was needed. Job Corps was not able to compete with private sector buyers for the purchase of properties because ETA's procedures required too much time before a signed purchase agreement could be presented to a property owner.

To be more competitive, Job Corps reviewed existing procedures to determine how the real property acquisition process could be streamlined. Job Corps adopted the use of industry-like agreements to the acquisition process, which helped to make property owners more responsive to Job Corps' bids for their property. There is increased organizational involvement throughout the process. Representatives from the region and local level are included in the acquisition process early. This has greatly improved the level of team involvement and commitment in the acquisition process.

A key change to Job Corps' real property acquisition practice is the bundling and streamlining of the many distinct real estate activities. As a result of these changes, Job Corps realized a savings of approximately one million dollars from the owner's asking price on the purchase of a property in Cleveland, OH, known as "Water Tower Park." The coordination effort to address community outreach, which determines the surrounding communities' interest in having Job Corps as a neighbor, was also successful for the Water Tower Park property because of the increased team involvement.

For additional information, please contact Mr. Michael O'Malley at 202-693-3108 or by email at momalley@doleta.gov. ■

Cost Engineering Contract

U.S. General Services Administration

Innovative contract is a success with agencies! GSA's Southeast Sunbelt Region developed an indefinite delivery, indefinite quantity cost engineering contract that can be used by any Federal agency or any Federally sponsored project contractor. The contract meets all of the requirements of the Federal Acquisition Regulations on multiple award contracting, but still recognizes the contracts as technical in nature with price secondary to technical qualifications in selecting contractors. Each task order for this contract is placed to the contractor selected for that task order as being the most qualified. After a contractor is selected, the price is based on the negotiated contract.

Other Federal agencies pay a fee to GSA based on the magnitude of the contract and the assistance that GSA is asked to provide during the procurement contract. To date, eight of GSA's eleven Regions have used the contracts, with the other three Regions expressing an interest in using the contract in the future. The Departments of State, the Interior, and Defense have placed approximately $1.8 million in orders.

For additional information, please contact Mr. Bill Hunt at 404-331-4242 or by email at William.hunt@gsa.gov. ■

Energy Contractor for New Construction

U.S. General Services Administration

Most energy contractors are utilized for retrofit projects on existing buildings. However, GSA has initiated the unique practice of using an energy contractor, a DOE Super Energy Savings Performance Contractor, as the commissioning authority on new Federal design and construction projects.

Cost effective energy conservation features are constructed into new buildings according to a contractual requirement established by GSA.

The use of the energy contractor as the commissioning agent is innovative as it adds financial imperatives for the contractor to achieve commissioning goals. The energy contractor provides energy related comments to incorporate during the design phase of the project. The energy contractor then follows the construction of the building to ensure that the equipment meets design requirements, checks the equipment for proper installation, and maintains and operates the equipment.

For additional information, please contact Mr. Carl Wiggins at 404-331-4222 or by email at carl.wiggins@gsa.gov. ■

Electricity Procurement – Reverse Auction

U.S. General Services Administration

On January 1, 2002, the State of Texas deregulated its electric industry. GSA's Greater Southwest Region adopted an innovative, proactive approach to addressing the challenges of deregulation and formed a team to investigate the many issues involved in meeting the Region's power requirements in a deregulated utility environment. The Team ultimately settled on an electronic "reverse auction" procurement to meet the Region's needs. The electronic reverse auction is a process similar to the popular "E-bay" auction model, but in reverse, as the bids submitted are consecutively reduced by competitive bids, until the auction closes.

In the solicitation for the reverse auction, GSA requested pricing for its electric power load of approximately 142 million kWh per year for 82 buildings of various sizes located throughout the State of Texas. The Region asked for pricing based on one, two, and three-year contract terms, and separate pricing for supplying five percent "green" power, as defined in Executive Order 13123.

The Region completed the reverse auction and signed contracts two days later, for three-year terms in all four service areas. These contracts save the Region 23 percent over its previous cost of electric power for the state of Texas. This equates to projected savings to the government of $6.7 million over the three-year contract term. In three of the service areas, the awards included the five percent green power component. This procurement puts the Greater Southwest Region well ahead of its timetable and target goals for "greening the government" as provided for in the Executive Orders. The region is now poised to react quickly as each of the four states in the region deregulate utilities, as well as assist other agencies procuring utility services in a deregulated market.

Another benefit for the region, the solicitation contained language that allows the savings realized from this "supply side" procurement to be "captured" and used in the Region for energy conservation projects, to generate even more savings in the future, as provided for in the Energy Policy Act of 1992 and as directed by Executive Order 13123.

