

## *building assets*

volume 1 issue 3 may 2003



### Our Customer Service Challenge

*commissioner's  
perspective*

GSA could be the next dinosaur. Until 1996, PBS was the mandatory provider of federal agency office space. Since that mandate's been lifted, we've managed to retain most of our customers, but the winds of change are blowing. Our franchise is not secure. We need to protect it. We need to remain relevant and value adding in the eyes of our customers.

We've taken some important steps to protect our business. And we should be proud...but not satisfied. So far, we've set our own measures. We've improved on those measures and declared ourselves successful. But true customer service means more than that. It means helping our customers reach their goals. It means we're only successful if our customers are. And it means that our customers aren't just satisfied with us but come to us first when they need solutions to their problems.

Our initial ordering officials survey of targeted customer contacts—the people

who hire us and pay us—showed only 59 percent were satisfied and only 60 percent would recommend PBS. It gets even worse when we look beyond the "satisfied" level and see that only 18 percent gave us a "highly satisfied" five-out-of-five score. This should be a matter of concern to all of us.

Just as we wouldn't do much return business with an expensive but merely "satisfactory" restaurant, we can expect ordering officials who are less than highly satisfied to look elsewhere the next time around. Some of you may argue that it would be difficult for them to do that. After all, where else would they go?

In reality, without some truly heroic efforts by PBS associates recently, the exodus would already have begun. We can be marginalized. We can be replaced as our customers seek better solutions—faster, cheaper solutions with more direct control of the results—than we can provide.

The pressure is on. We can be relegated to doing the work nobody else wants to do. Downsized to the point of extinction. And relatively quickly. To this threat, there can be only one response. We must build GSA Brand Power. We must become if not indispensable to our customers, at least very hard to do without.

How do we do that? We do that by delivering consistent, predictable, excellent results for our customers, everyday, in every region, on every project and in every business process. This should come naturally to us. After all, we are public servants. That's what we signed up for isn't it?—To provide service to the public. Public service is customer service.

Whatever our position—contract manager, property manager, marketing specialist—whatever our PBS function—we need to reinterpret our work from a customer's point-of-view. How can you personally impact the speed of not only our project process but also that of our customers? Or

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

## New Mid-Atlantic Regional Office Balances People, Process, and Place

GSA associates in the Mid-Atlantic Region recently moved into their new Regional Office, a 10-year lease in the Strawbridge Building in downtown Philadelphia. The new office houses approximately 550 associates and was designed to respond to people and their work practices, providing them with the physical space and tools needed for their success while allowing for quick and inexpensive adjustments to maximize productivity and satisfaction. In February, representatives from GSA's Workplace 20.20 program toured the new Regional Office as part of their research—seeking smarter solutions for linking workplace with strategic business objectives by effectively balancing people, process, and place.



*An open floor plan supports a teaming environment.*

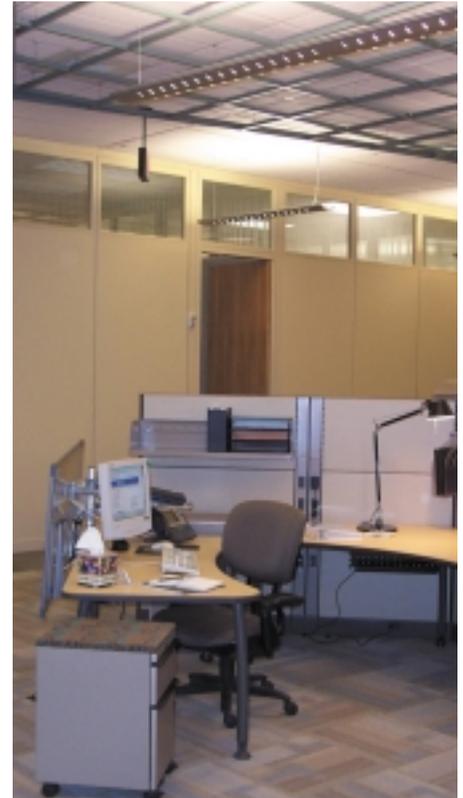
Planning for the new 121,000 square foot office space in Philadelphia began in February 2000, when the PBS Mid-Atlantic Region involved a team of associates in an integrated workplace pilot project. The associates studied the organization's mission and core values, developed a set of behavioral objectives, and identified a number of key workspace requirements. This input provided a foundation for developing the space acquisition requirements and the final design of the new Regional Office.

The new office features:

- Plug-and-play systems;
- Workstations on wheels;
- Ceiling mounted projection systems;
- New desktop technology; and
- Numerous informal meeting spaces.

The open floor plan is people centric and is designed to facilitate networking and support a team-based approach to doing business. Casual meeting areas encourage one-on-one and small team interaction. Larger conferencing areas allow for quick reconfiguration to accommodate the physical and technological requirements of various user groups. Raised access flooring makes the necessary power and data connections readily accessible throughout the space, while laptops and Palm Pilots provide associates with flexibility and mobility.

The space was designed to support process changes as well. A new PBS Centralized Support Staff, managed through contracted resources, centralizes file management and archiving, mail distribution, office supply inventory and distribution, and duplication services. A Data Network Access Center centralizes PBS's inventory of print and electronic reference materials, architectural



*PBS workstations "on wheels" allow for quick reconfiguration.*

drawings, and other information, providing associates with easy access to the information and knowledge necessary to accomplish their work. A new Lease Administration Team manages the organization's centralized lease files.

Through the redesign of their office, the Mid-Atlantic Region is exploring opportunities to rethink the way workspace can enhance productivity and support an organization's business goals. The insight gained will better position GSA to provide superior workplaces for the federal worker and attain the PBS vision of being the best real estate organization in the world.

*contact: gina waring, 215.446.2895*

## 2003 Public Buildings Service Heritage Awards

On April 30th, the Center for Historic Buildings hosted the 2003 Public Buildings Service Heritage Awards. The awards were presented to the project teams by Commissioner Moravec at a ceremony held at the Hotel Monaco in Washington, DC.

The Heritage Awards program recognizes exemplary preservation projects and initiatives that further GSA's stewardship goals. The winning projects were selected by a jury of private sector preservation and design professionals.

Awards were presented in five categories:

- Completed Alterations
- Adaptive Use
- Conservation and Restoration
- Education, Outreach and Community Involvement
- Stewardship

The following 2003 Heritage Awards recognize achievements in the preservation and stewardship of GSA's historic buildings:

### Completed Alterations and Upgrades

Ariel Rios Federal Building  
Handicap Accessible Entrances  
Washington, DC - National Capital Region

William J. Nealon Federal Building  
and U.S. Courthouse  
Building Modernization Project  
Scranton, PA - Mid-Atlantic Region

### Adaptive Use

Twin Rivers Complex  
Adaptive Use: Furniture Warehouse  
to Federal Office Space  
Ogden, UT - Rocky Mountain Region

U.S. General Post Office – Adaptive Use:  
Post Office to Boutique Hotel  
Washington, DC - National Capital Region

### Conservation/Restoration

Owen B. Pickett U.S. Customhouse  
Interior and Exterior Restoration  
Norfolk, VA - Mid-Atlantic Region

U.S. Courthouse  
Terra Cotta Repair and Replacement  
El Paso, TX - Greater Southwest Region

U.S. General Post Office  
Restoration of Historic Features  
Washington, DC - National Capital Region

Federal Trade Commission  
"Man Controlling Trade"  
Sculptures Conservation  
Washington, DC - National Capital Region

### Education, Outreach and Community Involvement

Denver Federal Center  
Denver Federal Center Museum  
Denver, CO - Rocky Mountain Region

Historic Preservation Outreach Program  
Website, Reference Guide, Note Cards  
and Desk Calendar  
Rocky Mountain Region

Pennsylvania Avenue Development  
Corporation Site  
Clara Barton Museum & Site Development  
Washington, DC - National Capital Region

### Honorable Mention

Marketing GSA's Historic Buildings  
to Motion Picture and Television  
Production Companies  
Southeast Sunbelt Region

### Stewardship Awards

Bill Matthews  
PBS Assistant Commissioner for the Office of  
Portfolio Management

Andrea Mones  
Regional Historic Preservation Officer  
National Capital Region

*contact: kristi tunstall, 202.219.0343*

## NCR To Renovate District of Columbia's Courts Buildings in Judiciary Square

NCR has entered into a unique reimbursable agreement with the District of Columbia Courts to prepare a master plan for historic Judiciary Square and to renovate and adaptively reuse the buildings located there. The centerpiece for the project is the historic Old DC Courthouse, which will house the DC Court of Appeals. The 96,000 square foot Old Courthouse is one of the oldest buildings in Washington, designed in 1820 by George Hadfield as Washington's first City Hall. It was there that Francis Scott Key and Daniel Webster practiced law, and John Surratt was tried as a conspirator in the plot to assassinate President Abraham Lincoln.

Working with the DC Courts, NCR used the Design Excellence procurement process to select Beyer Blinder Belle as the architect/engineer from among six finalists to provide design services for the modernization, which will include a 37,000 square foot addition and an underground parking garage.

Also on Judiciary Square is the H. Carl Moultrie Courthouse, which presently houses the District of Columbia Court of

## our assets

Appeals and the Superior Court. In addition to the Court of Appeals moving to the Old DC Courthouse, the Small Claims and Landlord-Tenant branches of the Superior Court's Civil Division will move to another building in the Square. Moultrie will be modernized and expanded to provide more space for the Superior Court's Family Court, per The Family Court Act of 2001, including a new Family Services Center. With on-site representatives from different District agencies, the Family Services Center will make it easier for families to obtain Court-ordered services.

Oudens + Koop Architects PC are preparing working drawings for initial Family Court renovations. Work will begin on a 64,000 square foot expansion. Again using the Design Excellence procurement process, NCR has selected the firm of Gensler from among six finalists as the architect/engineer for the project.

"NCR is pleased that the DC Courts have called upon our expertise to masterplan and manage the much-needed renovation and expansion of these important buildings," stated Donald C. Williams, NCR Regional Administrator. "The adaptive re-use of the historic Old Courthouse and several adjacent buildings will provide much needed room for the DC Courts, including making the District a better place for the children and families who live here."

The team of Metropolitan Architects & Planners, Inc. and Gruzen Samton LLP has completed program requirements and pre-design studies for the multi-phased DC Courts project. In addition, the team is preparing a master plan and environmental assessment for all of Judiciary Square. The draft plan will be presented to the National Capital Planning Commission this summer.



Work already has begun on the interior renovation of Building B, located on the west side of 4th Street between E and F Streets which currently houses the DC Superior Court's Social Services Division. Following the renovation, Building B will become home to the District's Small Claims and Landlord-Tenant branches, which will move out of Moultrie. The 8(A) firm of Dalco with Leo A Daly has been contracted for the interior design and construction of Building B renovations. Conserv, Inc., another 8(A) firm, is providing interim construction management services.

The final phase of the Judiciary Square

project will involve complete renovation of Building A (which contains DC Courts administrative offices and several courtrooms) and Building B. A fifth DC Courts building in Judiciary Square, Building C, is used for storage and is not currently targeted for renovation. In the future, additional changes for the area may be undertaken, based on the recommendations of the new Judiciary Square master plan.

"We are excited by the prospect of undertaking so complicated a project in so visible a location," stated Anthony E. Costa, NCR's Assistant Regional Administrator. "Judiciary Square will be restored to a fully

functioning center for the District's court system in a very attractive setting."

*contact: mike mcgill, 202.205.1624*

## FY 2002 State of the Portfolio Report

The FY 2002 State of the PBS Portfolio Report recently issued by the Office of Portfolio Management addresses the owned and leased assets. During 2002, PBS focused on optimizing the value of the portfolio and achieved modest growth in Funds from Operations (FFOs). Our portfolio size remains constant at just over 335 million rentable square feet. Newly constructed buildings entering the portfolio have offset those leaving the portfolio.

