



GSA Office of Government-wide Policy



# 2011 GSA Achievement Award for Real Property Innovation

Office of Real Property Management

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# Introduction

The GSA Achievement Award for Real Property Innovation publication is made possible through the collaborative efforts of the U.S. General Services Administration's (GSA), Office of Real Property Management and the Federal agencies that participated in the 2010 GSA Achievement Award for Real Property Innovation Program. The publication highlights and recognizes innovative projects in Federal asset management, sustainability and workplace innovation.

This is an annual publication of GSA's Office of Governmentwide Policy's (OGP), Office of Real Property Management in Washington, DC. OGP is led by Associate Administrator Kathleen Turco, and Carolyn Austin-Diggs as Director for the Office of Real Property Management. The publication is produced by the Performance Measurement Division, led by Director George Deryckere.

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For more information about the Office of Real Property Management and its innovative real estate and workplace initiatives, visit [www.gsa.gov/realpropertypolicy](http://www.gsa.gov/realpropertypolicy).



# Workplace Innovation

This award recognizes exemplary initiatives, innovations and projects in Workplace Innovation and communicates these cutting-edge ideas to agencies that aim to improve their real property management. Achievements are related to creating workplaces that are focused on the future by fostering environments that incorporate integrated and sustainable approaches, enhances employee and business performance, that result in long-term cost savings and design.

Winner: Workplace Innovation  
General Services Administration, Public Buildings Service

## GSA NGAP Benefits Beyond Savings

The GSA Energy Division's Natural Gas Acquisition Program (NGAP) showcases how innovation and leadership can transform energy acquisition practices to deliver major cost savings to agencies. NGAP combines the best in people, process and technology to deliver a reliable, competitive, transparent and, ultimately, highly cost-effective approach to procuring natural gas -the cleanest burning fossil fuel - for a wide swath of federal government energy buyers who could not attain these results on their own. FY11 procurements have resulted in \$15 million in cost reductions comparing old contract rates to new ones. These cost reductions have already begun taking place for a number of the end-use facilities.

While demonstrable bottom line savings underscores the impact and efficacy of NGAP, it only tells part of the story as NGAP isn't a gas purchasing program only. Federal facilities also depend on the program to ensure they are charged properly for gas service.

NGAP's account managers, located in Vancouver, Washington, work directly with over three hundred facilities nationwide to help energy managers at those facilities ensure proper billing, understand the market and get ready for procurement events. The NGAP account managers review supplier invoices on a monthly basis and are in constant communication with both end-use facilities receiving gas supply as well as natural gas suppliers. During FY11, NGAP account managers identified \$15,000 in incorrect charges for agencies outside of GSA and assisted them through the entire process of requesting and collecting the funds owed. They highlight market trends, assist facilities in collecting data and estimates for facility upgrades associated with new construction, demand-side reduction projects, and other projects that impact natural gas usage.

Honorable Mention: Workplace Innovation  
Department of the Treasury, Internal Revenue Service

# Enhancing the Puerto Rico Taxpayer Experience

A unique design for the largest single Taxpayer Assistance Center in the IRS system is matched with LEED Silver award-winning components to enhance the taxpayer experience when dealing with the Internal Revenue Service.

The Internal Revenue Service New Carrollton Territory just completed a Leadership in Energy and Environmental Design a€” Commercial Interior (LEED-CI) project to meet the growing needs of its taxpayers and employees. This project consists of the acquisition of 30,600 rentable square feet of Class office space on the 1st and 5th floors of the CityView Plaza II building, Guaynabo Puerto Rico to house 104 employees and the largest single-site Taxpayer Assistance Center (TAC) in the United States.

The office design features workstations which are environmentally friendly and manufactured with materials that are 30% recycled and Greengard

certified featuring low chemical and particle emissions. The lighting design will reduce energy consumption by over 40% by making use of available natural light and motion sensing controls.

The TAC experience is enhanced with a seasonally opened overflowed area to house queue lines of taxpayers waiting to meet with IRS officials. Taxpayers can now meet year-round with the IRS in a new and modern facility designed to improve communication and increase the privacy of the taxpayer. The Puerto Rico TAC will service more taxpayers than any other facility in the IRS system. The new TAC, at 8005 useable square feet in the permanent facility, and 1428 square feet in the overflow facility, is 80% larger than the location it replaces.

## Special Achievement: Workplace Innovation General Services Administration, Public Buildings Service

### W-4 Electronic Paperless Initiative R4 Pilot

EPI was conceived in early 2010 as a response to internal challenges that were ongoing within the Real Estate Acquisition Division in Region 4. EPI was originally intended to be a divisional initiative to address multiple internal issues by expanding the real estate departments use of an under-utilized system, specifically eLease, a document management system whose use was mandated by RSL in 2006.