For additional information, please contact Mr. Kevin Myles at 817-978-9942 or by email at Kevin.myles@gsa.gov. ■

Web Based Electricity Procurement

U.S. General Services Administration

Was there a more efficient way for GSA to solicit competitive bids on energy supply? GSA awarded a contract to the World Energy Exchange and Science Applications International Corporation (SAIC) to do just that. The contractor would efficiently conduct GSA's first web-based electricity procurement. As a result of conducting this auction, GSA's customer base increased from 106 to 600 electric accounts. The strategic tactic of awarding a three-year, fixed price $165 million contract protected GSA's New York City electric budget from large price increases, such as the 31 percent increase experienced from 2000 and 2001. GSA's power procurement aggregation saved each of its power procurement customers, such as the UN, American Red Cross, USPS, Department of Veterans Affairs, Bureau of Prisons, U.S. Coast Guard, NPS, SSA, and the Smithsonian Institution $114,000.

For additional information, please contact Mr. Brian Madgen at 212-264-0591 or by email at brian.magden@gsa.gov. ■

Tenant Improvement Solicitation for Offers

General Services Administration

A Tenant Improvement Solicitation for Offers (TI SFO) imparts the philosophy contained in GSA's New Pricing Policy and associated Occupancy Agreement and the wisdom of GSA's "Can't Beat GSA Leasing" initiative to competitively acquire leasehold interests in real estate for their customers.

GSA awards a competitive procurement based on the lowest Present Value of shell, real estate taxes, operating cost base, and tenant improvement allowance, as defined by GSA's Pricing Policy. At the time of award, only the fixed components of the rental rate (shell, real estate taxes and operating costs) are identified in the lease contract. Immediately after award, the lessor works with GSA and its customer to prepare design documents reflecting the space requirements of the customer.

From these design documents, the lessor prepares construction documents and bids the project based upon the specific and identifiable tenant improvements contemplated by the Government. At this time, the lessor submits a cost proposal to the Contracting Officer based upon these improvements.

Only a "reasonable cost" of these improvements will then be amortized into the rental rate at a predetermined amortization term and cost of capital identified in the lessor's Best and Final Offer once substantial completion is determined. If the cost proposal remains unreasonable, the Government can seek remedies that currently exist within the General Clauses.

In essence, this method is nothing more than a "change order." Provisions that exist in the General Clauses have always permitted the Government to change the Scope of Work in the Lease after award. These clauses now provide a method to reduce procurement time and pricing uncertainty while better meeting the needs of GSA's customers.

For more information, please contact Mr. Steve D. Dietz at 612-725-1715 or by email at steve.dietz@gsa.gov. ■

Tools and Models

Fixit System

U.S. Census Bureau

U.S. Nuclear Regulatory Commission

The FIXIT system is an innovative computer based facility management tool to increase efficiency. The objective of the system is to permit occupants to make problem reports directly to the contractor while allowing facilities management personnel to closely monitor the work. Approximately 6,000 FIXIT reports are submitted on an annual basis at the Nuclear Regulatory Commission White Flint Complex. Prior to the FIXIT system, employees would either call in problems or send an e-mail describing the problem. This process added several layers before the problem reached the contractor staff responsible for taking corrective action. In addition, there was no satisfactory method to perform trend analysis or track facility problems. The employees were not always aware of the resolution of their problem. With the FIXIT system, employees have a user friendly, windows-based method to report a building problem. The reported problem is instantaneously routed to the correct contractor who immediately corrects the problem and then completes the "ticket" to close out the service call. The employee is automatically provided with the completed "ticket" so they not only know that the work was completed, but also what was done to correct the problem. The Facilities Branch is provided a copy of each FIXIT submitted and the closed out ticket. The Branch uses this data to prepare reports that monitor building problems, track building operational trends, and ensure the employees' problems are satisfactorily addressed.

For additional information, please contact Mr. Thomas O. Martin at 301-415-8080 or by email at tom2@nrc.gov. ■