FFO grew by 5 percent, even after absorbing an unexpected \$67 million in security costs during the last year. Of particular note, the leased inventory posted positive FFO for the first time since FY 1996. The entire report is available online at: [http://insite.pbs.gsa.gov/pt/opm/files/State\\_of\\_the\\_Portfolio\\_2002.pdf](http://insite.pbs.gsa.gov/pt/opm/files/State_of_the_Portfolio_2002.pdf).

*contact: maryanne beatty, 202.501.0768*

## New Jacksonville Courthouse Stands Out

With the addition of the impressive new U.S. District Courthouse to the Jacksonville, Florida, skyline, PBS' Southeast Sunbelt Region once again demonstrated a level of design and construction creativity that not only captured the attention of the citizens of this East Florida city, but also captured the attention and admiration of the professional architect and constructor community.

Demonstrating a clear understanding of GSA's concept of "Design Excellence," HLM Design of North America, Inc., the Lead Architect, and the Constructor, Beers/Skanska, Inc., produced a structure that remarkably combined the cultural and historical ambiance of this riverfront city with GSA's mandate of visual permanence.

The \$83 million, 15-story District Courthouse is located on a very tight site in downtown Jacksonville between Hogan, West Monroe, Julia, and West Duval Streets. Approximately 457,416 total square feet was constructed on this constricted downtown site; 301,279 square feet of which is rentable office and public space.

The facility will house the U. S. District Court and Office of the Clerk of the Court; U.S. Magistrate Court; U.S. Marshals Service; U.S. Attorneys; U.S. Probation Office; and other non-court or non-law enforcement federal agencies. Complimenting this space will be Judges' Chambers, Jury Deliberation Areas, Jury Assembly and Grand Jury Suites, holding cells, and secured parking.



*Jacksonville District Courthouse*

The project was launched with a Partnering Session designed to get all team members to "sign on" to the necessary commitment of time and resources. The resulting "contract," signed by each member of the team, together with a collective Project Charter, was developed which defined team goals and put in place a clear agreement as to roles and responsibilities that could be used as a template to resolve any differences which might surface as the project progressed. All team members had equal input, no suggestion was dismissed until a thorough review was complete and agreement reached to include or exclude any particular concern. As a result, nearly \$3 million in savings was incorporated into the design/construction documents.

With this comprehensive partnering agreement in place this unusually-complex project proceeded smoothly past the key, standard, design and construction milestones and dealt professionally with some challenges unique to a federal courthouse project in these dangerous and uncertain times. One example of such a challenge was GSA's tough Blast Criteria which created a potential \$12 million overrun for the building envelope.

The Constructor suggested teaming with the curtain wall contractor and reviewing the components of the project with the blast consultant. They were able to implement a unitized curtain wall system that complied with the criteria. The system was also glazed in the factory, which improved the quality of the fabrication and its water tightness. The paneling system was installed in half the time in the field. This effort was the eliminated 80% of the prospective budget overrun.

The high point of the project occurred when all the hard work was rewarded by peer

recognition. Southeast Construction-Florida Edition, a monthly magazine providing local, in-depth and comprehensive coverage on heavy engineering, highway, building and industrial construction news in the State of Florida awarded the 2002 Judge's Award for the Best in Florida to Beers/Skanska, Inc., for the Jacksonville Courthouse project. The project won over 41 other entries due to design and complexity and tight site conditions.

*contact: joe marinaccio, 404.331.4238  
or margie king, 404.331.4618*

## GSA Opens New Child Care Center in Islip, New York

The Courtyard Kids Child Development Center, located on the site of the new U.S. Courthouse and Federal Building in Central Islip, New York, opened its doors on February 3 of 2003. The 7,000 square foot stand-alone center was designed by Andrew Goldman of Kevin Hom-Andrew Goldman, PC, New York, and built by Imperial Construction Group, Inc. One of the challenges of the design was to ensure its



compatibility with the much-honored and very contemporary Courthouse, while still meeting the needs of children.

The building is arranged so that each classroom exits into a beautiful protected playground that is keeping with the contemporary design of the center. Insistence on this relationship to the exterior underscores the Office of Child Care's view that children should be exposed to nature as often as possible. The environmental emphasis is echoed in the consistently sustainable choice of materials in the building.

One of the focal points of the center is the indoor playroom designed to provide an abundance of natural light. It includes sliding glass doors adjacent to the play yard. Kalwall, an insulating translucent panel, allows light to filter in through the hallway from the playroom and also helps to deliver diffused natural light to the classrooms. Child height windows allow the children and caregivers a view into adjoining rooms.

The result is an aesthetically pleasing, child-friendly center that will serve the employees of the Courts and the surrounding community alike. An opening celebration is planned for Summer 2003.

*contact: liz themelis, 216.522.4963*



## Southeast Sunbelt PBS Makes New Park Possible for the City of Orlando

In April 2001, the Department of Agriculture declared a 4.5 acre tract in Orlando, Florida, excess as no longer being mission critical and asked GSA to begin the process of disposing of the property. The site, located adjacent to Loch Haven Park, which includes recreational space as well as being the home of the Orlando Garden Club; the City of Orlando's Science Center; the Orange County Historic Museum; Museum of Art and the Civic Center; and Mannaloo Museum of American Folk Art, was quickly perceived by the staff of PBS's Southeast Sunbelt Region Disposal Division as an ideal candidate for additional park space. The site, which had been used primarily as a horticultural research laboratory devoted to the improvement of various crops, is across the street from the popular Loch Haven Neighborhood Center.

Moving quickly to begin converting the site to park use, Bruce Mayhugh of the regional Property Disposal Division began the process of negotiating with Orlando City officials, who had expressed keen interest in the property, and with USDA officials. Unfortunately, early in the process potential soil and groundwater contamination from pesticides threatened to stall the transfer. Refusing to be deterred, Bruce, working closely with lawyers Jim Biederman and Gabe Steinberg, identified the use of the Early Transfer Authority (ETA) as the vehicle to use to remove the environmental obstacle. This authority, an amendment to the 1996 Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), allows a federal agency to transfer property to another entity before the

completion of environmental cleanup. Either the government or the new owner may complete the cleanup of the property. ETA does not reduce any liability for environmental cleanup; it merely allows cleanup and reuse to occur in tandem.

Governor Jeb Bush of Florida signed the deferral request giving Orlando the authority to acquire the site as additional park space and a ceremony was held to celebrate the transfer of the property to the city.

Thanks to the hard work and creativity of Bruce, Jim and Gabe, as well as other GSA officials, USDA experts, and officials of the City of Orlando, the 4.5 acres will be used by the citizens of Orlando and nearby communities for park and recreational purposes. The property will be landscaped to include a gazebo and a grassy field and



*Former USDA Lab, Orlando, Florida.*



*Science Center in Loch Haven Park*

possibly a small citrus grove, featuring orange, tangerine, and grapefruit varieties that were developed at the site by USDA.

ETA was an important tool utilized by GSA to expedite the transfer process and the integration of cleanup and reuse of the site. By partnering with the city, USDA, and the state of Florida, GSA was able to transfer the property in only nine months. The property will be made available for the benefit of the community without jeopardizing human health or the environment. In addition, the federal government will save thousands of dollars in protection and maintenance of a property that is no longer needed.

*contact: bruce mayhugh, 865.545.4032*



*Ceremony at the Orlando USDA Lab*

## GSA Design Awards 2002: Honoring Excellence in Public Architecture and Design

The proposed design for the National Oceanic and Atmospheric Administration Satellite Operations Facility in Suitland, Maryland; the seismic upgrade for the Wallace F. Bennett Federal Building in Salt Lake City, Utah; the renovation and restoration of the Jose V. Toledo US Post Office and Courthouse in Old San Juan, Puerto Rico; and the Tenant Guide for the Sandra Day O'Connor US Courthouse in Phoenix, Arizona, are four projects that received awards at a ceremony in Washington, DC. GSA held the 2002 Design Awards ceremony bestowing honors to 24 projects that reflect GSA's promotion of outstanding public architecture and design.

"As you can see in this year's design award winners, GSA is helping to shape what we believe future generations will see as an enduring gift to the nation, a treasured legacy of federal architecture—100 year, iconic buildings representing the best of design, and emblematic of our national spirit," stated Commissioner Moravec.



*Poste Restaurant, Hotel Monaco,  
Washington, DC*



*Harvey W. Wiley Federal Building  
Center for Food Safety and Nutrition  
College Park, Maryland*

The GSA Design Awards program was re-instituted in 1990 and is held biennially. In this cycle, entries were judged in 17 categories: Architecture; Architecture on the Boards; Art in Architecture and Art Conservation; Child Care Centers; Construction Excellence; Craft; Engineering, Technology and/or Energy Conservation; First Impressions; Graphic Design; Historic Preservation, Restoration, and/or Renovation, Interior Design, Landscape Architecture, Lease Construction, Security and Openness; Sustainability, Urban Planning, and Workplace Environment.

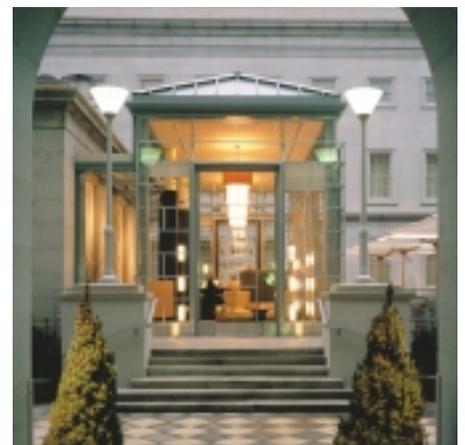
The National Building Museum in Washington, DC, is currently exhibiting the award-winning projects—Of Our Time: 2002 GSA Design Awards—through August 27, 2003.



*U.S. General Services Administration  
Office of the Chief Architect  
Washington, DC*

See the award-winning projects at:  
[http://www.gsa.gov/Portal/content/offerings\\_content.jsp?contentOID=116679&contentType=1004](http://www.gsa.gov/Portal/content/offerings_content.jsp?contentOID=116679&contentType=1004).

*contact: marilyn farley, 202.501.2635*



*Poste Restaurant, Hotel Monaco,  
Washington, DC*

## New Executive Order Signed by the President— Preserve America

On March 3, 2003, President Bush signed Executive Order 13287 - Preserve America. The Executive Order calls on the federal government to protect, enhance and use historic properties owned by the government; to build partnerships with state and local governments, Indian tribes, and the private sector through the use of historic properties to promote local economic development; to maintain accurate information on federal historic properties and their condition; and to seek opportunities to increase public benefit from federally-owned historic properties, including heritage tourism.

GSA has been a participant in the development of the Executive Order since its inception in 1999. The Advisory Council on Historic Preservation (ACHP) and National Trust for Historic Preservation looked to GSA as a leader for its success integrating stewardship responsibilities into the agency's businesslike approach to providing federal workspace. The Executive Order draws extensively from GSA's 1999 report *Held in Public Trust: PBS Strategy for Using Historic Buildings*. With one quarter of our owned space located in historic buildings, we have many opportunities to make a difference by encouraging our client agencies to use historic buildings we own or have an opportunity to lease.

Most directives set forth in the new Executive Order have long been underway at GSA, including:

- Developing a national database of GSA historic properties that includes

information on material conditions and preservation guidance

- Working with communities to ensure public benefit from the federal presence
- Creating an active strategy for using historic buildings and keeping them viable
- Increasing public enjoyment of GSA historic buildings by outleasing underutilized historic buildings, renting ceremonial spaces for special events, and expanding regional and national websites.