Used to varying degrees in the regions, the eLease system is mostly used for the National Broker Contract and the Broker's paperwork under contract. This was due in a large part to the fact that multiple hard copies of the project/lease files had to be kept in addition to the scanning and uploading of files into eLease. A huge amount of duplication was occurring in a system already overburdened by redundant processes.

A yearlong research process ensued into the viability and legality of going to a paperless filing system & Central Office became interested in the inquiries regarding its filing processes and policies to multiple national GSA teams. After receiving a detailed breakdown of the project, the interest developed into R4 pursuing EPI as the pilot region for GSA.

It was determined that not only was there no need for a paper file but that multiple other initiatives would gain from and complement the introduction of a paperless filing system. Besides the budget, security and efficiency gains other programs such as the NBC Program and several initiatives i.e. Sustainability, Telework, Global Project Management and Digital Signature would all benefit.

EPI will help change the way GSA does business and position it for future advancements in technology. It will provide needed change in areas of security, budget control and sustainability. EPI will also help keep GSA on the forefront of innovative forward thinking to stay competitive with the private sector and ensuring we strive for excellence as stewards of the American tax payer's dollars.

# Workplace Innovation Entries

## Department of the Pension Benefit Guaranty Corporation PBGC's Real Property Innovation

In FY2010, the Facilities and Services Department of the Pension Benefit Guaranty Corporation undertook a project to retrofit the existing 4,697 lighting fixtures at their 1200 K Street, Washington, DC headquarters facility. This project included the installation of 1,179 ceiling and wall mounted occupancy sensors in office spaces, corridors, and common areas.

Each had a goal as the building owners had a focus on achieving LEED certification for this building in their portfolio and PBGC wanted to be able to identify additional activities that would further represent our commitment to the environment, as well as reduce our operating expenses.

After conducting market research and determining the potential impact, it was determined that: There was a clear opportunity to standardize lighting specifications to ensure volume pricing from a common lighting supplier

The building owner purchases energy in bulk and was eligible to apply for the Pepco Energy Efficiency Rebate Program. We anticipate an approximate rebate of \$250,000.

We could anticipate additional savings" buying new, more efficient lighting will further reduce the size and cost of any potential new heating and cooling equipment. Ultimately, the resulting load reduction will have a far-reaching impact

In FY11, PBGC's headquarters facility in Washington, DC, 1200 K Street, achieved LEED Gold certification.

## Department of the Treasury Internal Revenue Service Lean Six Sigma Intelligent Office Workplace Alternative - LSSO IOWA Project

In July 2011, the Internal Revenue Service launched the Intelligent Office Workplace Alternative, IOWA. IOWA is a workplace of tomorrow design strategy that incorporates various space utilization concepts, technological capabilities and employee alternative work arrangements into a unique flexible housing strategy.

The use of lower panels and clear rimless glass promotes daylight exposure. In addition, the use of green materials, construction methods, and energy efficient technologies are used in order to obtain LEED certification.

The IOWA Project was implemented in the Atlanta Summit Building to accommodate twenty-four employees of the Lean Six Sigma Organization. Lean Six Sigma's mission is to support the IRS's business strategies by improving our service to the taxpayer by leading accelerated process improvement initiatives using the Lean Six Sigma DMAIC Methodology. 50% of Lean Six Sigma's work involves traveling to IRS customer sites. Unfortunately, due to budget constraints, Agency travel has been limited while responsibilities have increased. Due to the implementation of IOWA, our Agency has reduced our real estate footprint. The savings has led to overall positive return on the Agency's investment. Without such cost saving measures related

to space saving activities, the IRS would not be able to effectively continue its mission going forward in the future.

## United States Agency for International Development

### USAID Small Task Area Rapid Transformation (START)

In 1997 The United States Agency for International Development (USAID), moved into the Ronald Regan Building (RRB). Over time, space inefficiencies surfaced as growing program requirements resulted in an increased demand for seats. In addition to this increase in demand, it has become apparent that the way we work changed over the past decade and our space standards no longer support the way we do business.

Our first response to meet this demand was to reconfigure our systems furniture into smaller workstations. We also set up carrels in conference rooms and open areas. This proved to be a temporary solution and we soon found ourselves facing a shortage of seats once again. Besides not solving the problem, this solution was expensive, disruptive and deprived us of much needed meeting space. This reactionary practice resulted in housing staff in carrels in corridors while others occupied over-sized workstations.