Web BER – Web Based Building Condition Evaluation System

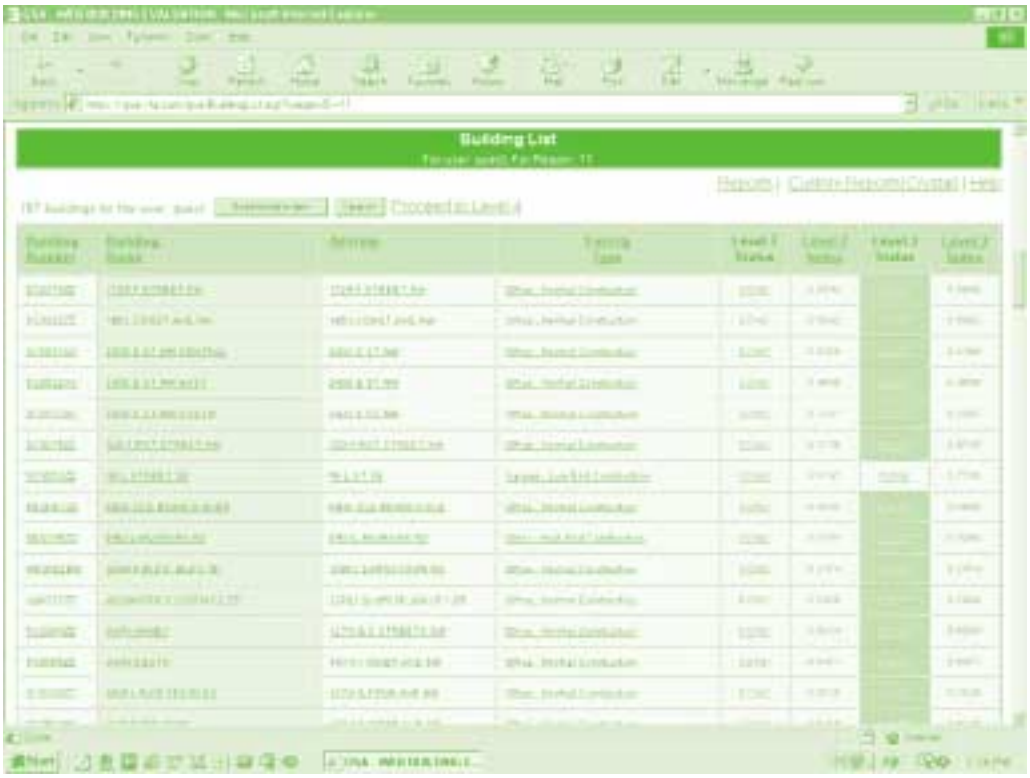
U.S. General Services Administration

Web BER is a web-based building condition assessment system that effectively uses the Internet. The system is designed to provide multi-level condition assessments of Federal properties owned and operated by GSA. It allows GSA to identify deficiencies, develop budgets to correct the deficiencies, and prioritize work for one property over another based on physical condition, amount of investment versus projected income, and life cycle analysis. As designed for the Internet, the system is flexible enough to produce a variety of reports. Web technology allows real-time access by GSA organizational components and customers alike. The reports, updates and corrections can be done live while two parties hold a conversation time zones apart.

Buildings are analyzed on four levels. At Level One each building is tabulated by its physical characteristics: size, number of floors, address, tenant, security level, and historic/non-historic status. This data is directly downloaded from GSA's corporate property database system, STAR, and is a key to the cost modeling that drives Level Two and Three analyses. At Level Two assessment, users answer, over the Web, 26 system-related questions for each building surveyed. Users do not have to be experts in architecture, engineering, or cost estimating professions. Building engineers or technicians may perform the Level Three assessment. They physically inspect the building to answer 37 questions to further refine the analysis of building deficiencies. As strategic priority and resources allow, buildings are selected for a Level Four assessment, a comprehensive Building Engineering Report (BER). Contract or in-house professional architects and engineers perform the Level Four analysis.

For each building assessment, the Web BER generates a Facility Condition Index (FCI), a measure of deficiency value as a fraction of building replacement cost. The FCI conveniently quantifies overall building condition, allowing building comparison and ranking by need for repair. The Web BER facilitates GSA's strategic planning to prioritize the reinvestment of limited resources in its real property assets.

For additional information, please contact Mr. Joseph Lawler at 202-358-3509 or by email at joseph.lawler@gsa.gov. ■



Establishing a Safety WEB

U.S. General Services Administration

Discover a new approach to streamline and improve safety operations at a reduced cost to the Government by utilizing the performance potential of the Internet. This practice, developed by GSA's Heartland Region Safety and Environmental Management Team, results in significant saving of time through an almost instantaneous update of accidents or events, a monetary savings by reduction of paper reporting and updates, and an enhanced ability of the Safety Team to distribute information and respond to events in a timely manner.

A safety office has a lot of information, including Material Safety Data Sheets (MSDS), Logs of Occupational Injuries and Illnesses, and various Standard Operating Procedures (SOPs). This information must be made available to the associates they serve. There is also a need to collect information from our served population, such as accident reports and reports of unsafe/unhealthy working conditions.