GSA's latest initiative, outlined in the strategy paper *Integrating a Legacy Vision and GSA's Portfolio Strategy*, developed jointly by GSA's Office of Portfolio Management and Center for Historic Buildings, illustrates GSA's commitment to the core tenet of the Preserve America Executive Order - working to keep federal historic buildings viable by positioning these "legacy" buildings to be strong financial performers.

GSA is a member of the ACHP federal Programs Committee that will develop the reporting parameters for the E.O. Upgrades to GSA's Building Preservation Plan (BPP) database now underway are exploring ways to meet the Executive Order's reporting requirements using existing GSA information to minimize additional workload for GSA staff. GSA will also use the opportunity to explore ways to better integrate our BPP, Building Evaluation Report (BER), and Asset Business Plan (ABP) databases.

GSA is proud to be a partner in this initiative to strengthen government-wide preservation efforts. As an agency, we are doing more than merely providing space for our clients. Everyday, we have the opportunity to fulfill our responsibilities as public servants dedicated to doing the right thing. Support of E.O. 13287 Preserve America is the right

thing. For more information on the Executive Order, visit the Advisory Council's website at <http://www.achp.gov/>.

*contact: caroline alderson, 202.501.9156*

## At the Ronald Reagan Building and International Trade Center—Sooner or Later, You Run Into Everyone Here

Where in the world could you learn about the latest in military missile and mountain bicycle technology at the same time? At the Ronald Reagan Building and International Trade Center (RRB/ITC)! A few weeks ago we simultaneously hosted both the Missile Defense "University" to hundreds of DoD top brass and "Bike World" where backpackers and fitness enthusiasts predominated.

The diversity of these events highlights the amazing success of the International Trade Center (ITC) as Washington's premiere conference and events site. A project of GSA and cooperatively managed by private contractor, it is approaching its fifth anniversary and hosts 1400 events a year with participants from every state and every



*Ronald Reagan Building  
and International Trade Center*

corner of the globe. Taking advantage of the unparalleled federal architecture and the scintillating blend of warm woods and stunning marble, the ITC offers meeting and event rooms for groups from 15 to 1500. The kitchens create exciting gourmet menus and we serve 15,000 meals a week during our busiest months.

ITC clients run the gamut from the largest international organizations and multinational corporations, non-profits and federal agencies (we have special federal rates and menus to reflect our budget consciousness) to private weddings.

Every Friday and Saturday night amphitheater audiences are enlivened by the performances of the Capitol Steps - the zany, satire comedy troupe. The ITC is also home to a bustling food court, (Michael) Jordan's restaurant, a café and over 225,000 square feet of private sector office space.

The congressionally mandated Trade Center was established to create and enhance opportunities for American trade, commerce, communications and cultural exchanges with other nations, and operates on funds generated through the activities and rents collected at the ITC. Tenants and visitors will again be entertained this summer with our live performance series each workday on the plaza.

All this, in the heart of a secure federal facility on America's "Main Street" that also serves as the home of the Agency for International Development (AID), Customs Service, Environmental Protection Agency and the Woodrow Wilson Center. Often called "GSA's Crown Jewel", it is a vibrant mixed-use facility we can all be proud of.

*contact: susan sylvester, 202.565.1978*

## Administrator Perry Joins New England in Celebrating the Renovation of Historic Providence Courthouse

GSA Administrator Stephen A. Perry and New England Regional Administrator Dennis R. Smith, together with the U.S. District Courts, hosted a rededication ceremony at the newly renovated United States Courthouse in Providence, Rhode Island on April 25.

Other distinguished speakers included Chief Judge Ernest Torres, U.S. District Court; Judge Bruce Selya, U.S. Court of Appeals; and Senators Jack Reed and Lincoln D. Chafee.

The restoration of the courthouse included space modernization and renovation of the four courtrooms and chambers; installation of state-of-the-art courtroom technology in all of the courtrooms; and upgrades to the security and fire alarm systems. Historic preservation work included the restoration of the exterior and interior of the building including the historic courtrooms and library, chambers, and the main lobby.

The United States Post Office, Courthouse and Custom House was constructed between 1904 and 1908. This five-story building, designed by Harvey W. Corbett of Clarke & Howe Architects, is considered to be a significant Beaux Arts inspired civic building. The first official use of the Courthouse was memorialized in November 1908, when the First Grand Jury convened. In January 1961, it was turned over to GSA. At that time, the Post Office and Custom House were relocated and the building was

renamed the federal Building and United States Courthouse. The Courthouse is listed in the National Register of Historic Buildings.

By the late 1980's, the Courthouse was found to be in need of repair and restoration. GSA submitted a developmental study project to Congress. The late Senator John Chafee was instrumental in obtaining funds for the base project. Rhode Island Senators Jack Reed and Lincoln Chafee were the driving forces in obtaining the funds and authorization needed for additional work relating to improved safety and security.

The project commenced in 1994 when GSA commissioned the architectural firms of Edward Rowse Architects and Finegold, Alexander & Associates to develop a design for the planned improvements. The final design was completed in 1999 and the construction contract was awarded to A.F. Lusi shortly thereafter. Construction began in 1999 and was completed in 2002.

### GSA project team members include:

Ivan Lopez	Kathy DiTrapano
Chuck Kadis	Frank Saviano
Jeff Newman	Jim O'Doherty
Janine Kurth	David Stinson
Peter Menzies	Andrea Strobel
Tom Mailander	Mary Jean Reddington
Steve Mastroyin	Karen Flanders
Walter Perez	Paul Harper
John Silva	Kevin Richards
Steve Swiechowicz	Maryann Orłowski

*contact: cathy menzies, 617.565.6551*

## Community-Involvement, Communication, and Cooperation: The Three "C's" of a Pleasant Property Disposal Process

This is the first in a series of three articles on the PBS Portfolio Strategy. We begin with a discussion of garnering community support during the property disposal process. Communicating the intricacies of the local situation to oversight organizations in Washington, D.C., will be the second installment. We will conclude with an explanation of the cooperation that is required to bring all of the concerned parties together in support of one idea that will preserve the historic nature of the building, maintain its public purpose, and benefit the local community and American taxpayer.

As we put the PBS Portfolio Strategy into practice, we are faced with the challenge of completing the disposal process, under intense public scrutiny, with minimum disruption to the community. The PBS Heartland Region has faced this difficulty along with the rest of the regions, and has developed a plan that has been effectively implemented on several occasions and has put us on the pathway to success on several current disposal projects. Our goal is a local community that is pleased with the result and generally views the transaction as a positive contribution to the community rather than feeling like the Government abandoned them.

Part of the problem we face is that the public has a negative connotation of the disposal terminology, especially those impacted in smaller communities where the federal building may be the largest and most

important structure in town. In the Heartland Region, we have used the term "Public Benefit Transfer" when describing disposals to convey the idea that the transfer will enhance the community, not harm or detract from it.

It is critical to the ultimate success of the disposal process that the community not only accepts the change, but also embraces it as an improvement to their city. This is accomplished by active communication with community leaders and organizations throughout the entire process. This exchange of motivations and information allows PBS to make the community's ideas central to the on-going plan. Also, public meetings present the opportunity for PBS to emphasize that through this process the Government will proactively work to ensure that the currently underutilized federal building will have a more active role in the community, while maintaining its public purpose and preserving its historic character.

Additionally, it is important to communicate to the public that PBS will make every effort to ensure that the current services provided by federal agencies will remain in the community; they will simply be relocated to a leased facility elsewhere in town. This has the added benefit of further contributing to the local economy through lease payments to local companies.

The Heartland Region has successfully implemented this strategy on several occasions, including the May 2002 Public Benefit Transfer of the Durward G. Hall Federal Building in Joplin, MO, to a not-for-profit Community Action Agency serving southwest Missouri. Another disposal that is currently underway is in Dubuque, IA, where on February 11, 2003, we held a public meeting to address an alternative use for the

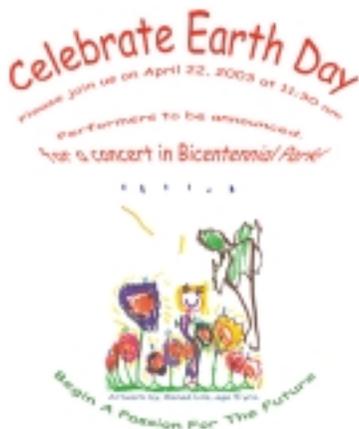
Federal Building that would benefit the people of Dubuque and preserve the historic integrity of the structure.

*contact: don carlos morgan, 816.823.2695*

## GSA Partners with Savannah, GA College of Art and Design

GSA's Southeast and Sunbelt Region is working with the Savannah College of Art and Design to support student development and to bring specialized skills to bear on GSA projects. Under a recently developed memorandum of understanding, students will provide architectural, interior design, and historic preservation services to GSA's facility management team in downtown Savannah GA. GSA manages two significant historic buildings nearby. They are the U.S. Customhouse (1852) and the Federal Building and Courthouse (1899) as well as a modern three-building federal complex. By working in these buildings, students gain hands-on training, investigation and presentation experience and portfolio development. GSA gains an outstanding resource to meet client needs and care for these valuable resources.

*contact: teresia blair, 404. 331.7775*



*Artwork created by five year-old Reneé Lile for Region 8's Earth Day celebration.*

## Rocky Mountain Region Celebrates Earth Day

The Rocky Mountain Region is dedicated to making a difference in the community. During the week of April 21, PBS celebrated Earth Day with a series of events designed to connect federal employees and the local community with the environment. Kimberley Currier, Environmental Specialist in the Denver Federal Center (DFC) Service Center, organized the event with the assistance of the Rocky Mountain Region's Ambassador Program. Events included a public concert in Bicentennial Park at the DFC on Tuesday, April 22. GSA volunteers also assisted with a litter "clean-up" around the exterior of the DFC later in the week.

The Rocky Mountain Region created a variety of educational materials to promote a cleaner environment, such as a Community Green Map listing local parks, trails and recycling centers. Information about the "Ecological Footprint," a tool used to determine each person's impact on the environment, was distributed via email. In an effort to connect with the participants, each of these materials featured artwork created by five year-old Reneé Lile, a student at Clever Kids Learning Center. Reneé's picture was selected from over 80 entries in an Earth Day art contest held at two GSA-facilitated daycare centers.

*contact: sarah hoffman, 303.236.8000 x2325*

## Attorney General Inaugurates New SENTRI Office in Region 9

U.S. Attorney General, John Ashcroft, along with Acting INS Commissioner Michael Garcia, recently inaugurated the new state-of-the-art facility for processing applicants participating in the local SENTRI (Secure Electronic Network for Travelers' Rapid Inspection) program of the Immigration & Naturalization Service. This facility services the San Diego area border crossings of Otay Mesa and San Ysidro, the busiest land border crossing in the world, as well as the nation's largest dedicated commuter lane program. It is an example of our commitment to create "smart borders" and promote national and economic security.

Working through the Desert Service Center's Construction Services Branch, GSA provided project management for the fast-track project in collaboration with INS Western Facilities, KLN Steel Products, and their associates. The project incorporates enhancements designed to make the enrollment process more user-friendly in an inviting and open atmosphere. These enhancements now result in a 30% increase in the number of applicants being processed, reduced time required for background interviews, and customer interaction periods being reduced from 3 hours to approximately one hour.

*contact: paul hamilton, 619.557.5309*

## Workplace 20-20: Workplace as a Strategic Organizational Tool in PBS

As PBS attempts to respond to rapid changes in the nature of work, evolving technology, and other challenges ranging from high churn to worker retention, the desire to reshape work and the workplace has become a pressing issue for us and many of our customer agencies. Customers need the ability to develop nimble organizations and workplaces that can respond quickly to change.