To address these concerns, our leadership is working with GSA to procure services to design a new comprehensive 21st century space plan to accommodate collaboration and a variety of work-styles. This cohesive design constructed in phases, starts with a pilot space of approximately 27,000 square feet. A phased re-blocking effort for the remaining 530,000 square feet in RRB will follow the pilot. The intention of the pilot is

to allow USAID to test out the new work-style means and methods in an iterative way, which will inform a future phased construction effort. Our goal is to achieve an efficient, functional environment in the long term; however, in the short term we still struggle with space that is inequitable and does not support the way we work and does not meet demand.

Continuing to cram people in and taking away valuable meeting space affects employee morale and is a poor use of our resources since we plan to renovate these areas in the near future. To meet these demands and facilitate collaboration we have developed START or a Small Task Area Rapid Response. START will allow us to respond to requests for near-term solutions to space needs and better leverage our resources.

## General Services Administration Public Building Service

### GSA Mid-Atlantic Region IRS 30th Street Restoration Project

In support of the Department of the Treasury, Internal Revenue Service (IRS) Restructuring and Reform Act of 1998, IRS sought an opportunity to consolidate its Philadelphia Campus to expand customer service and compliance functions and to phase out the processing of tax returns. The original IRS Philadelphia Campus was fragmented among several functionally-obsolete leased buildings whose interior space layout and configuration were too inflexible to accommodate the IRS key functions and thus not compatible with the changing business needs of IRS. GSA took advantage of an opportunity to enter into a lease deal with the U.S. Postal Service (USPS) involving adaptive reuse of the historic U.S. Post Office building located across from

Amtrak 30th Street Station in Philadelphia. The 30th Street U.S. Post Office, fully vacant in 2008, is located on a five-acre city block that is bounded by Market, 30th, and Chestnut Streets and Schuylkill Avenue. The facility covers virtually the entire city block and consists of five actively used floors and three additional storage/utility levels, with larger floors exceeding 180,000 square feet. Floor-to-floor height is 28 feet between the first and second floors, 20 feet on all floors above the second.

In August 2007, GSA and the USPS signed a Memorandum of Understanding, culminating a year's worth of negotiations that paved the way for redevelopment of the historic U.S. Post Office building at 30th and Market Streets into a new consolidated campus for IRS in Philadelphia, Pennsylvania.

The facility, listed on the National Register of Historic Places, was renovated into modern Class A office space that provides solutions to meet the needs of the new IRS business unit alignment and promotes future

program flexibility. The project's design incorporated elements from the existing building, including historic corridors, building and historically significant interior spaces, adapting them into a more contemporary style. The state-of-the-art office space now houses over 5,000 IRS employees in approximately 862,000 square feet of space, along with structured parking for nearly 1,600 vehicles. The building is in close proximity to Amtrak 30th Street Station.



# Asset Management

This award recognizes exemplary initiatives, innovations and projects in Asset Management and communicates these cutting-edge ideas to agencies striving to improve their real property management. Achievements are related to asset management planning, inventory management, performance management, utilization and disposal of real property, transportation and infrastructure improvement and portfolio optimization.

## Winner: Asset Management U.S. Department of State

# The Standard Secure Mini Compound as a Cost-Effective and Efficient Platform for Small Embassies Worldwide

The U.S. Department of State's Bureau of Overseas Buildings Operations (OBO) provides safe, secure, and functional platforms for the conduct of U.S. foreign policy overseas. OBO manages globally distributed real property assets for 260 diplomatic missions in 163 countries, including 39 million square feet of owned space and another 34 million square feet of leased space. Since 1999, OBO has completed 83 new facilities and has another 34 projects in design or construction. To fulfill this mission cost-effectively and to the highest standards of security and design, OBO typically uses a Standard Embassy Design (SED), adapting it to each post.

While the SED has been very successful for medium and large projects, OBO recognized that this model might not be appropriate for an embassy with a very small presence. With a requirement to deliver several small embassies over the next decade, OBO realized it needed a more cost-effective and efficient solution for its smaller posts. It needed a new building type, potentially coupled with a new delivery method. This

led to the development of the Standard Secure Mini Compound (SSmC) concept in 2007. This was followed by prototype development in 2008, and application to a real project in Bandar Seri Begawan, Brunei in 2009 to 2010. The SSmC in Bandar Seri Begawan was completed both on time and on budget.

With that compound being open for almost one year, OBO has confirmed its overall success as a pilot for this new model. This first SSmC met all of the Department's operational and security requirements while saving millions of dollars in construction costs and lease payments.

OBO already has a second SSmC under construction in Malabo, Equatorial Guinea, and will be awarding a third SSmC contract in Port Moresby, Papua New Guinea. With its successful implementation in both Asia and Africa, OBO is looking for other opportunities across its entire overseas portfolio.