In the past, a paper-based system made it difficult to keep documents up-to-date and in the hands of those who needed the information. With the advent of GSA-wide access to the Internet, a new avenue for sharing information was made available.

To begin this process the Heartland Safety Team established an Internet presence at http://www.safety.gsa.gov to disseminate information in a timely and efficient manner.

Implementation of this process has resulted in the following achievements:

- SOP's are updated and made available as soon as changes are needed
- Accident reports are transmitted immediately upon completion to the Safety Office so they can be acted upon, if necessary
- MSDS are available to all associates at any time from any computer, whether at home or at work
- The Occupational Safety and Health Administration Log of Federal Occupational Injuries and Illnesses is available to all associates year-round
    - Any associate can submit a Report of Unsafe or Unhealthy Working Condition from any computer with anonymity, if desired. Tenants of our buildings can also use this reporting mechanism to submit similar complaints, such as for poor Indoor Air Quality

For additional information, please contact Mr. Kevin Santee at 816-823-2219 or by email at kevin.santee@gsa.gov. ■

GSA Safety Web Site

Land Port of Entry Simulation

U.S. General Services Administration

The Land Port of Entry Simulation, now known as Border Wizard, is an analytical tool that models the facilities and activities associated with U.S. Border Stations. Border Wizard consists of the hardware and software required to simulate all Federal inspection activities at every border crossing that processes commercial, passenger, and pedestrian traffic entering and leaving the United States. The simulation determines infrastructure, facility, and operational needs to ensure effective, safe and secure operation. The simulations identify and reduce bottlenecks in the traffic flow both within and outside the facility. Border station models are developed from existing operating ports of entry or from simulated operations derived from engineering designs. The interactive program permits what if modeling, traffic flow modeling, and analysis of physical features of the border station. The Border Wizard permits hypothetical modeling of various scenarios and provides data to predict the consequences of any proposed change prior to its construction.

Port facility and operational data is entered into the model using Microsoft Windows compliant data entry screens. Border Wizard is an evolving tool tailored to meet the needs of the Government and is updated every several months. The Border Wizard has been validated through modeling existing border stations and comparing the results with actual data from the border stations.

For additional information, please contact Mr. Donald C. Cobb at 817-978-7210 or by email at donald.cobb@gsa.gov. ■

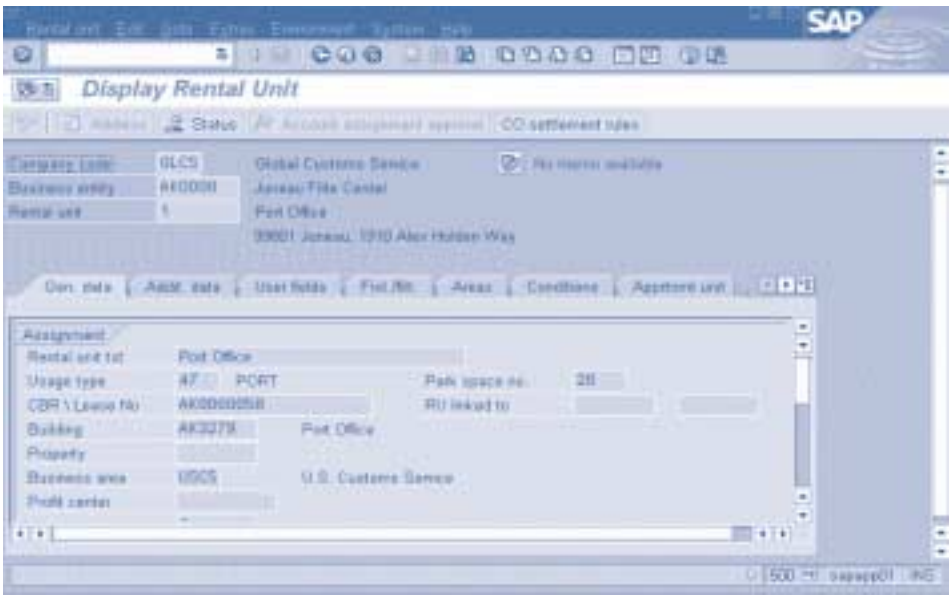
BorderWizard

A tool to assist planners in facilities and infrastructure analysis for new and existing Border Ports-of-Entry

Systems Applications and Products in ADP Project

Department of the Treasury

Time savings, real time management information, full documentation, and a one time data entry.....these are all features of the SAP project. The Systems Applications and Products (SAP) in Data Processing Project, established on April 8, 2002, consists of SAP Real Estate, Plant Maintenance and Project Systems modules that provide needed tools to standardize and streamline numerous real property processes for the U.S. Customs Service.



