PBS Customer Forum
Navigating the New Workplace

Occupancy Planning and Workplace Solutions

June 10, 2021   11:00am EST
Today’s Agenda

- **Requirements Overview**
  - Refresh on engaging early to help ensure solutions bring cost savings and meet mission needs

- **Understanding the Barriers**
  - Influences beyond our immediate control

- **How GSA Can Help...**
  - *Requirements Development and Resources*
    - Workplace Engagement
    - Pick a standardized work space or engage with our workplace team/IDIQ
    - Analysis to demonstrate cost advantage to your internal stakeholders
  - *Faster Delivery of Space*
    - Utilize pre-packaged solutions, AAAP accelerated procurements, DID workshops, etc
  - *Funding Options*
    - Tools to assist funding move, replication and furniture costs in both lease and federal space
  - *Return to the Workplace*
    - Strategies and Resources
Our Presenters

Today

Tasneem Bhabhrawala
Portfolio Management and Customer Engagement - PBS

Brian Tye

Ryan Doerfler and Jane Schuster
Center for Workplace Strategy
Office of Design and Construction - PBS

Mike Trotter and Anna Cafoncelli
National Office of Leasing - PBS
Planning and Requirements
Why the Emphasis on Planning Early?

- Real estate changes take time

- Engaging you as the client or responding to changes 12-24 months prior to expiration, does not allow enough time to identify the right solutions, develop requirements appropriately, nor engage you fully.

- A business model that allows perpetual, unplanned extensions and short term fixes as a way of meeting our clients needs, is not sustainable for our workforce, nor yours.

- Extensions and short term solutions are costly.
Our Guiding Principles

• Government-wide policy and tightened budgets necessitate we partner to:
  – Reduce spending
  – Reduce the footprint
  – Increase space efficiency
  – Identify Opportunity Zones
  – Foster Equity

• Shift is larger than PBS - goals supported by OMB and Congress
  – Freeze the Footprint & OMB Memorandum, May 2012
  – National Strategy for Efficient Use of Real Property, March 2015
Enhancing the Space Requirements Process

Based on your feedback, we identified the following areas needing improvement:

- Adoption of a standard requirements terminology
- A timeline of activities that allows us to collectively budget
  - Development of the Identification Process

Goal: Provide analytical, collaborative and transparent and consistent occupancy planning that allows PBS to be a resource and trusted partner when it comes to meeting your mission needs.
PBS Project Lifecycle - Starts With Identification

PBS Project Lifecycle

Identification
- Strategic Requirements (high level project outcomes)
- Client Project Agreement

Initiation
- Functional Requirements (more refined requirements)
- early schedule and budget developed

Planning
- Technical Requirements (incl. agency build-out requirements)
- obtain funding commitment

Execution
- Final Requirements Package
- project award / design / construction

Closeout
- final Inspections / punchlist
- rent payments begin

Operations
- occupancy
- continuous business relationship
What is the Identification Process and why are Strategic Requirements Important?
The Data GSA Brings To You...

- Reviewing all occupancies 5 years in advance internally
- Your current PBS portfolio situation
- Geographic data, other agency locations
- Market research
- Our understanding of your priorities
- Options to assist with funding or space decisions
The Identification Process and Strategic Requirements

Promotes early analysis and decision making to ensure the right space solutions are executed collaboratively, timely and thoughtfully

- Promotes overall collaboration across PBS business lines to ensure PBS is meeting your mission in the most cost effective manners
- Fosters early discussions with you, which enables greater flexibility and presents more workplace solution options

Outcome: Strategic Requirements - high level parameters that set the limitations to the space:

- Total proposed USF
- Total headcount
- Agency UR Standard
- Location
- Use of space
- Parking
- Go/No-Go criteria
- Unique requirements
Project Identification and Strategic Requirements

The Timeline

Partner to optimize your real estate portfolio to deliver cost savings and footprint reductions

1) Identify Space Needs @ 36 Months Out
   (18 months prior to congressional submission for Prospectus)

2) Partner with you to develop the Strategic Requirements
   utilizing the Client Project Agreement (CPA)

3) Discuss & Validate CPA

4) Set Strategic Requirements / Project Agreement @ 30 Months Out
   (12 months prior to prospectus submission OMB)

5) Initiate Project
We Utilize the Client Project Agreement (CPA) to:

- Facilitate collaboration, planning, and strategic requirements development in a **consistent and timely** manner
- Enhanced collaboration ensures space projects are well thought out and agreed upon
- Agreement between GSA and you on path forward

(see slide 77 in the appendix for CPA break out)
Starting the conversations early and consistently with GSA is critical to our joint success