Thinking about the workplace as a strategic organizational tool requires a shift in how we view the workplace itself. In the traditional view, the workplace is conceived of as a physical container for work. The design of this workplace is influenced by considerations of cost, work processes, and organizational culture. A strategic approach to workplace must go further, by embracing agency mission, and integrating decision-making as it relates to agency investments in people, process, and place.

The most important consideration is people, as embodied by the individuals who work in an agency, and the culture that defines the agency. Next is process, entailing work processes and tools used to accomplish the tasks fulfilling the agency's mission. Finally is place, or the building infrastructure that houses and supports the occupants, their work processes and technology.

Opportunities to support productivity through workplace reconfiguration are often restricted or missed altogether due to the limited synergy between facilities management, information technology, and human resources. In the new vision for

workplace making, these organizational disciplines are interdependent. Successful efforts at strategic workplace planning and design must involve:

- Change management, including senior leadership involvement and a communication and enrollment plan; and
- Measurement of results, and continuous improvement for re-informing future efforts.

Agencies may expect substantial performance gains through implementing an integrated approach to workplace. The greatest opportunity for leveraging agency productivity is in human capital. Productivity is impacted by elements of workplace design from ergonomics and acoustics, to environmental control and air quality. Likewise, product cycle time can be affected by innovative design and allocation of team spaces encouraging collaboration. Employee attraction and retention is another area the workplace can be used to leverage an agency's investment in its people.

While the first costs associated with these new approaches are often higher than a traditional approach, we are seeing long-term economic benefits when analyzed on a life-cycle basis. By integrating business strategy with facilities decisions, PBS and its client agencies will be better equipped to implement change management, and benefit economically as a result of a proactive (not reactive) approach to facilities decisions.

Kevin Kampschroer, Research Director, Office of Customer Service, and Paul Lynch, Assistant Commissioner, Office of Business Operations, lead this innovative process. Mr. Kampschroer's subject matter expertise

is instrumental in designing and marketing the WP 20-20 process. Mr. Lynch's advocacy is essential to the process execution. This process is being implemented in regional pilots. The Central and Regional Offices have WP 20-20 Advocates and Alternates championing the process and pilots.

### WP20-20 Advocates and Alternates:

#### New England Region

Art Del Rosso - Advocate

#### Northeast & Caribbean Region

Madeline Coleman - Advocate

#### Mid-Atlantic Region

Dorothy Grosick - Advocate

Vija Brewer Long - Alternate

#### Southeast Sunbelt Region

Jill Shafer - Advocate

Teressia Blair - Advocate

#### Great Lakes Region

Allison Azevedo - Advocate

Christine McKenna - Alternate

Mary Walsh - Alternate

#### Heartland Region

Dave Zang - Advocate

Brian McDevitt - Alternate

#### Greater Southwest Region

Rebecca Parham - Advocate

Lisa Wideman - Alternate

#### Rocky Mountain Region

Mary Kamerling - Advocate

Kim Bailey - Alternate

Al Camp - Alternate

#### Pacific Rim Region

Jennifer Martin-Villalobos - Advocate

Naomi Hatkin - Alternate

### Northwest and Arctic Region

Linda Sample - Advocate

### National Capital Region

Lois Bennett - Advocate

### Central Office

Don Horn - Advocate

Fran Mazarella - Advocate

Jeanne Trelogan - Advocate

LaToniya Lambert - Advocate

Please contact the advocates to learn more about this leading-edge program.

*contact: jeanne trelogan, 202.501.3710*

## PBS and Secret Service Celebrate New Miami Field Office

On January 22, festivities were held for the grand opening ceremony of the new Secret Service Miami field office. Brian Stafford, Director, and Frank Estrada, Special Agent in Charge of the Washington office of the Secret Service, invited dignitaries and high-ranking officials from law enforcement organizations and businesses to tour the new state-of-the-art facility and participate in the open house festivities. Representing PBS from the Atlanta Regional Office were Rosemary Phillips, Director, Realty Services Division; Robert Scott, Senior Realty Specialist; Louise Long, Senior Realty Specialist; along with project team members represented PBS's Miami office.

The GSA real estate group in Sunrise, Florida, began a non-prospectus, build-to-suit project in May 2000 for the Secret Service. This was the first build-to-suit building in the United States for the Secret Service and the first project nationwide that

met all of the USSS's current security requirements. The three-story office building comprises 78,634 rentable square feet of office and warehouse space including space for parking Presidential limousines. The building won the NAIOP Award (National Association of Industrial Office Properties) for build-to-suit office buildings in the South Florida area in January 2003.

Louise Long, Realty Specialist and Contracting Officer from the PBS Sunrise office headed the project. Other PBS team members included:

- Realty Services Engineering/Architect Group: Chris Gibbons, Greg Medert, Brian Singleton, Dan Dalton and Cliff Antrobus.
- Realty Services Team: Pam Burns, Brenda Riggins and Legal Counsel John Ringhausen.

The project was completed on December 31, 2002, and the Secret Service District Office moved into the new space on January 7, 2003, under a firm-term lease for ten years. The USSS showed its appreciation with their new office complex and with the effort put forth by PBS project teams by presenting each member with a framed certificate of appreciation during the ceremony.

*contact: louise long, 954.356.7662*

## Northwest/Arctic Region and SSA Celebrate Opening of State-of-the-Art Training Center

In January, our Northwest/Arctic Region celebrated the completion of the Social

Security Administration Northwest Regional Training Center (NWRTC) at the GSA complex in Auburn, WA. Dan Brown, Director of Portfolio Development, was one of the opening ceremony presenters.

SSA officials in attendance included:

- Larry Heyert, Deputy ARC, Management and Operations Support
- Jim Egan, Deputy Director, Auburn TSC

Agency officials who sponsored the project included:

- Carl L. Rabun, Regional Commissioner
- Dennis Wulkan, ARC, Management and Operations Support

Sally Ross, SSA's Northwest Training Center Manager, conducted a tour of the facilities.

The training center consolidates the SSA's training facilities into one place within their region. GSA turned the warehouse location into an advantage with features such as hanging light fixtures, raised floors, and high ceilings. The NWRTC facilities include:

- Classrooms for up to 20 students;
- An auditorium for 250;
- Individual training rooms;
- Lunch and break rooms;
- Instruction preparation areas;
- A professional development center; and
- A video library.

GSA built the original training space four years ago and completed an Interactive Video Television (IVT) Studio about 18 months ago. SSA lauded the center, calling it "first class space." Many thanks to the following associates who helped make this project a success:

- Scott Matson, Realty Specialist;
- Darin Lenderink, Project Manager; and
- Michelle Cicala, Property Manager.

SSA looks forward to the future when they will partner with GSA for a prospectus project that will build a new 120 thousand square foot call center.

*contact: scott matson, 206.220.5388*

## Northwest/Arctic Region and Department of Homeland Security Break Ground for New Facility in Tukwila, Washington

On Thursday, April 3, 2003 the Department of Homeland Security, GSA, and Sabey Corporation held a groundbreaking ceremony celebrating the beginning of a new build-to-suit lease for DHS in Tukwila, Washington. This beautiful facility with views

of the Tukwila Valley, Cascade Mountain Range, and Mt. Rainier will house components of the Department of Homeland Security's Bureau of Immigration and Customs Enforcement and Bureau of Citizenship and Immigration Services. The facility has 135,000 gross square feet of office space, 283 secure parking spaces for staff, and 405 visitor parking spaces.

Speakers included:

- Steven Mullet, Mayor of Tukwila;
- Ralph Haglor, Vice President of Development and Dave Sabey, Chief Executive Officer both of Sabey Corporation;
- James Gronewold, Deputy District Director of Seattle's Department of Homeland Security; and
- Paul Oresik, GSA Contracting Officer.

Mayor Mullet expressed how pleased the city of Tukwila was to welcome the Department of Homeland Security to their community and grateful for the convenience of accessibility the District Office would offer to the immigrant community. Construction is scheduled to begin May 1, 2003 with an estimated completion date of July 31, 2004.

*project information: paul oresik, 253.931.7876*

*dhs information: linda sample, 253. 931.7388*

## Customer Service Behavior Standards

During the PBS Discovery Days held in April, associates received a copy of the customer service behavior standards. These standards are now available to download off insite at [http://insite.pbs.gsa.gov/pb/standards\\_for\\_customer\\_service\\_behavior.asp](http://insite.pbs.gsa.gov/pb/standards_for_customer_service_behavior.asp). The PBS Academy has also developed standard PBS etiquette for telephones and emails which are listed below.

### PBS Telephone Etiquette

Interaction with PBS via the telephone provides our customers with the most powerful impression of our availability. Customers should never be left with the feeling that we are unavailable.

### Basic Greeting

- Answer the phone with the greeting "Good morning/afternoon. GSA; this is (your name)."
- Supplement that greeting with questions such as "How may I help you today?" or "How may I direct your call?" as appropriate.

### Voice Mail

- Update your voice mail message with the following information every day:



*Left to right: Tina Grover, R9; Paul Oresik, Robin Graf, Brent Allan, R10; Rafael Narvaez DHS Facilities - Laguna Niguel; Linda Sample, R10; Cheryl Guy DHS Facilities - Laguna Niguel, James Gronewold (seated) DHS - Seattle DO; Aaron Wilson -- Interim Seattle District Director for Bureau of Immigration and Customs Enforcement; Hector Montalvo DHS Facilities - Laguna Niguel; and Susan Reinhart LaBonde Land - Seattle.*

- The current date
- Your location "I'll be in the office today," or "I am in training today, but I will check messages during the breaks."
- The method the caller should use to reach someone immediately ("If you need immediate assistance, dial extension 1234 to speak to John Jones who can help you.")
- If you will be away from your phone for an extended absence, such as for temporary duty or vacation, let callers know when you will return. If this is the case, the message need not be updated daily.
- If you are working away from the office (as in the case of teleworkers), tell the caller how to reach your alternate location.

### Responsiveness

- Return all calls within one business day – the sooner, the better.
- If the call you take is not for you, be sure you locate the correct person before transferring the caller.
- Before transferring any call, be sure the receiving associate is available.
- If the associate to whom the caller needs to speak is unavailable, give the caller the option of leaving the message with you or leaving the message in the intended recipient's voice mailbox.

### PBS E-mail Etiquette

When used correctly, e-mail is a great resource, allowing people to communicate important information quickly and efficiently. Used incorrectly, e-mail chews up time and energy, and can unintentionally project the wrong message or impression about PBS.

### Basic Techniques

- Do not type in all capital letters. A message typed in all capital letters is the electronic equivalent of shouting.
- Spell check the message.

- Don't use inappropriate language or symbols.
- Remember that you are the author, editor, proofreader, and follow-up person for every e-mail you send. Take the time to check the e-mail for accuracy before sending it and follow through on the commitments you make via e-mail.
- Use subject lines that are informative.
- Include a signature line that informs the recipient how to reach you for questions.
- Double check the address; make sure you are sending the e-mail to the correct person.
- If you will be unavailable for an extended time, be sure to create an "out of office" automatic response so that people sending messages to you know when to expect a reply.

### Efficiency

- Consider the recipient's time when drafting an e-mail. Don't include information that the recipient already has.
- Be careful when using attachments. In some cases, they may be rejected, or, in other cases, may require extensive time for downloading.
- Consider whether you really need a return receipt for every e-mail you send.
- Respond to all e-mail immediately. In no case should an e-mail go unanswered for more than one business day.

### Security and Integrity

- It is exactly the same as any other document created on behalf of PBS. It is an official government document and should be treated as such.
- Do not write anything in an e-mail that you would not write in a memo or say to the recipient face-to-face.