The SAP Release I provides cradle to grave real property functionality that allows Customs to manage and maintain its domestic and international real estate inventories. The SAP Release I covers a wide range of real estate functions including:

- Inventory management reports
- Rent management and reconciliation
- Planned and corrective maintenance management
- Project management and project information availability

Future SAP releases will improve Customs procurement, personal property, and core financial systems creating a completely integrated asset acquisition and management system.

For additional information, please contact Ms. Judy Coleman at 317-298-1172 or by email at judy.m.coleman@customs.treas.gov. ■

Border Station Benchmarks

U.S. General Services Administration

The Border Station Benchmarks are unit costs for the various facilities at a land port of entry. With these unit costs, GSA can develop construction budgets at a very early stage in the planning process.

The benchmarks also set a standard cost for facilities against which project cost forecasts can be measured during the development stages of a facility.

The benchmark costs for the various facilities at a border station were derived from the six latest border stations GSA constructed. These costs were averaged and converted to costs in the Washington, DC area, so the benchmark costs may be factored for varying locations using established Federal location factors.

The benchmark is a Microsoft Excel spreadsheet that allows someone to develop the costs for a border station by entering a preliminary housing plan, location, construction start date, and size and characteristics of the border station.

The border station benchmark program has been validated by comparing the benchmark costs to actual costs for border stations along the Northern and Southern U.S. border.

For additional information, please contact Mr. Donald C. Cobb at 817-978-7210 or by email at donald.cobb@gsa.gov. ■

Space Allocation Standard Tool

Department of Justice

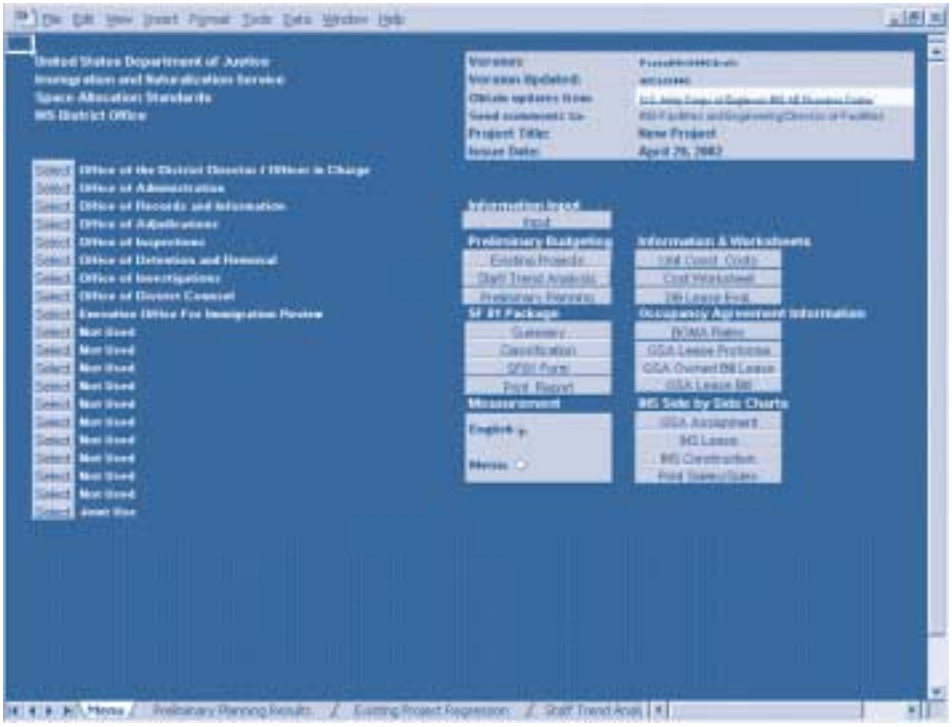
The Space Allocation Standard (SAS) does it all for INS' planning and budgeting for its leased facilities! This Excel spreadsheet tool incorporates budget formulation, space programming, project estimating, and lease evaluation into a single source application. It allows for a comprehensive and uniform approach by looking at a project for out-year impacts to budget planning, personnel growth, space acquisition, project funding, and lease budget needs. This tool allows the project manager to efficiently translate the space needs to project costs and adequately plan for the project. The tool provides Headquarters staff with a means of achieving consistency among projects throughout the INS.

The SAS tool has menus and user interfaces that guide the project managers through each project. The tool can report results in English for ease of communicating with operational groups and in Metric in compliance with federal directives for metrication.