We will engage with you:
- Non-prospectus: 36 months before occupancy expiration
- Prospectus: 18 months before our submission date to OMB

We need your **Strategic Requirements** by:
- Non-prospectus: by 30 months prior to occupancy expiration
- Prospectus: 12 months prior to GSA’s submission to OMB

We need your **Finalized Requirements** (functional and technical) by:
- Non-prospectus: 24 months before occupancy expiration
- Prospectus: 36 to 24 months prior to occupancy expiration (timelines can depend on complexity of the project)

*CILP Submission to OMB date will drive prospectus timeline*
Question from the Audience Break
Potential barriers to engaging with GSA on occupancy decisions

- Funding
- Capacity
- Expertise
- Data around unknowns or questions on the future of space
- New Administration
Let us help you navigate..
Breaking Down the Requirements Barrier

Solution: Requirements consultation, expertise and resourcing.
Starting Early Lets You Consider Every Aspect of the Workplace

**Workspace**
- Space Standards
- Features & Performance
- Office Environment

**Human Performance**
- Internal Communication
- Organizational Growth
- Culture Improvements

**Real Estate**
- Building Attributes
- Site Attributes
- Location

**Business Processes**
- Performance Measures
- Staff Work Patterns

**Supplies & Equipment**
- Furniture
- Fixtures & Equipment
- Support Services

**Technology**
- IT Infrastructure
- IT Services
- Telecommunications
Jump Start Requirements Development

PBS Project Lifecycle

**Identification**
- Strategic Requirements *(high level project outcomes)*
- Client Project Agreement

**Initiation**
- Functional Requirements *(more refined requirements)*
- early schedule and budget developed

**Planning**
- Technical Requirements *(incl. agency build-out requirements)*
- obtain funding commitment

**Execution**
- Final Requirements Package
  - project award / design / construction

**Closeout**
- final Inspections / punchlist
- rent payments begin

**Operations**
- occupancy
- continuous business relationship

Workplace Engagement Activities

Feasibility Scenarios
Workplace Investment & Feasibility Modeling (WIFM) Tool

- **future** scenarios using **current** details
- tests strategies (eg, desk sharing) in achieving space goals
- **roughly** estimates the cost of change
- starting point for developing workplace requirements

Email workplace@gsa.gov to receive a copy of WIFM
Choose from 3 Types of Scenarios

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Location</th>
<th>Workstation</th>
<th>Enclosed Offices</th>
<th>Standard Support</th>
<th>Special Support*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workstations Only</strong></td>
<td>Up to 3 existing locations; independently calculated</td>
<td><strong>Demo and Create New Space</strong></td>
<td>No Change; Refresh Only</td>
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<tr>
<td><strong>Office Renovation</strong></td>
<td>Up to 3 existing locations; independently calculated</td>
<td><strong>Demo and Create New Space</strong></td>
<td></td>
<td>No Change; Refresh Only</td>
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<tr>
<td><strong>Total Workplace Change</strong></td>
<td>Consolidate up to 3 locations into a new location</td>
<td><strong>Create New Space in a Warm Lit Shell</strong></td>
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* special support spaces are those spaces are not classified as Total Office (TTO) and would not be typically considered administrative office space. Examples include laboratories and server rooms.
With a little setup, WIFM is ready to use

Get It Ready

Current Space
- Geographic Location
- Overall Space Areas
- Average Individual Workspace Sizes

Future Space
- Geographic Location
- Utilization Rate Goals
- Headcount
- Any Special Space

Try Out Scenarios

Desk Sharing
- % of Participants
- Desk Sharing Ratio

Individual Workspaces
- Allocation
- Average Sizes

Standard Support Spaces
- Bundles based on Overall Group Interaction

See the Results!

ROM Space Calculations
- Utilization Rate
- Line-by-Line Breakdown

Furniture Inventory

ROM Cost Calculations
- Tenant Improvement
- Furniture
- Technology
- Workplace & Change Management
## PBS Project Lifecycle

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Identification</td>
<td>• Strategic Requirements <em>(high level project outcomes)</em>&lt;br&gt;• Client Project Agreement</td>
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<tr>
<td>Initiation</td>
<td>• Functional Requirements <em>(more refined requirements)</em>&lt;br&gt;• early schedule and budget developed</td>
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<td>Planning</td>
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<tr>
<td>Execution</td>
<td>• Final Requirements Package&lt;br&gt;• project award / design / construction&lt;br&gt;• final Inspections / punchlist&lt;br&gt;• rent payments begin</td>
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<tr>
<td>Closeout</td>
<td>• occupancy&lt;br&gt;• continuous business relationship</td>
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<tr>
<td>Operations</td>
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## Workplace Engagement Activities