*contact: david morton, 202.208.1752*

## GSA & Navy Partner to Sell Prime Residential Real Estate in Southern California!!!

GSA's Pacific Rim Property Disposal Division implemented full-service marketing, sales, and real estate consulting expertise for the Naval Facilities Engineering Command (NAVFAC), Base Closure and Realignment (BRAC) Office, San Diego, to successfully close escrow on 235 acres of prime residential property at the former Tustin Marine Corps Air Station in Orange County, CA. Sale proceeds generated to the Navy totaled \$208.5 Million, making this sale larger than all Army, Air Force & Navy public sales COMBINED under BRAC to date (1988 - present)! The property was sold in three parcels with the initial Marble Mountain parcel (approx. 45 acres) closing on January 23, 2003 in the amount of \$51,000,000.

The GSA team developed a comprehensive marketing plan, advertising campaign, and sales contract, and distributed extensive due diligence information to interested bidders, which included participation by the cities of Tustin and Irvine, both of which have jurisdiction over portions of the property. The property was marketed online <http://propertydisposal.gsa.gov/property>, and sold via online auction at [www.auctionrp.com](http://www.auctionrp.com).

Mr. Howard Kelsey, Director of Navy Real Estate for NAVFAC Headquarters in Washington DC was very pleased stating on behalf of the Navy: "This is truly a significant accomplishment for Navy, for GSA and for the Nation."

*contact: carol arnold, 415.522.3434*

## Fifth National Project Management Workshop

The Office of the Chief Architect hosted the 5th National Project Management Workshop in Washington, DC, March 24-28. Over 300 project managers and project team members attended the dynamic workshop. The OCA exceeded all expectations in producing a challenging 5-day workshop, focusing on Leadership - A Plan for Success. The workshop featured 55 sessions, including 35 high-impact breakout sessions, offering many peer-to-peer discussions of lessons learned.



Assistant Regional Administrator Anthony Costa welcomed the participants to the National Capital Region. Four award-winning regional projects were featured tours during the workshop:

- Harvey W. Wiley Federal Building, Food and Drug Administration (FDA) Center for Food Safety and Applied Nutrition, Office and Lab, College Park, MD;
- White Oak Federal Research Center, FDA Consolidation, White Oak, MD;
- Interstate Commerce Commission Building/US Customs Service Building – Connecting Wing Building Complex Modernization Project; and
- The National World War II Memorial, Washington, DC.



*PBS Commissioner F. Joseph Moravec opens the 5th National Project Management Workshop in Washington, DC.*

PBS Commissioner Moravec opened the workshop with emphasis on delivering better service, better value to our customers through effective leadership and project management of the capital construction program. Mr. Moravec commended the award winning project managers for their business acumen, delivering design or construction phases on time and within budget. Edward Feiner, Chief Architect, and Mr. Moravec presented 13 project management awards for FY 2002 projects valued at over \$1.8B.

### Project Manager Design Excellence Awards:

**Michael J. Malane**  
Mid-Atlantic Region  
U.S. Courthouse Annex, Wheeling, WV

**Edward H. Myers**  
Mid-Atlantic Region  
U.S. Courthouse, Erie, PA

**Charles T. Fuquea**  
Southeast Sunbelt Region  
U.S. Courthouse, Miami, FL

**Dennis Miller**  
Heartland Region  
Federal Center, St. Louis, MO

**Harry W. Debes**  
National Capital Region  
Federal Research Center  
Drug Evaluation and Research,  
White Oak, MD

**Gary D. Lee**  
National Capital Region  
Prettyman U.S. Courthouse Annex,  
Washington, DC

### Project Manager Construction Excellence Awards:

**Pamela D. Wilczynski**  
Great Lakes Region  
Federal Building and U.S. Courthouse,  
Youngstown, OH

**George Gourse**  
Heartland Region  
Federal Building, 8930 Ward Parkway,  
Kansas City, MO

**Montserrat F. Agleham**  
Pacific Rim Region  
U.S. Geological Survey, Menlo Park, CA

**Jagannath Bhargava**  
National Capital Region  
Tariff Building, Washington, DC

**Gonzalo Cespedes**  
National Capital Region  
State Department Building  
Washington, DC

**Jean Hundley**  
National Capital Region  
Department of Justice, Washington, DC

**Leonard Weiser**  
National Capital Region  
Interstate Commerce Commission Building  
U.S. Customs Service Building Connecting  
Wing, Washington, DC

*contact: vinita canright, 816.926.8308*

## **PBS CIO Welcomes Doug York**

Doug York has recently rejoined PBS as the Director of the Infrastructure Division. Since 2000 Doug has been responsible for the national remote access infrastructure supporting over 10,000 remote network users. He has managed procurements valued at over \$1.5 million in hardware, software and services, and has extensive experience as a supervisor of both government and contractor staff. Doug is returning to PBS, where he worked in the

Central Office systems organization during 1991-1999 in various capacities.

PBS CIO Kay McNew says this about Doug, "I believe Doug has the right blend of skills and personality to work best with our Regions, other Services and Staff Offices and PBS business line colleagues to deliver the best tools and information. Please join me in welcoming Doug."

*contact: kay mcnew, 202.501.9100*

## **Rocky Mountain Region Celebrates Diversity**

In a knowledge-based economy, the people are what make an organization succeed. The workplace is constantly changing and diversifying. Diversity brings a wider range of resources, skills, ideas and energy to businesses, providing a sustainable competitive edge. Businesses, which embrace a diverse workforce, will reap the benefits. Valuing diversity will achieve better outcomes internally, as well as externally with our customers.

In understanding this concept, Rocky Mountain Region's Black Employment Program Committee celebrated National African American History Month on February 26, 2003, at the Denver Federal Center.

There were several agencies represented at the event. GSA's Regional Administrator, Larry Trujillo, kicked off the event by reminding us, "Diversity is the cornerstone, the foundation of this country and what makes it great." Mr. Trujillo went on to say that we should not only celebrate our great leaders, but the everyday hero, those people around us who are struggling everyday to make their lives better.

Ken Bowen, Special Assistant for Rocky Mountain Operations, concluded the day's events with this patriotic reference: "Look at the diversity of colors: we have black, brown, tan, white, pink, red, yellow and we have gray. Some of those threads that are brought together are the fabric of our country, some are thick, some are thin, some are stronger than others, some are fragile, but when you weave them all together, the form, the tartan, the fabric of our nation, that's what makes us strong."

*contact: shonita mcxaster, 303.236.8000 x2314*

## **ASHRAE Honors Vijay Gupta, PE as a New Fellow**

The American Society of Heating, Refrigerating and Air- Conditioning Engineers (ASHRAE) elevated Vijay Gupta, P.E., to the grade of Fellow at the Society's 2003 Winter Meeting in Chicago, IL.

Gupta is the senior mechanical engineer in GSA's Office of the Chief Architect (OCA). He spearheads GSA's HVAC Excellence



*Donald Colliver, President of ASHRAE  
presenting award to Vijay Gupta*

initiative, which supports the agency's efforts to increase energy efficiency in federal buildings and to provide quality work environments and facilities for all federal employees. The HVAC Excellence initiative involves the appointment of HVAC advocates in each of GSA's 11 regions, who meet regularly and attend workshops addressing pertinent issues affecting HVAC design and construction in federal buildings. Les Shepherd, Director of OCA's Center for Architecture, Engineering and Urban Development, was on hand to witness Vijay's receipt of the award from ASHRAE's President, Donald Colliver.

During the past year, Mr. Gupta coordinated a series of 12 workshops, with the support of the National Institute of Building Sciences (NIBS). The workshops covered the topic of "Building Performance and Customer Satisfaction" and were attended by more than 500 federal employees, including GSA customers.

As a member of GSA's management team, Mr. Gupta was responsible for the Post-Occupancy Evaluation program from 1989 to 1999, which provided him with a wealth of understanding of customer satisfaction and operations and maintenance issues. He also oversaw criteria development for GSA's design and construction program, with emphasis on HVAC systems. Under the program, criteria were developed for building systems, and GSA addressed issues such as energy conservation, sustainability and compliance with federal laws.

Fellow ASHRAE is a grade that recognizes distinction in the arts and sciences of environmental technology and is earned through achievement as a researcher, designer, educator or engineering executive. ASHRAE, founded in 1894, is an

international organization of 55,000 members, of whom approximately 500 are designated as Fellows.

Mr. Gupta has also received previous recognition as "Engineer of the Year" by the National Society of Professional Engineers and as "Citizen of the Year" by his neighborhood community.

*contact: karen saulnier, 202.501.1745*

### Workplace 20-20 Pilot – Denver PBS Building 41 by Fran Mazarella

I have the good fortune of joining the team on the Pilot Workplace 20-20 (WP20-20) project for the Denver Building 41 renovation. New to GSA and to this program but not new to the industry and the strategic planning process, I am pleased to say that this first pilot experience is very rewarding.

The Regional project team of Kim Bailey (Project Manager), Mary Kamerling (Senior Designer), Alan Camp (Project Manager), Phil Armstrong (Construction Manager), Pat Johnson (Communications), Arlene Graham (Signage, Art Program) and Mark Krone (Director) are champions of the new direction and mission of the Public Buildings Service in their Region.

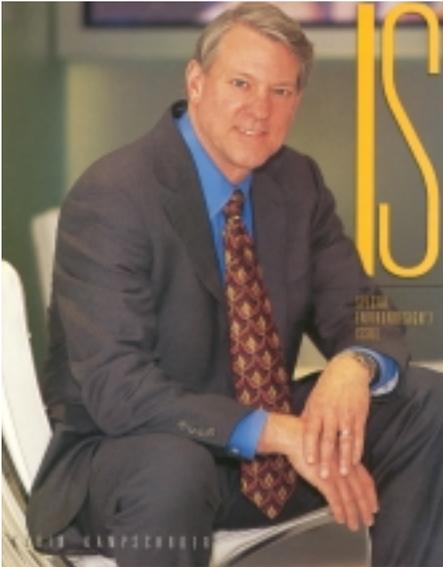
Although the project started prior to the WP20-20 process, they have endorsed the principles and are working hard to incorporate much of the WP20-20 in their environment even at the late start. This is truly a very team focused endeavor and all members, Central Office WP20-20, Kevin Kampschroer (Director Research), Fran Mazarella (Program Expert WP20-20), Don

Horn, AIA (WP20-20 and Environmental), Kate Kolb (WP20-20), Jeanne Trelogan (WP20-20), Judith Heerwagen, Environmental Psychologist, Researchers and Region team are working together as one voice and spirit.

The WP20-20 process surfaced the following key strategic business drivers:

- Commitment to Workplace 20-20. Regional Administrator Trujillo wanted to create a better work environment to attract and retain new workers providing flexible supportive spaces.
- Create an image for their internal and external clients that demonstrates GSA's expertise, knowledge and leadership to provide professional real estate services as the provider of choice to their clients.
- Increase collaboration and integration across the different PBS units for a more coordinated solution for their customers.
- Increase value by reducing churn costs and operating/maintenance expenses.
- Sustainable Design – Within the limits of time and project, they closely monitored selections for construction and furniture that adhere to sustainable stewardship.

And, it's not over. We are continuing during these late phases to carefully monitor areas where we can provide better value. Arlene is looking at an Art Program, quite inspiring for the PBS associates. Mary is watching every detail for the workstation configuration. Alan is considering the new lighting plan our consultant, Karen Pero (Public Works and Government Services Canada and WP20-20), is suggesting which will provide energy costs and individual controls. The Region is looking to LEED CI the third phase and Don Horn will help with this. This team is making it happen.



*Kevin Kampshroer*

## The Nature of Work

Gaining a true understanding of the relationship between the physical environment and the people, between human behavior and personal productivity is crucial to design teams and facility managers. This is what Kevin Kampshroer, director of research for PBS, and his team of professionals are doing.