## Finalist: Asset Management General Services Administration, Public Buildings Service

# Seizing on Inventory Opportunities: Operating & Revenue Strategies to meet Performance Expectations

The region focused on “seizing on inventory opportunities” because in an environment of limited operating and reinvestment funds, the region needs to evaluate opportunities to improve on the inventory operating efficiencies and performance without infusing or removing funds from the regional operation. Through both funds management and funds allocation and working the assets’ performance through the budget, the portfolio can potentially be enhanced in terms of improved efficiency in funding and performance. This concept requires the region to integrate the business-lines more in the region’s pursuit of asset and portfolio performance, focus on the revenue management process and to build the asset operational infrastructure needed to maintain a self sustaining portfolio.

The region has met its FY09 Portfolio FFO performance measure and yet was challenged on the number of assets meeting the positive FFO measure and ROE greater than 6%. In developing future asset and portfolio strategies, the question given the breakeven level of NOI, what a future strategies the region program in the rent estimate process and what performance strategies can be worked into the budgetary process to achieve the desired level of performance?

As the region proceeds with managing the FY 2011 inventory, the concern among the region is what are the prescribe strategies needed to maintain and/or change the above performance trends? What specifically is the revenue or operating initiatives necessary to increase the number of assets with positive FFO or ROE greater 6%? As the region looks to FY11 operation, recognize that each asset revenue structure has already been established and given the asset’s prior year performance; are there opportunities for the region to take those proactive steps to implement operational initiatives to impact future asset performance?

In FY 10, the region was successful in meeting its overall FFO measure at \$114 million and Revenue measure at \$837.3 million. The region was challenged to produce the expected number of assets with positive FFO and with ROE greater than 6%. The region produced a series of reports to determine what, if any, operation initiative(s) can be programmed into future operation to insure the optimal level of performance.

## Winner: Asset Management General Services Administration, Public Buildings Service

# Everyday Performance Measures Heroes Communications Campaign

In early fiscal year 2011, the Region 9 PBS Organizational Resources Division collaborated with the Client Solutions Division to develop a communications campaign for the Linking Budget to Performance (LB2P) measures program. The objective was to increase awareness amongst regional associates regarding updates on the FY11 LB2P program in a way that would encourage engagement. The team utilized multiple communication vehicles, including printed media (posters and newsletters), audio (jingles), interactive websites and face-to-face presentations. This innovative approach allowed the team to target different groups of associates through different communication mediums.

The campaign, entitled Everyday Performance Measure Heroes, revolved around recognizing the work of associates and explaining how their everyday activities directly and indirectly contribute to meeting the performance measures. It also sought to challenge the preconception that a single individual cannot make a difference by encouraging the regional associates to become Everyday Performance Measure Heroes. This message was reinforced visually by the LB2P logo, which featured actual Region 9 associates whose work directly affected one or more of the performance measures.

A key aspect of the communications campaign were its efforts to convey the message in a clear manner and reach the largest audience possible by taking into consideration generational and learning style differences. This was accomplished by developing

different communication materials that would appeal to different demographic segments within the region. For example, as Region 9 pursues its succession planning strategy, the demographics of its workforce has become younger. According to the preliminary marketing demographic research conducted at the beginning of the campaign, it was determined that this younger demographic segment, consisting of Generation X and Y associates (mostly interns in their mid 20s to mid 30), would require special efforts to reach as they would be the population with the least familiarity with the performance measures.

To reach that particular demographic, the team developed viral marketing material that would best appeal to their multimedia-centric tastes and preferences. Popular examples of recent successful viral marketing The Most Interesting Man in the World, Old Spices and What Your Man Can Smell Like campaigns. The LB2P team created jingles parodying Bud Lights Real Men of Genius (formerly Real American Heroes) radio marketing campaign. However, instead of using ironic humor to offer mock glorification to people in overlooked professions or exhibiting eccentric traits (Mr. Bumper Sticker Writer), the Everyday Performance Measures Heroes jingles maintain the same irrelevant humor in naming the measures heroes (Ms. ARRA Funds Spender Job Creator) while offering relevant tips for meeting specific performance measures. This innovative approach fueled the word of mouth marketing amongst associates and contributed to the overall success of the LB2P awareness communication campaign.

# Asset Management Entries

## Tennessee Valley Authority (TVA) TVA Land Conditions

Summary: TVA Natural Resource Professionals developed an on-the-ground Land Conditions Assessment (LCA) methodology to determine whether individual parcels of land meet desired conditions. The purposes of the LCA are to: determine the conditions of TVA lands and identify stewardship needs for maintaining or improving the conditions of a parcel. It is a proactive, responsible and systematic stewardship approach to natural resource management. Driving and field-based safety measures are an integral component of all activities.