- **Feasibility Scenarios**
- **Requirements Development / Workplace Strategy Development**
Create Lasting Impact with Workplace Engagements

The Effective Workplace

- **Workspace**
  - Space Standards
  - Features & Performance
  - Office Environment

- **Human Performance**
  - Internal Communication
  - Organizational Growth
  - Culture Improvements

- **Real Estate**
  - Building Attributes
  - Site Attributes
  - Location

- **Business Processes**
  - Performance Measures
  - Staff Work Patterns

- **Supplies & Equipment**
  - Furniture
  - Fixtures & Equipment
  - Support Services

- **Technology**
  - IT Infrastructure
  - IT Services

Download GSA’s *Activity Based Planning* publication at [https://www.gsa.gov/governmentwide-initiatives/total-workplace/library](https://www.gsa.gov/governmentwide-initiatives/total-workplace/library)
First, GSA engages your entire organization...

TOP DOWN
Leadership Perspective
what does future hold for their agency?
what is most critical in their new workplace?
how is the organization put together?

BOTTOM UP
Employee Perspective
what do employees think?
how do they actually work?
how have they adapting to their work space?
... using a variety of diagnostic research tools ...

<table>
<thead>
<tr>
<th>Visioning Session</th>
<th>1:1 Leader Interviews</th>
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<td>direction of workplace change</td>
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<td>vision of the end-state</td>
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<td>alignment among leaders</td>
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<td>future business direction</td>
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<td>gaps that inhibit change</td>
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<td>modes of workplace &amp; processes</td>
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<th>Pre-Occupancy Survey</th>
<th>Employee Focus Groups</th>
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<tr>
<td>current space performance</td>
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<td>mobility and work practices</td>
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<td>telework/desk sharing potential</td>
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<td>explore survey results</td>
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<tr>
<td>inform change mgmt strategies</td>
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<tr>
<td>identify opportunities/obstacles</td>
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<tr>
<th>Current Space Analysis</th>
<th>Time/Space Utilization</th>
<th>Access Data Evaluation</th>
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<tbody>
<tr>
<td>expert walk through to assess performance</td>
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<tr>
<td>\textit{Workplace Scorecard} to measure effectiveness</td>
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<tr>
<td>measures actual use of spaces</td>
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<tr>
<td>validates other research data</td>
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<tr>
<td>measures resource use, such as VPN &amp; building entry</td>
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<tr>
<td>compare trends</td>
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</table>
... to create tailored workplace strategies.

**Workspace**
- design principles
- workplace neighborhood concepts
- space program calcs
- lighting & acoustics
- desk sharing strategies

**Real Estate**
- colocation requirements
- desired amenities
- portfolio adjustments for increased mobile work, such as increased working from home

**Furniture/Equipment**
- furniture configurations that accommodate a variety of work styles
- furniture and equipment features
- ergonomics

**Technology**
- personal technology
- telework improvements
- collaboration tools
- identify infrastructure improvements to promote mobile work

**Business Processes**
- distributed organization strategies
- workplace protocols
- work style analysis for future operation improvements

**Human Performance**
- methods for improving organization culture
- enhanced collaboration and communication
- change management and communications
National Strategies for an Entire Portfolio – Open Workstations

Workplace Strategies - Recommended Space Types - Open Workstations

Overview of Types

Design Intent
- Orientation of workstations should maximize views and daylight, with spline walls perpendicular to exterior windows.
- Lower height panels are recommended for use in all areas to promote a visual sense of community and encourage collaboration.
- A percentage of Sit-to-Stand desk options should be included in any layout to provide options to employees.
- All workstations should have task lighting with occupancy sensors to minimize general lighting, to reduce glare, and provide options to employees.
- Monitor Arm (exception: 1a)
- Daily storage provided in all workstation types, permanent storage to be provided at assigned only.

See each type detail sheet for additional information.
**Concept Floor Plan 1**

Choice of work settings to give staff individual choice and freedom as to where and how they want to work.

Central Open Collaborative Space
To allow groups to come together to share new ideas.

Mix of Groups
within one work area to allow for cross team connections, growth and unexpected change. Workspace choices to support work style.

Enhanced Technology
To allow staff to be efficient and be able to connect to share new ideas.

**Population 26 to 100**

Here is an example of a concept floor plan that emphasizes a culture of innovation. The success drivers for this group are:

- **Create a cultural balance of innovation** by inviting opportunities for individuals to initiate new strategies and be on the leading edge for new ideas and resources.
- **Enhanced Technology** to allow staff to be efficient through their daily needs.
- **Varied Collaborative Space types** to promote choice and individual freedom.
- **Visitor/Touchdown Spaces** increased for use of externally mobile workers.

