Right-Size GSA’s Real Estate Portfolio

Goal Leader(s):
Nina Albert, Commissioner, Public Buildings Service
Goal Overview

Goal statement
• GSA will right-size its real estate portfolio by disposing of unneeded assets, reducing leases, and fully optimizing space to better serve the changing needs of the post-pandemic Federal workforce. To achieve this goal, GSA will engage the CFO Act agencies to develop and begin executing National Portfolio Workspace Plans for 80% of the 24 agencies by September 30, 2023. These Plans will highlight the agency’s current portfolio, real estate goals, and action items with strategies and opportunities to improve space utilization and cost reduction.

Problem to Be Solved
• The COVID-19 pandemic changed how most of the Federal workforce conducts business in general office space. The pandemic demonstrated that telework is a viable option that can change how employees perform their work. Customer agencies are predicting a trend of both office-based work and telework. This presents a unique opportunity to restructure GSA’s real estate footprint through safe, innovative office design solutions and improved utilization rates, which will save agencies and the American taxpayer money.

What Success Looks Like
• GSA, working in partnership with customer agencies, will develop real estate goals and incorporate future space needs to identify and execute on opportunities to right-size GSA’s portfolio.
## Goal Targets

<table>
<thead>
<tr>
<th>By…</th>
<th>GSA will…</th>
<th>Name of indicator</th>
<th>Target value</th>
<th>Starting value*</th>
<th>Current value**</th>
<th>Update cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/30/2022</td>
<td>Finalize Portfolio Current State Overview analysis to CFO Act Agencies</td>
<td>Agency Portfolio Current State Overview (% of CFO Act Agencies, cumulative)</td>
<td>100%</td>
<td>0</td>
<td>0</td>
<td>Quarterly</td>
</tr>
<tr>
<td>09/30/2022</td>
<td>Hold customer engagement meetings with CFO Act Agencies</td>
<td>Customer Engagements (% of CFO Act Agencies, cumulative)</td>
<td>75%</td>
<td>0</td>
<td>0</td>
<td>Quarterly</td>
</tr>
<tr>
<td>09/30/2022</td>
<td>Complete National Workspace Portfolio Plans for CFO Act Agencies</td>
<td>National Workspace Portfolio Plans (% of CFO Act Agencies, cumulative)</td>
<td>50%</td>
<td>0</td>
<td>0</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

*Value as of 10/1/2021
**Value as of 12/31/2021
Goal Team: Public Buildings Service

Nina Albert
Commissioner, Public Buildings Service (PBS), Goal Leader

Senior Lead:
Stuart Burns
Assistant Commissioner, Office of Portfolio Management and Customer Engagement, PBS

Team Leads:
- Seyi Gbadegesin, Director, Customer Planning Division
- Victoria Morrell, Director, Customer Programs Division

Senior Lead:
Charles Hardy
Acting Chief Architect, Office of the Chief Architect, PBS

Team Lead:
Jonathan McIntyre
Acting Director, Center for Workplace Strategy

Senior Lead:
Jeremiah Jones
Assistant Commissioner, Office of Strategy and Engagement, PBS

Team Lead:
Elizabeth Hua
Director, Strategy and Assessment Division

Agency Partners:
24 CFO Act Agencies
Goal Strategies

- GSA has developed an engagement strategy that highlights how to best work with agencies, detailing the approach, schedule and responsibilities needed to accomplish the National Workspace Portfolio Plans. This engagement strategy includes a communication and marketing plan, which will highlight success stories, industry standards and best practices.

- GSA is providing information to customers on how it manages space for its employees, serving as an example to other agencies. If customers are willing, GSA will also share best practices and lessons learned from other agencies.

- GSA will continue partnering and engaging with customers, updating plans and information as needed. With this pandemic, customer needs may change and GSA will be flexible to adapt to those changes. Some of the external factors beyond GSA’s control are that agencies may be uncertain about their long-term requirements due to the continually evolving status of the pandemic and uncertain how a virtual, hybrid or in-person working environment will be implemented in their agency.
## Key Milestones

<table>
<thead>
<tr>
<th>Key Milestone</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milestone 1: Finalize Portfolio Current State Overview analysis for 50% of CFO Act Agencies</td>
<td>03/31/2022</td>
<td>In Progress</td>
<td></td>
<td>GSA began developing criteria for the National Workspace Portfolio Plans, including information, data, and data sources.</td>
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<tr>
<td>Milestone 2: Hold customer engagement meetings with 50% of CFO Act Agencies</td>
<td>03/31/2022</td>
<td>On-track</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milestone 3: Complete National Workspace Plans for 10% of CFO Act Agencies</td>
<td>03/31/2022</td>
<td>On-track</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milestone 1: Finalize Portfolio Current State Overview analysis for 100% of CFO Act Agencies</td>
<td>06/30/2022</td>
<td>On-track</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milestone 3: Complete National Workspace Portfolio Plans for 30% of CFO Act Agencies</td>
<td>06/30/2022</td>
<td>On-track</td>
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<td></td>
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<tr>
<td>Milestone 2: Hold customer engagement meetings with 75% of CFO Act Agencies</td>
<td>9/30/2022</td>
<td>On-track</td>
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<td></td>
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<tr>
<td>Milestone 3: Complete National Workspace Portfolio Plans for 50% of CFO Act Agencies</td>
<td>9/30/2022</td>
<td>On-track</td>
<td></td>
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**Note:** Milestones can be completed at the same time for different customer agencies. Therefore, Milestone 1 does not have to be completed for all agencies before beginning with Milestone 2.
During the first quarter of FY 2022, GSA completed the following with regard to this Agency Priority Goal (APG):

- GSA developed and finalized the measure, measure description, intended outcomes, and targets, with associated quarterly milestones.

- GSA senior leaders were presented the APG and endorsed the goal, associated strategies and intended outcomes.

- GSA began developing criteria for the National Workspace Portfolio Plans, including information, data, and data sources.

- GSA began developing strategies to engage all CFO Act agencies on this endeavor.

- GSA has begun developing and offering Workplace 2030 solutions to customer agencies, highlighting new, innovative technologies and solutions for workspace designs that will support customer needs in the post-pandemic work environment.
GSA developed an internal tracking system to capture progress in obtaining customer engagement and completing National Workspace Portfolio Plans for 50% of CFO Act agencies in FY 2022 and 80% in FY 2023.

GSA’s tracking system will highlight the progress, by agency, made for the various milestones:

● Milestone 1: GSA will complete an Agency Portfolio Current State Overview and Analysis for each individual customer agency. GSA will develop this analysis with internal asset and customer data from systems such as GREX, REXUS, OA Tool, and Asset Business Plans that will later be presented and discussed with the customer in GSA’s engagement meeting with the agency.

● Milestone 2: GSA and the customer agency will hold an engagement discussion to kick off this effort. This session will include an overview of intended outcomes, expectations and deliverables.

● Milestone 3: Complete a National Workspace Portfolio Plan for review by the customer agency. This Plan will be composed of the Agency Portfolio Current State, Agency Portfolio Analysis, Agency Real Estate Goals, Workplace Re-entry Summary, Workplace 2030 Solutions, and next steps highlighting short- and long-term actions. GSA will seek formal customer commitment to the strategies outlined in the Plan through an MOU, letter, or other written documentation.