A two-person team can assess about 100 acres per day when vegetation is dormant. Assessments require professional judgment, by experienced specialists to apply established protocols and criteria. Parcels are assessed by vehicle, boat, and/or foot. A comprehensive assessment is made of each parcel including boundary lines, shorelines, hiking trails, all-terrain vehicle routes, roads, and other identified undeveloped public use areas.

Through May 2011, TVA Natural Resource Professionals completed LCAs on 36,241 acres of Tier I lands on Guntersville, Kentucky, Melton Hill, Norris, Pickwick, and Tellico Reservoirs. These lands were selected because: 1) their existing data could be readily integrated into the projects new ArcGIS and Toughbook automated data management systems, and 2) their geographic locations allow for efficient allocation of trained assessment personnel.

## General Services Administration Region 9 Public Buildings Service

### gPM - A Consistent, Disciplined Approach to Project Management

GSA's Core Business is to provide innovative products and solutions to other federal agencies. The scope of our work ranges from new buildings, to information tracking systems, to small space alterations. At the heart of every offering is a plan to implement and manage the project. If the project isn't managed effectively, it will likely cause schedule and cost over-runs. In this age of budget reductions and cost-cutting, it is essential that GSA manage ALL projects and processes in the most efficient manner possible.

The magnitude of GSA's Public Buildings Service (PBS) operations and its customers' demand for better communication and project delivery prompted PBS to develop a consistent, disciplined methodology for managing projects. This approach is called Global Project Management (gPM).

Managing PBS projects with a global approach is about rethinking the major phases of project delivery at the very beginning of a project. Up-front project strategy, teamwork, and streamlined methods are utilized to yield consistent results. Maintaining this approach throughout the project creates value for the customer and the GSA team, providing a fully integrated experience.

Begun as a national program in FY 2010, gPM seeks to educate all PBS employees in the basics of good project management. It is founded on the Project Management

Institute's (PMI) four basic stages of a project: Initiation, Planning, Execution and Control, and Closeout.

Key components of gPM include:

1. Assigning a Project Manager and Project Sponsor at the very beginning of EVERY project; they continue with the project through close-out. Consistency is maintained throughout the life of the project.
2. Eliminating handoffs and "stove-pipe" separation of duties; teamwork is the key.
3. Connecting project management theory to the practical execution of projects.
4. Offering simple, scalable templates and instructions for each project management activity.

To ensure that good project management practices are permanently embedded in PBS's culture, a Project Management Office (PMO) was created in May 2011 within the Office of the PBS Commissioner. The PMO's mission is to lead the evolution of PBS's culture; to develop and implement project management policy, practice, and tools; and to integrate new and existing PBS initiatives within a project management framework.

## U.S. Army Corps of Engineers Next Generation Planning Tools for DoD Facilities Asset Life Cycle Management

Over 539,300 facilities valued at a plant replacement value of over \$720 billion, the U.S. Department of Defense (DoD) is one of the world's largest facility owners. These facilities, and the system and components within them, have varying ages, conditions, and work requirements that are constantly changing as infrastructure deteriorates, new technology or new regulations emerge, and as mission priorities change.

Due to the immense scope and dynamic operating environment, the effort of managing and directing the investments for these facilities presents a unique challenge, both at the agency headquarters level and at the installation level with each Public Works Directorate.

To meet these challenges, the DoD services have turned to a BUILDER for objective, repeatable, consistent, and affordable facility investment guidance. Developed by the U.S. Army Corps of Engineers, a BUILDER incorporates patented technology that integrates engineering, architectural, and management business rules into a decision support tool for facility maintenance management professionals. Consisting of asset inventory, condition and functional assessment, maintenance and repair (M&R) identification, and long term forecasting and planning modules, a BUILDER is designed to give facility engineers better awareness of M&R needs. The approach ensures that consistent results are assured across sites, organizations, and agencies. This means enterprise policies are enforced, priorities are better communicated, and projects are compared and justified on more equal footing based on objective metrics such as condition and ROI. As a further benefit, the standardized SMS methodology provides sound technical facility guidance to users at 25% the cost of traditional engineering assessments, while helping facility managers realize a roughly 40% savings of the total life cycle costs that can be achieved through proactive asset management.