The tool has three major components. The SAS preliminary budget formulation allows the INS Project Manager to plan the out year lease projects with a minimal amount of information to generate a preliminary budget. The SAS space programming worksheets allow a project manger to input personnel position numbers based upon the projected personnel. The personnel positions are assigned to pre-determined space classifications, which then roll up into ten space classifications to determine the total space requirements. SAS budgeting worksheets include preliminary budgets, construction costs, INS design build lease evaluation and GSA Occupancy Agreement emulation.

The SAS tool provides a methodology for planning costs for tenant improvements and determines long-term rental considerations. It consolidates space budgeting and programming and links this to cost estimating, leasing data, design-built evaluation, and rental data. The SAS tool allows a more thorough evaluation of potential projects and effect on the agency's budget and rent costs, which directly determines the number of projects for each Fiscal Year.

For additional information, please contact Mr. Charles P. Restivo at 202-353-0294 or by email at charles.p.restivo@usdoj.gov. ■



(Opposite page) U.S. Customs Service, SAP Release 1

(Right) INS Space Allocation Standard Tool

Tools and Models

Project Information Portal

U.S. General Services Administration

The Project Information Portal (PIP) is a nationwide system for tracking GSA PBS's capital construction program valued at more than $10 billion. GSA's National Capital Region developed PIP as a web enabled project fact sheet.

The unique qualities of the PIP are its graphically pleasing, highly intuitive user interface and easy to understand and navigate information architecture. From a "program level" overview to a detailed list of projects for each PBS region, the information is easy to find and easy to update. The "display" of a project, from its design renderings, construction photos, or completed project views, makes the portal a destination for anyone within GSA who wants to know the progress, images, and detailed data about a project.

Extensive report development has provided PBS executives with views across their regions and by customers that have been very difficult and time consuming to obtain previously. PIP has helped PBS achieve its goal of keeping a "finger on the pulse" of a multi-billion capital construction program. PIP has achieved this by providing executive "roll-ups" of information, including a real-time "dashboard" of issues and actions for all projects in the portal.

Cultural and organization resistance to change is gradually being overcome by continuing to establish communication, trust and confidence between the project manager, the executive and the customer. Communication builds trust, and trust builds confidence that the system will provide reliable and up to date information.

For additional information, please contact Mr. Stephen Hagan at 202-708-7031 or by email at Stephen.hagan@gsa.gov. ■

Integrated Workplace – Flexiplace and Hoteling

Department of the Treasury

The IRS Modernization, Information Technology, and Security Services (MITSS) conducted a Flexiplace and Hoteling Pilot from June to October 2000. Three important drivers led to implementation of the pilot:

- Need to identify successful recruitment and retention strategies for skilled personnel
- Need to maximize utilization of space
- Need to enhance employee satisfaction

Pilot objectives were to resolve issues that affect participation in flexible work arrangements for MITSS's 8,000 employees, to promote flexiplace and hoteling as viable work options, and to provide a model that could be replicated throughout the organization.

Twenty participants in New Carrollton, MD, telecommute one to three days every week. Participants who met certain criteria were assigned a temporary workstation when in the main office, an alternative known as hoteling. Based on this criterion, a total of 13 participants took part in both the flexiplace and hoteling arrangements.

A "concierge" assigns the workstations randomly through a space reservation system developed for the pilot by an IRS computer specialist using Microsoft Access. Business files and personal possessions were transferred to nearby lockable storage cabinets. A docking station, monitor and mouse were installed in the stations so participants could connect their laptop to the IRS network. IRS and the Department of the Treasury collaborated to implement a traveling or "follow-me" phone system that allowed participants to transfer their permanent phone numbers to either their assigned hoteling stations or cell phones.

Hoteling arrangements offer a valuable opportunity to significantly reduce real estate costs by optimizing the use of corporate space. Workstations are reserved only as needed instead of on a full-time basis. Research has shown that even with workstations occupied on a full-time basis, vacancy rates are high due to leave, training, and travel. Regular telecommuters typically make good candidates since they spend a significant amount of time away from the main office every week.

Space utilization data revealed that expansion of flexiplace and hoteling to other parts of MITSS would allow the organization to reallocate a minimum of 23 percent of workstations for other purposes, such as accommodating additional employees or contractors. Housing the same number of individuals in a smaller amount of space results in significant real estate savings and can avoid the need to lease costly space in other buildings. The cost benefit analysis showed the potential cost avoidance to be $414,000 annually, based on a participation rate of 100 employees.

