

The Briefing



TOP OF THE TOWN Native plants thrive on the roof of the Morgan mail facility.

Green Scene

From atop the seventh story of the Morgan mail processing facility in New York City, visitors can enjoy panoramic views of midtown Manhattan. And employees at the federal building who lunch al fresco on the roof can experience some of the city's most unique plants, vegetation and recycled materials.

In July, the U.S. Postal Service opened its first green roof, which at nearly 2.5 acres is NYC's largest. About 60 percent of the structure is composed of native plant life. Fourteen benches and an art wall are made of Brazilian ipe hardwood that doesn't require maintenance. And the original 176 copper col-

umn caps, which helped earn the Morgan facility its historical building status, are now green due to natural oxidation.

"Not only does it provide employees with a beautiful, serene outdoor environment, the green roof will help us meet our goal to reduce energy usage 30 percent by 2015," says Sam Pulcrano, the Postal Service's vice president for sustainability.

The new roof also should save the government some green. The agency projects \$30,000 in annual savings on heating and cooling costs. And the roof is expected to last another 50 years—twice as long as a typical covering.

—Robert Brodsky

EXCERPT

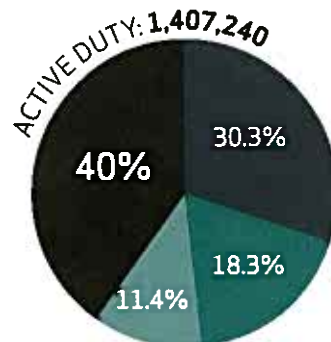
Many of the very best project managers in NASA and the aerospace industry—the people running the \$1 billion-plus projects—expect top management to fire them from their jobs within the next two years or less. The reason for this is that **OVERRUNS ARE INEVITABLE** in major programs. When project managers present the overruns, management tends to blame them for what they are reporting. . . . We are moving NASA away from firing their project managers. . . . Building and sustaining **HIGH-PERFORMANCE TEAM CONTEXTS** is the only way to ensure ultimate success. . . . social context drives behavior and perception. Flawed social contexts cause space disasters, airplanes to crash and dysfunctional families.

—How NASA Builds Teams
(John Wiley & Sons Inc., 2009)
by Charles J. Pellerin

U.S. POSTAL SERVICE

DOUBLE DUTY

Since 2003, multiple tours of duty in Afghanistan and Iraq have been typical across the military services. Still, nearly half of active-duty members and even more reservists have not deployed yet to either country.



- Deployed once
- Deployed twice
- Deployed three or more times
- Have not been deployed

SOURCE: DEFENSE DEPARTMENT