In 2009, both the Navy and Marine Corps adopted aBUILDER, as their enterprise condition assessment and life cycle planning tools. This year, the Air Force selected BUILDER, for its enterprise-wide Sustainable Infrastructure Assessment program. The Defense Logistics Agency (DLA) also began enterprise-wide adoption of a BUILDER, for its BOO sites worldwide. The Army has signaled it will begin implementation in

2012, using selected sites to determine its integration approach with existing systems and processes. Finally, the Office of Secretary of Defense (OSD) is pursuing adoption of a department-wide policy to use a BUILDER for its Q-Ratings, allowing the Department to compare facility needs on a more level playing field. Efforts are under way to extend a BUILDER technology to other government agencies and the private sector, by pursuing a non-exclusive licensing strategy to provide a diverse set of capabilities (services, training, etc.) and establish a competitive environment for a BUILDER services that lowers overall costs.

## Department of Homeland Security (DHS) Real Property-Decision Support Department of Homeland Security (DHS) Real Property Decision Support Tool (RP-DST)

It has been nearly ten years since the 9/11 attacks against the United States prompted the initial actions that led to establishment of the Department of Homeland Security (DHS), which today is the third largest cabinet agency in the Federal government. The DHS consists of more than 38,000 buildings and structures valued at over \$24 billion. The annual operating costs and repair needs of these real property assets exceed \$2 billion and \$1.5 billion respectively. Over the past few years, the DHS Assets & Logistics Management Directorate (ALM) has developed and is currently testing a transparent desk top management tool, the Real Property Decision Support Tool (RP-DST) to prioritize and manage the real property repair needs and support decisions for real property disposition. As its input, the RP-DST uses data from the annual Federal Real Property Profile (FRPP) submission reported to the Federal Real Property Council (FRPC) by the DHS. The result is a system that, when fully tested and implemented, can provide a framework that could be

easily replicated by any Federal agency.

A key to successful development of the RP-DST was inclusion of representatives from all DHS Components in its planning and development through the RP-DST workgroup. The workgroup facilitated development of a coordinated and cooperative process, which forms the underpinnings of the RP-DST. The RP-DST streamlines the process of identifying opportunities for dispositions and prioritization of repair needs to provide the following capabilities:

- Use of existing DHS performance measures of mission dependency, utilization, condition index and operating costs to support decisions for disposition and retention of real property assets
- A simple method to evaluate readily available information for repair and maintenance needs across DHS
- The ability to establish a multi-year baseline for real property management, tracking program execution progress against requirements and funding priorities, and
- The ability to predict impacts to DHS key performance measures based on funding priorities and planned funding levels

## General Services Administration Public Building Service Asset Planning and Control System

There have been many debates both here in the region and in central office as to the future direction of information system development to complement the asset management procedures. This region has done its share in system development to promulgate the basic principles of asset planning and control. We would like to advocate that PBS pursue future information system

development with a focus on “how best” to serve the function of asset planning and control and toward a single system that drives an organization strategic direction and overall success.

PBS needs a comprehensive asset planning and control system (APC) that will enable the processes of planning, budgeting, reporting, and analysis for everyone who relies on it. It will transform data from an organization-transaction–based information into business-critical information that can be used to make sound planning and management decisions. With a single APC solution, the organization can simultaneously link strategic plans, operational budgets, and actual to forecasts with unrestricted analysis capabilities, thereby eliminating a large source of data integrity problems and unproductive time.

Currently many of the asset metrics (ROE, Asset Tier, NOI-2%FRV, etc)) calculated to gauge asset performance are computed at the Central Office level. With the exception of the Asset Business Plan (ABP) model, regional analysts have no automated means for developing the critical asset and portfolio analysis necessary for structuring an effective and efficient operating infrastructure to support regional demand while developing those current and future asset strategies to plan our way into a self-sustaining portfolio.

The Asset Planning Compiler is Region 4 version of the APC system developed to allow portfolio management to become more of a business partner to other organizations in developing effective business strategies. The program was designed on a user-level spreadsheet platform that can be easily replicated by any asset manager. The APC was designed with revenue as the primary driver for current and future asset performance. Asset Managers have relevant and timely information that is both financial and statistical on all

aspects of the building operations. Information that enables portfolio management to create plans, manage the execution of those plans, evaluate performance, and highlight exceptions. The use of the APC insures a complete and comprehensive management of the regional portfolio and its corresponding assets.

## General Services Administration, Public Building Service Regional Federal Building Fund Monitoring

Region 4 has been successful in executing realty transactions whether through the leasing program or construction program in the fastest growing PBS inventory. The region has produced consecutive years of acceptable levels of Funds for Operation (FFO). Yet the new +/- 2% revenue variance measure has been effective in parsing current regional operation and performance to indicate that regional operations are being challenged to provide the assurance to the PBS Commissioner that regional revenue projection (rent estimates) are complete, accurate and supported and/or the region has developed those current and future asset strategies to plan our way into a self-sustaining portfolio.