For additional information, please contact Ms. Adriane Thormahlen at 202-283-4081 or by email at adriane.thormahlen@irs.gov. ■

Workplace/Workforce Issues

Learning Laboratories: Experiments in Workplace Making

U.S. General Services Administration

Learning Laboratories are a new approach to the practice and process of workplace making. The concept was developed from an independent set of pilot projects to address the changes seen in work culture, process and tools. An implicit understanding in the pilot projects was PBS's acknowledgement that its ability to serve its customers is fundamentally linked to its ability to transform the workplace into a tool to support organizational performance.

Using the pilot projects as a collective group and obtaining a commitment from tenants to experiment iteratively over time provides a great opportunity to observe, measure, document, and publish the interaction between organizations, change, and the workplace. By using the workplace as a strategic tool to support business objectives, and allowing the business to learn about the interaction among people, processes, and place, the organization creates the potential to export and leverage its learning to the rest of their business.

The Learning Laboratories are applied research experiments based on scientific inquiry and rigorous, repeatable methodology for measuring the results. The projects marry academic research with new design processes and methodologies.

By using the hands on experience obtained through the Learning Laboratories pilot projects to highlight successes and failures, PBS is effectively building a platform of data and lessons learned that guide the direction of GSA's workplace making in the years to come.

For additional information, please contact Mr. Kevin Kampschroer at 202-501-4411 or by email at kevin.kampschroer@gsa.gov. ■

Spouse Telework Employment Program

Department of State

U.S. General Services Administration

Responding to the serious family difficulties and recruiting and retention issues facing U.S. military and Foreign Service personnel, GSA developed and currently chairs the Spouse Telework Employment Partnership (STEP), an interagency public-private initiative. STEP utilizes telework to provide career opportunities for spouses of Federal employees who relocate to different geographical areas. STEP helps to minimize adverse impacts on careers, jobs, and income.

One of STEP's promising new programs is being piloted by the State Department. Spouses of relocated employees telework from home or at one of the local State Department missions to maintain "remote access employment" with multinational employers. The State Department Family Liaison Office is providing such STEP services in London, Brussels, Warsaw, Krakow, Cairo, Singapore, Seoul, Tokyo, Santiago, Ottawa, Toronto, Montreal, Mexico City, Monterrey, and Guadalajara. Additionally, Local Employment Adviser (LEA) positions were funded at each noted post. LEA's develop networks of potential employment contacts and connect STEP spouses with these contacts. Informative reports of STEP benefits are eagerly anticipated as the program continues to evolve and move closer to becoming fully operational.

For additional information, please contact Mr. Glenn Woodley at 202-273-4667 or by email at glenn.woodley@gsa.gov. ■

Modular Approach to Space Planning

Department of Commerce

The current, fragmented configuration of the Patent and Trademark Office (PTO) space is the result of nearly 40 years of incremental procurement of space for short-term workload accommodation, rather than a strategic logical plan to facilitate organizational relationships. The PTO is located in Virginia and spread out among 18 separate office locations.

As a result, PTO now has 33 separate leases and considerable disparity and disproportion exists in the assignment and utilization of space. For example, offices among similar positions, but in different organizations, range widely in size, shape, and condition. Amenities such as conference rooms, pantries, copy centers and vending machines are distributed inequitably throughout PTO's workforce. Because there are so many different office configurations and a large proportion of the employees have union agreements that mandate a particular office size, every time an organization grows, shrinks, reorganizes or promotes individuals, renovations are required.

Since forming in 1997, PTO's Office of Space Acquisition (OSA) has led the agency's space consolidation project and is responsible for designing a new, more efficient and effective office environment. OSA has championed the concept of modularization and universal grid floor plans to standardize as much workspace as possible in its future headquarters facility in Alexandria, VA, to create a quality work environment which will provide maximum flexibility and foster employee morale. This design offers equitable allocation of office and support space, maximum flexibility, less expensive build-out costs, and minimization of change orders.

For additional information, please contact Ms. Cathleen English at 703-306-2700 or by email at cathy.english@uspto.gov. ■

Patent and Trademark Office, Alexandria, VA

PBS Human Capital Development

U.S. General Services Administration

Investing in human capital is key to aligning the workforce to the future business of PBS and GSA's goals of achieving responsible asset management, operating efficiently and effectively, providing best value, ensuring financial accountability, carrying out social, environmental, and other responsibilities and maintaining a world class workforce and world class workplace. PBS is committed to attract, develop, and retain highly qualified employees through a variety of education and training programs, starting on an individual's first day of employment and continuing throughout his/her career with the organization. Over the last 3 years PBS has aggressively strived to develop a holistic approach to the training and developing of its employees.

