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 underutilized 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 reduce costs.

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 optimize GSA’s portfolio.
# Goal Targets

<table>
<thead>
<tr>
<th>Achievement statement</th>
<th>Key indicator(s)</th>
<th>Quantify progress</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>By…</td>
<td>GSA will…</td>
<td>Name of indicator</td>
<td>Target value</td>
</tr>
<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>
</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>
</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>
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</tbody>
</table>

*Value as of 3/31/2022  
**Value as of 6/30/2022
Goal Team: Public Buildings Service

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

Senior Lead:
Joanna Rosato
Acting 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
Chief Architect, Office of the Chief Architect, PBS

Team Lead:
Arlene Graham
Acting Director, Center for Workplace Strategy

Senior Lead:
Andrew Heller
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 complete 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 GSA manages space for its employees, serving as an example to other agencies. GSA will also share best practices and lessons learned from other agencies with those customers who are willing to engage.

- GSA will continue partnering and engaging with customers, updating plans and information, as needed. For a post-pandemic work environment, customer space 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

## Milestone Summary

<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>Complete</td>
<td></td>
<td></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>Complete</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>Complete</td>
<td></td>
<td></td>
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<tr>
<td>Milestone 1: Finalize Portfolio Current State Overview analysis for 100% of CFO Act Agencies</td>
<td>06/30/2022</td>
<td>Complete</td>
<td></td>
<td>All 24 customer Portfolio Current State Overview analysis completed</td>
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<tr>
<td>Milestone 3: Complete National Workspace Portfolio Plans for 30% of CFO Act Agencies</td>
<td>06/30/2022</td>
<td>Complete</td>
<td>↑ 16%</td>
<td>8 of 24 National Workspace plans are complete</td>
</tr>
<tr>
<td>Milestone 2: Hold customer engagement meetings with 75% of CFO Act Agencies</td>
<td>9/30/2022</td>
<td>Complete</td>
<td>↑ 4%</td>
<td>All 24 customer engagement meetings have been held</td>
</tr>
<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>
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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.

**Note:** OMB Memorandum M-22-14 requires CFO Act agencies to submit FY24 - FY28 real property capital plans no later than December 16, 2022. This presents an opportunity for PBS to re-engage with agencies.
During the third quarter of FY 2022, GSA completed the following with regard to this Agency Priority Goal (APG):

- GSA completed customer engagement meetings for all 24 CFO Act Agencies.

- In partnership with customer agencies, GSA completed National Workspace Portfolio Plans for 33% (i.e., 8) of the 24 CFO Act Agencies.

- Initial observations are:
  - Seven of the 8 customers with completed National Workspace Portfolio Plans have or are in the process of completing their own future of workplace strategic plans and are willing to partner with GSA in the future.
  - All 8 customers indicated interest in GSA’s Workplace Services including those offerings coming out of Workplace 2030.
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.

*Note: Workspace Portfolio plans will be revised in FY23 and as customer capital plans are completed.*