To assist the PBS Commissioner, Region 4 communicated a regional realty program valued at \$924 million for FY11. Obviously, in FY11 the region's goal is to actually collect rent from agencies valued at \$924 million. How is Region 4 doing in FY11? Is Region 4 providing assurance to the PBS Commissioner that FY11 regional revenue projections are complete, accurate and supported? As of the August billing, the region total revenue collection is experiencing a negative (35 %) revenue variance or a negative \$32.6 million variance in rent collection. The revenue variance is outside the targeted revenue variance baseline of +/- 2%. The region has been effective in developing those

current and future asset strategies to plan our way into a self-sustaining portfolio? The region has consistently met the performance measure as measured by funds from operation (FFO) in posting \$122 million, \$133 million, \$106 million, \$130 million \$137 million, and \$114 million, respectively in FY04 through FY09. Unfortunately the Region's contribution margin, the exact measure of the amount of cumulative funds the has been contributed to the FBF was at a high of \$142 million in FY04 but witness a \$65 million decline in CM through FY09 to produce a FY09 CM of \$79.70 million.

### General Services Administration Public Building Service

## Asset Efficiency and Recapture Asset Performance

In FY10 Region 4 had a \$85.7 million of building operating cost obligated whereas the region post actual operating expenses of \$86.23 million. Overall the region is funding its operation for FY10 above the market and generating a positive level of FFO to the federal building fund. Are there more efficiencies built into the PBS building inventory financial and performance structure.

Our goal is not to develop a direct relationship at the building-level between actual O&M cost and Market O&M cost embedded in the target revenue. There are fundamental market and building nuisances that have contributed to the funding imbalance at the individual asset level. Historically, some assets have spent over the market and others have spent under the market with different affects but the net affect has been to spend at the regional allowance level. For FY10, the region obligated \$85.7 million and expensed \$86.23 million in Operation & maintenance costs. Our goal is to give the asset management process another parameter to gauge asset performance and one that will fundamentally remove the unpredictability of building performance

and place the regions in the seat of knowing what they should expect from their assets and potentially improve the funds management and funds allocation methods.

### General Services Administration Public Building Service

## Revenue Management through global Project Management (gPM)

Revenue Management through global Project Management (gPM)

The development of a RMP involves specific procedures and deadlines that are strategically linked and compliment the current operation of our regional divisions. The RMP has been structured to effectively manage regional OAs through the following financial processes;

- Rent Estimate Process to insure the region is developing a complete and accurate revenue projection supporting client agencies current and future demand for space,.
- Performance Process to establish a fully integrated financial and performance system that can work hand to hand with our PBS associates across the region and allow the PBS associates to work smarter and more efficient to better serve our client agencies, producing funding strategies along with performance expectations to insure a self-sustaining portfolio,
- Budgetary Process to set expectations for the region to grow in funding sources in accordance with revenue generation capacity and workload of the regional building inventory and thereby demonstrate a clear link between resource allocation and performance,

- Variance process to insure the define realty program is producing the perfonnance and operational results that demonstrates the region is effectively executing the region program.

In addition, to the RMP, we have also developed the most comprehensive financial infrastructure that will track the regions execution of the program throughout a monthly, quarterly, and a multi-year timeframe- The program will track the beginnning of our core financial input, i.e. OA throughout the above described financial processes



# Sustainability

This award recognizes exemplary initiatives, innovations and projects in Sustainability and communicates these cutting-edge ideas to agencies striving to improve their real property management. Achievements are related to sustainable business practices in the area of green buildings and workplaces, such as developing healthy, high-performance work environments and using environmentally responsible materials, methods and principles. Practices include alternative work strategies such as telework.

## Winner: Sustainability

### General Services Administration, Public Buildings Service

# GSA Mid-Atlantic Region NASA Langley Research Center Project Special Achievement

The GSA Mid-Atlantic Region and NASA Langley Research Center (LaRC) recently completed a design and construction project for the NASA Langley Headquarters Building in Hampton, VA. Completed in May 2011, this \$26 million, 79,000 square foot building provides an efficient workplace environment for up to 260 employees and high-tech conferencing facilities. This facility houses the Center's Director, Director's team, and five administrative departments. The team employed a bridging design/build procurement method for this project. In June 2011, this project was awarded a LEED-NC v2.2 Platinum certification by the U.S. Green Building Council.

This project is the first of the NASA NewTown Strategic Concept Plan (SCP), a long-term facilities modernization program. The NASA LaRC is the oldest research center in the country. It's a 750 acre campus, 3.5 million square feet of space consisting of low-rise brick buildings and numerous wind tunnel testing facilities. NASA came to GSA with a vision of moving the LaRC into the 21st Century. The SCP was developed through an early partnership between GSA and NASA LaRC.