The PBS Academy addresses training and developmental activities under the framework of four major areas: Basic Employee Development, Professional Development, Management Development, and Executive Development. To obtain additional support, guidance, and buy-in for the Academy, a Board of Directors was established, comprised of highly knowledgeable and respected individuals from around the country. The Board assists in identifying major competencies required by PBS employees throughout the country. PBS works to ensure all associates are fully trained in the critical general competency areas needed to ensure the organization's success by either identifying and/or personally taking the lead in developing training programs to address these competencies. These include areas such as communications, creativity, project management, business strategies, etc.

The motto of the PBS Academy captures the twin goals of PBS' human capital investment initiatives:

"Expand the Mind – Grow the Business."

The PBS Academy serves as an employee's gateway to continuous learning and career enhancement. Through the Academy, PBS associates find training and certifications to boost their technical knowledge and skills as well as their overall competencies, which will ultimately move the organization as a whole, to greater heights.

For additional information, please contact Ms. Linda Osgood at 202-501-1354 or by email at linda.osgood@gsa.gov. ■

GSA and Our Future

U.S. General Services Administration

The PBS Great Lakes Region has created a two-year Training Program that encompasses and addresses the needs of the Chicago area by bringing new hires into the organization and helping them to become valuable assets. While there has always been an emphasis on continuing the success of GSA, the issues of the aging workforce and the high percentage of employees that have the option to retire in the near future have forced the agency to take action.

The program's initial success is apparent, and it is evident that GSA has made a great deal of progress in creating a program that will adequately train and prepare the next wave of GSA hires. They provide a fresh perspective on initiatives, missions and policies that are enacted. Sharing experiences with one another and using resources already available in the agency are a huge part of our success. Investing in the future of the agency by using the knowledge already instilled in our associates assists in the development of GSA's future initiatives.

For additional information, please contact Mr. Frank Priore at 312-353-9310 or by email at frank.priore@gsa.gov. ■

Regional Telework Program

U.S. General Services Administration

GSA's New England Region telework program has changed the face of business. The innovative model of a Telework Committee, which independently evaluates the telework program, has ensured equity and accountability throughout the region. Representation on the Telework Committee from the Executive Committee, Human Resources, Legal Counsel, Systems Administration, Union leadership, and interested supervisors and employees, has helped to shape a telework policy that stands out among the rest.

The non-traditional use of a Citrix based computer system has enabled employees to access the entire network from any location, resulting in improved customer satisfaction. Supervisors and employees report that they are building stronger relationships with each other because the program has compelled them to truly focus on the business tasks at hand and to communicate much more effectively.

The telework policy has eased the burden of the ever downsizing Federal Government. Today, with the significant loss of expertise and human capital due to downsizing, extended leave is a serious situation. The telework program has assisted the Region in reducing the number of hours employees are inaccessible.

Employees report that the Region One telework policy has improved the quality of their lives. By enabling employees the opportunity to work from alternative locations we are saving them countless hours in traffic jams, giving them more time to enjoy their families, and saving them significant dollars in commuting costs.

The success of the telework program in the New England Region is validated through the duplication of aspects of this policy in other regions. The New England Region began the program with ten percent of the workforce working from alternative locations, and today the Region boasts almost 45 percent of employees working from alternative locations.

For more information, please contact Ms. Roberta A. DeBettencourt at 617-565-5701 or by email at roberta.debettencourt@gsa.gov. ■

Alternative Workspace Arrangements

U.S. General Services Administration

Following Presidential initiatives to expand family-friendly work arrangements, the GSA Energy Center of Expertise's National Energy and Water Management Center (NEWMC) staff spearheaded a reevaluation of their space requirements as well as a feasibility assessment of work at home arrangements. Given that nearly all of its clients were not local to the Southwest Region, the NEWMC completed formal telework arrangements, established home offices, and vacated space.

The NEWMC worked in a traditional office environment during the first five years of existence in the Southwest Region's headquarters. The NEWMC staff currently reviews and processes some 5,500 utility bills each month in maintaining GSA's utility cost and consumption database for all GSA buildings. The database is used to issue reports to Congress and the President in keeping with the Energy Policy Act of 1992 and Executive Order 13123. The NEWMC utility database is considered one of if not the best Federal agency database for utility cost and consumption.

Work effectiveness and productivity increased as a result of the innovative practice as measured by cost savings to GSA and by significantly increasing workload while maintaining the same staff.

For additional information, please contact Mr. Bob Skinner, Jr. at 817-560-5332 or by email at bob.skinner@gsa.gov. ■

U.S. General Services Administration
GSA Office of Governmentwide Policy
Evaluation and Outreach Division (MPE)
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