Kevin was highlighted on the cover of the April issue of IS magazine and interviewed in an informative IS article called The Nature of Work. The article highlights the new directions of how GSA does business. PBS is using the Workplace 20.20 research program as the platform to examine the relationship between space and productivity. Kevin is supercharged about his work because "it's really about understanding what people do before you try to figure out how to house them in any kind of physical environment or even whether they'd need a physical space in the traditional sense at all."

*contact: sheila margeson, 202.501.1061*

## Not Just Work - But a Great Workout!!

We all know that GSA puts a premium on professional development, and no program is so focused on enhancing your personal career goals as the Advanced Leadership Development Program (ALD). This is offered to all GSA managers deemed to have potential (they took me--they are obviously flexible!) and make your career as rewarding as possible.

Like going to a career-health spa, the ALD begins with an in-depth needs assessment of your strengths and weaknesses. You get diagnostic charts and a detailed "360 degree" personality review! It is like a personal roadmap so you can track your progress. You get a personal "coach" that meets with you for confidential and candid counseling on the obstacles you inevitably encounter during the concentrated 18 months. You meet regularly with your ALD class of about 35 from across the country for professional training to experience the breadth and scope of leadership issues.

You get to test your progress during one (or more) two month-long "Developmental Assignments" (DA). I was fortunate that my DA was with the Human Capital (HC) Strategy project at Central Office - under Paul Lynch's Office of Business Operations. As you may know, HC management is a process that PBS will utilize to assure that our new PBS customer-driven business plan is best implemented and succeeds. HC isn't people! It is the organization's combined energy, knowledge, talent and enthusiasm that associates bring to work.

The ALD is great evidence of GSA's commitment to HC management. If you get

the chance to participate in the ALD program — I promise you'll have the best workout of your career!

*contact: susan sylvester, 202.565.1978*

## Pacific Rim Celebrates Customer Discovery Days

The Pacific Rim Region launched Customer Discovery Days for Bay Area associates on April 3rd at the Golden Gateway Holiday Inn. Approximately 200 attendees participated in the initial sessions with a keynote address by Dan Voll, Acting ARA for PBS. Associates were quite enthusiastic in their participation and actively engaged in the facilitated mapping exercises. Many associates commented on the great opportunity for networking, learning about GSA initiatives, and sharing ideas about our PBS vision.

The Pacific Rim Region scheduled a series of Customer Discovery Day events for the outlying offices, the first of which was held in Los Angeles on April 4. Mr. Peter Stamison, Regional Administrator, kicked off this event and actively participated in the mapping exercise with local PBS associates including the Service Center Director, Michael Wirtz. Bob Drakes, Director of Customer Service, helped facilitate the sessions in this location



with Myrna Godinez and Peter Zepada. Our regional associates indicated that the Customer Discovery Days were both educational and fun.

*contact: robert drakes, 415.522.3282  
regina guillory, 415.522.3056*

## PBS Celebrates Customer Discovery Day

On April 3, Commissioner Moravec kicked off Customer Discovery Days, a month long event, developed to help our associates "discover" why our new emphasis on customer service is so important and how they can participate in the process.

Approximately 200 Central Office associates gathered at the Hyatt Hotel, Crystal City to engage in a training session around customers. The main event, facilitating associates gathered at tables of ten through a "learning map" took about 2 hours. Starting at "Yesterday's World" and progressing to "Our Future", associates were able to come to their own conclusions about why we need to move from being customer focused to customer driven. A business case was also presented, highlighting activities from our business management, project management, and customer service initiatives, which support this goal. The Commissioner sat at a table with associates



and participated in the discussion; the Deputy Commissioner and Chief of Staff served as table facilitators.

The Commissioner opened the session, and encouraged associates to learn and grow through the training process. At the conclusion of the exercise, representatives from various tables volunteered some of the learning and ideas that came forth from the discussions in their groups. A boxed lunch concluded the exercise as associates gathered to further discuss their experience before heading towards the busses ready to take them back to 18th and F.

In addition to the session in Washington, 9 of our 11 regions held simultaneous sessions throughout the country on April 3. We estimate that approximately 3000 associates were trained that day, with the remaining to be trained throughout the month of April.



An electronic survey was sent to associates via a random sample; all table facilitators have been sampled for their input on the effectiveness of the training. "The results so far have been truly remarkable" said Rich Carlson, project lead on the event. On a 1-5 scale, the range has been 70-80% of associates rated the session and their learning experience as a 4 or a 5. A full analysis of the survey data, including qualitative input will be analyzed at the conclusion of Customer Discovery Days, and be available for publication.

*contact: rich carlson, 312.848.3751  
connie wehmann, 202.501.3277*

## Financing Energy-Saving Facility Upgrades Through Private Sector Partnerships

An innovative partnership between GSA and the private sector has led to a smarter solution for financing energy-saving upgrades at the J. Caleb Boggs Federal Courthouse in Wilmington, Delaware. To improve energy efficiency at the facility, the Mid-Atlantic Region recently awarded its first Energy Savings Performance Contract (ESPC) to Honeywell, a diversified technology and manufacturing company.

An ESPC is a federal and private sector partnership whereby the government awards a competitive contract to an energy service company, which in turn pays the up-front costs of purchasing and installing new energy efficient equipment. The government

then repays the energy service company over the life of the contract. Payments come from the energy savings realized by the installed energy conservation measures.

"The Boggs Courthouse presents an opportunity for real energy and cost savings," said GSA Project Manager Christopher McAlee. "The ESPC enables us to fund energy-saving upgrades using the savings from future utility bills."

Through this partnership with Honeywell, GSA is moving forward with a project to upgrade and automate the heating, ventilating, and air conditioning (HVAC) systems at the Boggs Courthouse. New energy efficient boilers will replace the existing 30-year-old boilers. Energy efficient bathroom fixtures, fan motors, and lighting will be installed. A new Energy Management Control System will also be installed.

"We are essentially completing \$2.3 million worth of upgrades with only a \$1.8 million down payment," says Leann Esposito, GSA property manager at the Boggs Courthouse. "We will reduce energy consumption, save on operation costs, and improve tenant comfort throughout the building, all at the same time."

Upgrades made possible through the ESPC will result in an estimated energy cost savings of \$78,000 per year.

*contact: gina waring, 215.446.2895*

## Excerpts from the Border Station April 2003 Newsletter

### Entry/Exit Program

- Consists of an integrated team of the Immigrations and Naturalization Service (now under the Department of Homeland Security) the GSA, and a national program management consultant that is managing the implementation of the program.
- All 165 land port of entries have been classified into 15 different model types categorized by traffic volume, lane size, and traffic type. Further planning is underway to facilitate the selection of projects that will fulfill the FY 2004 budget of \$237 million.
- The actual technology and system development is planned to be prototyped as a pilot in FY 2003 with completion estimated in FY 2004.

### Counter-Terrorism

#### Seven Replacement Ports

- Seven small ports have been selected for replacement along the northern border. These projects have been funded under



*Energy savings performance contract helps finance upgrades at J. Caleb Boggs Federal Courthouse in Wilmington, Delaware*

"Counter Terrorism FY 2002 funds." They are designed and ready for construction to start in the spring of 2003, with substantial completion by October of 2003.

#### Feasibility Studies 51 Ports

- The FY 2003 appropriation for the entry/exit construction is \$334 million.
- 51 ports along the northern border have been selected using risk management criteria as the next group for the FY03 obligation. The initial planning phase is completed and is on schedule for design and construction. Substantial completion is planned for October of 2004.

#### Remaining 107 Port Facilities

- The remaining 107 port facilities include small, medium, and large ports on both the northern and southern borders and are scheduled to begin the planning process during the last half of FY 2003 with these ports coming on-line in a phased fashion subject to congressional appropriations.

#### Residential Housing

Housing is required at 10 locations throughout the country. The locations are as follows:

- Montana – in Piegan, Morgan, Turner, Opheim, Willow Creek, Sweetgrass
- North Dakota – in Fortuna, Crosby, Ambrose, Noonan
- Texas - in Presidio
- Arizona - considering leasing in Lukeville
- Maine - considering leasing in Jackman
- Budget of \$18.5 million

#### Monthly Highlights

The PBS Border Station Center of Expertise hosted the second national conference on March 4-6 in Denver with over 170 customers and regional associates from

seven regions attending this important event. The Rocky Mountain Regional Administrator, Larry E. Trujillo Sr., and PBS Deputy Commissioner Paul Chistolini opened the conference. Presentations were focused on briefing senior management, customer representatives, and border station-related GSA associates on state of the border station events and activities. The conference helped attendees to better understand the expanding border programs and the new organizations and programs under the new Department of Homeland Security (DHS).

As of March 1, 2003, most of PBS' customers were transitioned into the new DHS. Asa Hutchinson was appointed the Under Secretary for Border and Transportation Security. There are two Bureaus reporting to the Under Secretary—Bureau of Immigration and Customs Enforcement (BICE) headed by Acting INS Commissioner Michael Garcia, and Bureau of Customs and Border Protection (BCBP) headed by the US Customs Service Commissioner Robert C. Bonner. The Border Station Center's activities will be more closely related to the Bureau of Customs and Border Protection. The Border Station community received a full and detailed briefing at the Denver National Conference. More information can be found at the DHS website: <http://www.dhs.gov/dhspublic/>.

#### Ongoing Issues:

- The Center completed its final draft of the Report to Congress on the backlog of infrastructure projects.
- Congressman Bonilla, Texas, requested information regarding the Calexico and San Ysidro California border stations.
- Congressman Reyes, Texas, has requested copies of leased border station documents in Texas.

- The Center reviewed proposed legislation for the Transportation Authorization Act regarding Border Planning, Operations and Technology Program. This program would authorize funding of about \$80 million annually to support coordination and improvement in bi-national planning, operations, efficiency, safety and security for US borders.
- Senator Domenici has submitted legislation (S. 539) for a Border Infrastructure and Technology Modernization Act that would require an annual update of border infrastructure. Funding of \$100 million annually would be provided to the Bureau of Customs and Border Protection for infrastructure improvements.

#### Upcoming Events

- May 6-8: Border Station Partnership Council meeting in San Diego, CA
- June 10-11: Transportation Border Working Group in Burlington, VT

*contact: john lu, 817.978.7484*

## GSA's Recycling Program Continues its Strong Results

Every year the Public Buildings Service takes a census of its recycling programs throughout the Regions. And every year, the Regions produce impressive results.

Spurred by Executive Order 13101, "Greening the Government Through Waste Prevention, Recycling, and Federal Acquisition," as well as the Resource Conservation and Recovery Act (RCRA), we have recycling programs running in almost 1,300 Government-owned and leased buildings serving over 500,000 tenants.

## *our operations*

Our federal Recycling Program covers typical office waste stream items such as paper, file stock, and cardboard containers. In addition, we work with tenant agencies to help develop further recycling programs that incorporate items such as newspaper, glass, beverage containers, phone books, carpet squares and even grass clippings.

The combined effect of the recycling programs is substantial: In 2002, these programs collected \$304,000 in recovered materials sold to private recycling and reprocessing firms. The funds were returned to agencies that participated in these recycling programs. The figure that stands most impressive is the \$3.64 million that GSA saved in 2002 for transportation and land filling costs.