The SCP outlines five phases consisting of six new buildings, and could include the renovation of two existing buildings. The SCP objectives are to achieve the following goals for NewTown: develop cost effective strategies; focus on the future; upgrade existing facilities; reduce operations and maintenance costs, and provide flexible implementation.

Managed by GSA, this project utilized GSA best practices, GSA Design Excellence Policies and Procedures, and Global Project Management (gPM) principles. GSA and NASA enjoyed a strong, collaborative partnership. Other team members included: AECOM for architectural/engineering services through the GSA Design Excellence Program; Hill International for program and construction management services; The Whiting-Turner Contracting Company for design/build services; Cooper Carry as Whiting-Turner's architect-of-record; and MOI, Inc. for new furniture. The project's design incorporated numerous sustainable designs and energy conservation features which harness and produce energy.

Special Achievement: Sustainability  
Department of Defense, U.S. Navy

# NUWC Keyport: Sustainability through Renewable Energy

As the showcase for energy sustainability, Naval Undersea Warfare Center Division (NUWC) Keyport is actively engaged in the development of renewable energy. Despite a number of challenges, including some of the lowest utility rates in the Department of Navy (DON), NUWC Keyport has successfully implemented the Energy Savings Performance Contract (ESPC) to install geothermal heat pumps and solar water heating systems. Energy savings from the ESPC amounted to 30 percent of the total annual energy consumption at NUWC Keyport. These accomplishments help contribute to the overarching goal that at least half of DON's shore-based energy requirements come from alternative sources.

Implementation of the \$16 million multifaceted ESPC began in March 2010. The project was completed in February 2011 marking the beginning of energy cost avoidance worth more than \$43 million over the contract life. Total annual energy savings is over 77,000 Million British Thermal Unit (MBTU). The project is estimated to reduce NUWC Keyport's annual emissions by over

11 million pounds of greenhouse gas (carbon dioxide equivalent), 5,500 pounds of carbon monoxide, and 6,700 pounds of nitrogen oxide.

The ESPC is an affordable funding mechanism that enabled NUWC Keyport to develop energy efficiency initiatives with no up-front cost to the Navy. An ESPC requires the contractor to develop the project, secure funding, and provide operations and maintenance service over the contract life. NUWC Keyport was committed to reduce base-wide energy consumption long before the establishment of DON energy goals and Federal energy mandates, including Executive Order 13514. The ESPC at NUWC Keyport required over two years of planning from the selection of the contractor in January 2008 to project award in December 2009. NUWC Keyport's energy team played a critical role in all stages of the ESPC process, including project inception, Initial Proposal, Detailed Energy Study, and contract negotiation. NUWC Keyport helps pave the way for additional ESPC projects at other Navy installations.

## Special Achievement: Sustainability General Services Administration, Public Buildings Service (Northeast Region)

### Greening GSA's Bottom Line

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# Sustainability Management Entries

## General Services Administration Facilities Management and Services Program Division Survey Tracking System

The Survey Tracking Database was developed to assist the Technical Staff in correcting the findings from Management Analysis Review System, also known as MARS Reviews. The purpose of the MARS review is two-fold: to ensure management accountability for quality and timeliness of program delivery and performance; to identify good practices and innovations and to make recommendations for improved program performance. MARS is a tool designed for the General Services Administration (GSA) to monitor, assess, and improve real property management operations. The Database allows the Regional Office and Field Office to track trends in building management (positive and negative) and institute remedies when appropriate before items become flagrant issues of noncompliance.

## Department of Veterans Affairs Veterans Benefits Administration Title: Department of Veterans Affairs Veterans Benefits Administration Boise Regional Office, Boise Idaho

The new beautiful, 26,000 square foot Boise Regional Office is a state of the art, class "A" office building. The workspace is designed as an open work plan facility allowing penetration of natural light, providing a connection between indoor space and outdoor environment through the introduction of sunlight and views into the occupied areas of the building,

allowing each individual to benefit, resulting in enhanced productivity that enables VA to provide optimal customer service.

Part of VBA's commitment includes formal certification under the Leadership in Energy and Environmental Design (LEED) rating system, which provides a benchmark for measuring what constitutes a "green building." The building is the VA's first LEED Gold Certified and third LEED certified.

Some primary facts of this structure include advanced Information Technology and telecommunications system using efficient cooling system within the computer room preventing energy lost by than a remote rooftop unit.

LEED certification ensures that the building is more energy efficient and more environmentally friendly. This includes the use of recycled material and high efficient central HVAC system.

# Jury Panel 2011



An independent panel of distinguished public and private sector experts judged the award program entries for the Asset Management, Sustainability and Workplace Innovation categories.

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