Please take time to recognize the efforts of all our regional recycling coordinators whose work is directly reflected in the continued success of GSA's recycling program:

- Bob Wright, New England Region
- H. Morancie, Northeast/Caribbean Region
- Steve Staudt, Mid-Atlantic Region
- Sandy Jones, Southeast Sunbelt Region
- Karen Lamazzi, Great Lakes Region
- Bill Reger, Heartland Region
- Carol Sue Henry, Greater Southwest Region
- Marion Rule, Rocky Mountain Region
- Steve Clark, Pacific Rim Region
- Paul Gallegos, Northwest/Artic Region
- Mark Sajbel, National Capital Region

*contact: nathan smith, 202. 501.1116*

### *commissioner's perspective continued from page 1*

drive up their FFO? Or improve their operational efficiency and workplace quality? Or help them reach environmental goals? Or even improve the satisfaction of their customers?

I was trained to look at our world from an external perspective—from a customer's perspective. What do our customers want? They want what any customer wants—consistency, quality, and speed of execution in our service to them. They want their needs satisfied—fast. But they want more than that and, paradoxically, less than that.

They want to know they are dealing with a GSA associate who understands their problems, feels their pain, if you will, and is dedicated to helping them as a matter of the highest personal priority. Someone who understands that he hasn't succeeded until his customers' needs are met and his customer has succeeded.

Once you establish this personal connection with your customer, even the most difficult issues become manageable and solvable. If you—as service provider—fail to establish this bond of trust, everything will be a struggle. It's that simple.

As an organization and as individuals we need to learn how to connect with our customers, personally, and demonstrate right at the outset an urgent, responsive, can-do approach to satisfying their needs. We need to address customer problems head-on when they first arise. We need to commit to the solutions and do what we said we're going to do.

Our mission is to deliver a superior workplace to the federal worker and

superior value to the American taxpayer. I challenge each of you to adopt a new sense of urgency concerning our customers and to embrace change as a catalyst for driving us to greater accomplishments. Look at the world from our customers' perspective. Our Office of Customer Service has adopted the vision, "Our customers define our success." It's a vision we should all adopt, and, speaking for myself, I pledge to focus wholeheartedly on customer service everyday I am at GSA. It is only through our customers' eyes that we can ever truly fulfill our greater PBS vision of becoming the highest performing real estate organization in the world.

*It is our mission to  
deliver a superior  
workplace for the  
federal worker and  
superior value for the  
American taxpayer.*

## New GSA Online University (GSA OLU)

GSA's Online University has a new look and feel and a host of new course offerings and features including:

- Over 1,500 IT and Business and Professional Development courses;
- A library of 100 e-Books;
- "Search & Select" capabilities that allow you to search the course library for just-in-time learning snapshots;
- Online research and learning resource links to libraries, training sites, reference guides, encyclopedias, and periodicals;
- Communications tools including a calendar, bulletin board, and chat room;
- Course Completion Certificates; and
- 24/7 Help Desk services

To access GSA OLU:

<http://www.olu.gsa.gov>; or

<http://insite.gsa.gov/> (GSA Insite) scroll down "Featured Offerings" and click on GSA Online University

*contact: sheila margeson, 202.501.1061*

## Northeast and Caribbean Region FSS Customer Service Team Is a Winner!

Praise and thanks from GSA's client agencies is always welcome, but the heartfelt tone of the e-mail from the "guynhawaii" to the Northeast and Caribbean Region FSS Customer Service Team was exceptionally gratifying and demonstrated the impact GSA associates can have in supporting national interests. His message began with a simple "Aloha" and then explained he was currently deployed onboard the aircraft carrier USS

Roosevelt. After mentioning a few items of business, he went on to praise the FSS team, "All of us in the Naval Inventory Control Point Technical Assistance Repairables Protection program greatly appreciate the superior services of yourself and your people. We're trying our best to support the fleet and your help is a great benefit. The support you and your staff are providing is making a positive impact on our ability to support the Fleet at the deck plate level." Finally, he closed with his thanks, a "mahalo for your support!"

The FSS team included:

- Judy Poskanzer;
- Bernard Bartenbach;
- Vitaly Shik;
- Ronald Hidalgo; and
- Tony Nonan (an FSS colleague in Hawaii).

*contact: renee miscione, 212. 264.0424*

## 'Best Value' Solutions Available Through PBS/FSS Acquisition Partnership

Do you know about a new acquisition tool specially designed to save you time, money and headaches in the selection process – and deliver 'best value' solutions to our customers?

Multiple Award Schedules (MAS), the product of a partnership between PBS and FSS, have been developed to fill a variety of property management needs. Schedules include:

- Energy Management
- Independent Elevator Inspection
- Preventive Elevator Maintenance
- Interior Furnishings

- Guard Services
- Fire Alarm/Fire Suppression Systems
- Landscaping
- Pest Control
- Environmental Services.

A schedule for complete Facilities Maintenance is currently under development, with a Disaster Preparedness and Recovery schedule next on the drawing board.

MAS vendors are all pre-qualified and agree to perform work to high standards and at an attractive discount. The appeal for them is that they can reach a large federal property audience (as many as 400,000 facilities) through a single contracting vehicle lasting as much as 20 years (5-year base with three 5-year options). Each MAS contractor is permitted to structure its own unique offers and pricing methodologies – however, each certifies that its offer represents their 'most favored' customer package. This means that the proposed package represents the best value being offered anywhere. If a contractor is ever remiss in meeting this commitment, its ability to remain on the MAS is jeopardized.

The potential savings for PBS are enormous. Some contractors on the Elevator Maintenance Schedule, for example, are offering end-users up to an 18% savings. Additionally, our customers stand to benefit through the delivery of property-related services more quickly and cost-effectively than ever before. This is true whether their demands relate to regular service or Reimbursable Work Authorization (RWA) requests.

Previously, it took months to award a contract. With MAS, that process can be reduced to weeks or days (the

Governmentwide average to place a task order under MAS is just 15 days). This significant savings of time is possible because the FSS Acquisition Centers complete all up-front procurement, legislative requirements, and base pricing negotiations. While contract administration responsibilities for individual task orders remain with the PBS ordering official, the FSS Acquisition Centers take responsibility for post-award administration of MAS. And their involvement continues for the entire 20-year life cycle of the program.

As MAS contractors' negotiated offers are uploaded into GSA Advantage, each region will be able to compare its current contract prices with the pricing offered by the MAS vendors and determine 'best value' along with the potential bottom-line savings.

Likewise, the Multiple Award Schedules represent an excellent way for PBS' project and business managers to assess today's market prices for the given offering, and to support annual PBS budget call estimates.

According to Commissioner Moravec, "This program is a model for the kind of value-added service PBS associates deserve. The business case is compelling; it is pre-packaged to minimize time and effort; saves the taxpayers money; improves our ability to manage the consistency and quality of an important service; and, takes full advantage of our sister service's product offerings. It's a home run!"

Over the past several months, training sessions on MAS have been delivered to more than 500 PBS associates and numerous vendor representatives. Programs have taken place in Regions 2, 4, 5, 6, 7, 9 and 10. The training, conducted jointly by PBS and FSS, has drawn rave reviews.

Requests for additional sessions have been received from Regions 1 and NCR.

This innovative program offers a terrific way for PBS to keep improving our 'bottom line' cost performance...raising customer satisfaction...expediting our acquisition workload, and working productively with our contracting partners.

To find the schedule for the service you need, follow these simple steps:

1. Go to [www.fss.gsa.gov](http://www.fss.gsa.gov).
2. Under "Related Links," click on "Schedules e-Library."
3. In the first paragraph, click again on "Schedules e-Library."
4. On the right side of the page, under the box "Go to Federal Supply Schedule," scroll down the roster of schedules for the one you are seeking:
  - Energy Management  
871 II
  - Independent Elevator Inspection  
03FAC
  - Preventive Elevator Maintenance  
03FAC
  - Interior Furnishings  
71 I
  - Guard Services  
084
  - Fire Alarm/Fire Suppression Systems  
03FAC
  - Landscaping  
03FAC
  - Pest Control  
03FAC
  - Environmental Services  
899

5. The page that comes up will list a number of SINs with a thumbnail SIN Description for each. (SINs refer to a Special Item Number and nothing immoral. SIN are contractual components of an overall schedule.) Scroll down to the SIN you are most interested in, click on that number, and you will get a roster of contractors. Clicking on any contractor will take you to more information about them.

Additionally, FSS publishes the Multiple Award Schedule Owner's Manual, which provides insight into all the features, terms, and conditions of the MAS program – along with tips on how to best make use of it. The manual is online at [www.fss.gsa.gov/om](http://www.fss.gsa.gov/om).

For any specific questions not addressed in this brochure or on the Web, contact Frank Toth at PBS ([frank.toth@gsa.gov](mailto:frank.toth@gsa.gov); 202-501-0285) or Mary Snodderly at FSS ([mary.snodderly@gsa.gov](mailto:mary.snodderly@gsa.gov); 816-926-6750).

***contact: mike jawer, 202.501.0553***

## PBS BlackBerry Pilot Program

The BlackBerry is a totally integrated electronic mail system that utilizes wireless handheld devices, desktop tools, enterprise server software and nationwide airtime.

In 2002, the PBS CIO's Office installed its first BlackBerry Enterprise Server (BES) Twenty users participated in the pilot.

Over time the PBS BES pilot proved to be preferable to other early wireless tools, because it is more secure and sends encrypted email automatically. It has proven to be more reliable, and after one year of operation we have 1000 users. A total of five servers have been installed, and additional features, such as the ability to synchronize the calendar and open email attachments (Word, Excel, PowerPoint, PDF documents), have been added.

Wireless solutions allow the mobile workforce to stay connected with secure access. BlackBerry usage has improved customer relations by optimizing our ability to stay in touch with associates and clients.

PBS provides nationwide support to users from staff offices under the General Management and Administration Account and the Federal Supply Service. Recently, PBS signed a memorandum of understanding with the Office of the Federal Technology Service's CIO to provide BlackBerry support.

To Acquire a BlackBerry:

- Obtain approval from the PBS CIO Office and your business line AC or ARA.
- Complete a purchase request GSA Form 49.

- Contact the supplying vendor to purchase the devices.

Go to [pbsblackberry.support@gsa.gov](mailto:pbsblackberry.support@gsa.gov) for more information.

*contact: mike braton, 202.501.9069*

## PBS IT Venture Capital Review Board Completes Second Round of Funding

The Venture Capital Review Board was established to create a disciplined process for evaluating and funding pilot projects so more technology ideas could become a national process or application in less time and be more cost effective. Twenty projects from nine regions and Central Office were submitted for the second round of funding. The quality of the proposals demonstrates outstanding engagement and commitment to improving the Public Buildings Service. Funding was awarded to four projects, which demonstrated outstanding technical, business and organizational merit. They are:

- SFO Compilation Tool Feasibility Study will fully explore the feasibility, design parameters, and cost of developing and implementing a Solicitation for Offers (SFO) tool to standardize the creation of leasing SFO's. The goal is to reduce the time spent in the creation of SFO's by using standard guidelines incorporating best practices by seasoned realty specialists. This will reduce the time sifting through SFO clauses, real estate directives and FAR and PBS regulations. Ellen McCole and Nancy Hall from Region 3 will manage this pilot program.

- RWA Fee and Labor Cost Estimation is an

enhancement to the RWA Tracker pilot that was awarded funding during the first round of the VCRB. This enhancement includes a labor and fee cost estimation and a planning module. Wayne Smedley of NCR will manage this project with assistance from Keith Yackshaw (NCR) and Kenny Smith (Region 7).

- ConTrack will develop an R&A minor project tracking and communication tool that gives "real-time" visibility to project schedules. The initial intent was to give this capability to GSA associates and customers. The Board requested the scope of this pilot be limited to only GSA associates at this time. Once the pilot has been conducted, the Board will look at the feasibility of allowing customer access. Jerry Gufca from Region 5 will manage this pilot.
- Wireless Unicenter Service Desk will give our information technology technicians the ability to wirelessly receive, answer and respond to customer service calls. This capability will allow these technicians to respond to service calls in a more expedient manner, thereby improving overall customer support. This is a no-cost pilot and will be managed by Karen Roberts and Howard May from Region 4 with assistance from the Regional PBS CIO in Region 5.

Review these project submissions online at: <http://insite.pbs.gsa.gov/eCIO/tools/vc/>

The VCRB will be monitoring the progress of these projects and will report the results. Another round of funding will occur in FY2003. The deadline for the next submission is June 30, 2003.

*contact: kay mcnew, 202.501.9100*



Can you talk about the mission of the GSA Office of Childcare and how it fits with GSA and PBS's missions?

Our mission is to ensure that working families receive high quality care for their children in GSA's child care centers. The Office of Childcare offers a key building amenity and supports our agency mission to provide a superior work environment and support to communities. The childcare program allows for community partners in the centers in federal facilities.

We have 113 childcare centers across the country in more than 30 states the District of Columbia and Puerto Rico. We have two centers in Alaska and one in Hawaii. We care for approximately 8,000 children a day.

Federal employees do not run childcare centers, but our focus is to provide the space and then work with the customer we serve to provide the best quality of childcare available in that area.

Federal employees are given first priority for spaces in our centers, but we also accept children of parents who work in the local community.

Can you tell us a little about the history of the Childcare program?

There was a big push in 1988, almost as if a contest was being held, on who could build the biggest and the most centers the fastest, and the region that did would get a prize. We really had no standards, no policy and no guidance. We had child centers that were slapped up very fast across the country

and as we grew we learned. We learned that we did some of the things wrong but we had the program up and running. The need was tremendous—there was no adequate available quality childcare. We've certainly come a long way since we have now 113 centers nationwide. Over 80 percent of our centers are accredited by the National Association for the Education of Young Children. We have some major projects and issues in terms of renovating them to bring them up to our own standards. What we have focused on the past few years is not building new centers although we have opened up a few recently. We are going and taking a look at what needs to be done in those original centers and working with the regions to try to bring them up to our standards. We have a new checklist, which is a facility/design measuring tool. When the Administrator reorganized GSA's childcare program last year, he realized that we were a facilities organization and recommended that we have a facility measure.

Can you briefly explain how Childcare Centers are operated and the Childcare Subsidy Program?

We are strictly a market-based, private sector run organization. A local Board of Directors for the center finds the best available services with vendors (for profit, not for profit, large or small businesses) that have a license to operate in that particular state. The vendors have to obey GSA's rules and regulations. In order to get the best available vendor at the best possible price; we encourage maximum competition in that local market.

Tuition for infants averages \$183 with a range of up to \$290 a week. For older children, it could range from \$85 to \$225 a

week depending on the location from a small town in Mississippi to Boston, Massachusetts. We accept children from 6 weeks to 6 years of age. Some centers have a full-time kindergarten program. Some centers offer an after school program, where the school bus drops the kids off at the center. We try and provide for the needs of parents depending on the geography and how people come and go to work.

There is a lot of collaboration with the communities. For example, in St. Albans, Vermont, the center is very much integrated into the community. The school age program that is run by GSA's vendor is actually held in the local public school. We ran out of space, they had the space, we purchased some of the equipment for them and the children of federal employees get a priority to get into the program. The federal government helped satisfy the needs of our employees in that community and it was a win-win situation for everyone.

As for the subsidy program, this is a government wide program. GSA does not provide the subsidy for all the centers—that is left to the individual agencies. Legislation introduced by former Congresswoman Morella made permanent in PL. 107-67 left it up to each agency to decide if and how they would distribute the subsidy to their federal employees. The agency determines who is eligible for the subsidy and the definition of "lower income." Of course GSA offers this program to our employees. I think now the threshold to be considered for receiving a subsidy is around \$54,000. Each agency also determines their amount of the subsidy.

What is the future of this program?

We hope to continue to provide high-quality

childcare to federal employees. We also hope there is equivalent growth of quality, affordable care in the private sector. We don't see much more growth in federal centers, than what we have now. It is critical that there are affordable centers for parents who are not at their peak earning potential and have not had enough time to save. Very often childcare for younger children can cost more than college.

### Is GSA the only agency that has childcare centers?

No. Department of Defense has a large childcare center program on their bases both within the country and overseas. Also the Departments of Agriculture, Energy, Veterans Affairs, NASA, the CDC and a few other agencies run childcare centers.

GSA is now partnering with the Department of the Army. Uniformed personnel, Recruiters, ROTC, will be able to use our centers to meet their needs. Generally, these servicemen and women are located where we have centers, not usually on bases but at federal buildings. These are among the lowest paid Army personnel and because our centers are accredited and located in places where they have a need, we have signed a Memorandum of Agreement with the Department of the Army. This will allow them to take advantage of affordable childcare that is close to their jobs. For years, we have seen Recruiters look longingly at our centers and our playgrounds and not be able to take advantage of them because of the cost. Now the Army is paying the same subsidy they would get at a center on a military base at GSA centers. This has been a win-win for everyone. We started this pilot in five locations and have since increased to 23 sites. There are a lot of components to

making this a success—one is the caliber of the provider and the other is the space. I think we have tried to provide the best space that is available. We also try and get the best childcare providers and work very hard to offer commensurate salaries and benefits. Industry wide, there is a very high turnover rate of childcare workers and childcare providers are among the lowest paid workers anywhere. They may have a Masters Degree and work for \$38,000 a year.

### Can you briefly discuss the effects on childcare centers in light of our heightened security concerns?

Since 1995, after the bombing of the Murrah Federal Building in Oklahoma City, attendance in the centers has been up and down. Right after Oklahoma City, our census dropped and parents went looking for private sector centers, but practically everyone came back. Parents feel safe in secure locations. What makes our centers safe is that you have to go through security to get into the building. We have duress alarms, fire safety and evacuation plans and if something was to happen, the Federal Protective Service is right there to respond.

After 9/11, parents want to be collocated with their children. Some families left downtown centers but have begun to come back. With the anthrax scares and threats at corporate headquarters, families are grateful for the federal government's security screening procedures.

We are also incorporating security upgrades in our newly built centers. Windows are blast resistant and building curtain walls are stronger. In the newly opened center in San Juan, Puerto Rico, we are completely filled, there is a waiting list.

I feel very comfortable having children in federal buildings. I believe they are safer in many respects than they would be in private centers.

### You have had a long and distinguished career in GSA. Can you tell us a little about it?

I have worked in virtually all of the services and most of the staff offices. GSA offered me more flexibility in my work hours and the amount that I had to travel when my children were young. I started as a management intern. I met a lot of people when I began in what was then Communications. I moved to Office of Administration, Public Affairs, FSS, and now PBS. In that way, I believe, this agency was very, very flexible. I was the first female regional intern they ever had and they didn't quite know what to do with me. I think on the whole that the government has been a terrific employer and I always enjoyed what I was doing.

As far as GSA's childcare program, I think that this is a program that provides a great, much needed service. There was nothing like it when I had young children and I surely could have used it. Childcare centers create a lot of good feelings among associates, improve recruitment and retention, and foster community spirit and a sense of community. Besides, seeing children in our buildings usually brings a smile to everyone's face. I think this program is a real positive in our relationships with our associates and our neighborhoods as well as being the most rewarding and satisfying job I have had!



This conversation is with Paul Prouty. Paul joined the General Services Administration in 1971. He began his career in the

real estate intern program in Denver, Colorado and advanced until he became the Director of the Real Estate Division. In 1995, Paul became the Assistant Regional Administrator for the Public Buildings Service in the New England Region. He returned to the Rocky Mountain Region as the Assistant Regional Administrator in 1997.

As we just celebrated National Historic Preservation week (May 5 – 12, 2003), we decided to select that topic for this conversation.

**What are your thoughts on the direction of our business as it relates to historical issues?**

As everyone knows, we have some wonderful historical structures in the PBS inventory. What I find equally as exciting are some of the less traditional projects that we are developing utilizing historical structures.

**Can you give us an example of such a project?**

We currently have a great example in our region in Ogden, Utah.

**What makes it unique?**

It has many exciting aspects. First, it's a leased project. Second, it included the relocation of a component for an IRS Service Center from a suburban location to the CBD. Third, it involved a historical structure

that had been vacant for decades. Fourth, it included unbelievable cooperation between the city, the historical community, the private sector, GSA, and IRS.

**What was the final outcome?**

We just completed the first project, which involved the transfer of ownership for the long vacated building to our successful offeror. Our offeror then renovated the historical building and connected to it with a new, modern office structure. This project brought 1200 people downtown and will serve as the cornerstone in the revitalization of downtown Ogden. It was so successful that we now have another, similar project underway beside it.

**Any final thoughts?**

I think even we were amazed by what turned out to be possible. It is a great project. There is one other piece, which shows how important this project is to the community. Our Realty Specialist, Tammy Eatough, was given a key to the City by the Mayor of Ogden. Even more significant, there have only been four keys handed out in the City's 150-year history. I know other regions have similar projects and I know they all add significantly to our business.

*contact: tammy eatough, 720.932.8803*

DATE	EVENT	PLACE
05/01/2003	Spring Regional Historic Preservation Officers Meeting	Washington, DC
05/05/2003	Nathaniel R. Jones Federal Building & U.S. Courthouse Naming Ceremony	Youngstown, OH
05/06/2003	Dedication of FDA Lab, River Falls	River Falls (Detroit), MI
05/06/2003-05/09/2003	Advanced Leadership Development Training and Graduation	Washington, DC
05/12/2003-05/16/2003	Intern Development University-Property Management	Ft. Worth, TX
05/15/2003	Maj. Gen. Emmett J. Bean Federal Center 50th Anniversary & Rededication	Indianapolis, IN
05/19/2003-05/23/2003	Strategic ABC's	Washington, DC
05/20/2003-05/23/2003	Strategic ABCs	Washington, DC
05/22/2003	Public Forum on the African Burial Ground	New York, NY
05/30/2003	Renaming of the Ron de Lugo Federal Building	Charlotte Amalie, St. Thomas, USVI
05/30/2003-05/31/2003	Centennial & Renaming, Battle Creek Federal Center	Battle Creek, MI
06/04/2003	Dedication of New FBI Facility	Newark, NJ
06/15/2003-06/19/2003	Boot Camp	Washington, DC
06/16/2003-06/20/2003	Intern Development University-Property Management	Ft. Worth, TX
06/16/2003-06/21/2003	New Associates' Orientation and PBS Boot Camp	Washington, DC
06/16/2003	Dedication of the Alfonse D'Amato U.S. Courthouse	Islip, NY
06/17/2003-06/20/2003	Grooming & Growing Leaders - Change Agent Training	Washington, DC
06/18/2003-06/19/2003	Supervisory Toolbox Course	Chicago, IL
06/24/2003-06/27/2003	Growing and Grooming Leaders - Change Agent Training	Washington, DC
07/14/2003-07/18/2003	Intern Development University-Portfolio	Ft. Worth, TX
08/11/2003-08/15/2003	Intern Development University-Business Performance	Ft. Worth, TX

We hope you have enjoyed the recent editions of Building Assets. We welcome your feedback on how we can improve this publication. We would like to expand our circulation and will send this edition to a sampling of our customers. If you have any customers or stakeholders that you would like to receive the newsletter, please email MaryAnne Beatty or Sheila Margeson. We also hope that you like the new "electronic look" that is on the PBS insite page.

**Team Members:**

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

Thank you.

**National Business Solutions**

National Business Solutions are initiatives about issues that affect the entire PBS organization. Our senior managers have agreed that we would benefit from a consistent and coordinated national approach. The first National Business Solution (NBS) addresses Attaining the Energy Goals of Executive Order 13123

# GSA Regional Map