- 35 Workstations & 12 Touchdown desks
- 6,828 usable sf
- 74 additional seats
- Plan for 50 Staff
- 136 sf/person
- Total plan: 2.4 seats per person
National Strategies for an Entire Portfolio – Concept 1 Enlarged

Concept Floor Plan 1

Population 26 to 100
Additional Workplace Services

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Operations

Workplace Engagement Activities

Feasibility Scenarios

Requirements Development / Workplace Strategy Development

Workplace Protocols & Post-Occupancy Evaluation

Change Management
Available Now - Work Pattern Space Calculation Tool

Excel calculation template that agencies can use on their own, or with additional customization by GSA.

For a demonstration of the Work Pattern Space Calculation Tool, email workplace@gsa.gov
Choosing mobility and interaction levels, desk sharing, and workstation and office types and sizes ..

.. automatically yields recommended support space types and sizes, and internal circulation for the overall space.
Questions from the Audience Break
Breaking Down the Time Barriers

Solution: Faster Delivery of Space
Prepackaged Space Solutions

When time is of the essence – Scope, Cost and Time

Scope
Customize all aspects of the workplace, including furniture and finishes

Cost / Budget
Minimize overall project costs, including TI and requirements development

Time / Schedule
Occupy new workplace as fast as possible
Prepackaged Space Solutions
When time is of the essence - Attributes

- **Accelerated Schedule**
  Dramatically decreased time for Requirements Development & DIDs

- **Market Friendly Approach**
  Earlier substantial completion → Lessor friendly approach

- **Less Effort / Same Value**
  Requirements Development & DID level of effort savings for GSA & Agency

- **Footprint Optimization**
  All plans yield All-In Utilization Rates within 180 USF/person.

- **Amortized Furniture Costs**
  Includes furniture from FIT offering, decreasing need for upfront funding.
Step 1: Select Prepackaged Model(s)

Choose the model office floor plans that meet overall size and personnel requirements.

- **Model A**: 3,500 USF / 20 seats
- **Model B**: 6,500 USF / 43 seats
- **Model C**: 12,500 USF / 101 seats
- **Model D**: 25,000 USF / 178 seats
Step 1: Select Prepackaged Model(s) - Combinations

Models can be combined to meet larger requirement needs.

<table>
<thead>
<tr>
<th>Model D</th>
<th>Model C</th>
</tr>
</thead>
<tbody>
<tr>
<td>(25,000 USF)</td>
<td>(12,500 USF)</td>
</tr>
</tbody>
</table>

Combined Area: 37,500 SF

Combined Capacity: 279 seats
Step 2: Firm Models with Calculator

Calculates space needs and rough order of magnitude (ROM) cost estimates for TI and furniture.
Step 3: Fine Tune Requirements

Select furniture components and finishes from a range of curated options.
Step 4: Assemble Requirements Package

• **Conceptual Design Floor Layout**
  Model Plans provided in AutoCAD that can be adjusted once the final location floor plate configuration is known, such as during the DID workshop.

• **Detailed Space Program**
  Generated by the Calculation tool, which can be edited to reflect the actual amount of circulation needed at the final location.

• **Rough Order of Magnitude TI Estimate**
  Generated by the Calculation tool; can be used as the functional estimate for TI allowance.

• **Furniture Inventory and Estimate**
  Generated by the Calculation tool; can be used during the furniture procurement.

• **Level 1+ Design Intent Drawings**
  DIDs that are in-between Level 1 and Level 2 in detail.
Step 4: Assemble Requirements Package – DIDs

**Level 1+ DIDs**

- Cover Sheet
- General Notes & Drawing Index
- Demolition Plan - Sample
- Construction Plan
- Power / Communications Plan
- Furniture Plan
- Finish Plan
- Elevations
- Sections
- Partition Sections
- Door Schedule
Faster Delivery of Space

Mike Trotter
National Office of Leasing
Faster Delivery of Space - Online Tools

• **Procurement Online Tools**

  – **Requirement Specific Acquisition Platform (RSAP)**
    • A single award lease procurement tool that migrates GSA's traditional lease procurement method to an e-commerce procurement and transaction tool, collecting online offers for a specific space requirement.

  – **Automated Advanced Acquisition Program (AAAP)**
    • The AAAP is a multiple award lease procurement tool allowing the market to compete for multiple federal leases by submitting a single offer through a simple online platform.
• **Online Tools Opportunity**
  
  – FY20 Level of Effort savings for FTE was 10,000 hrs over ~550 projects
  
  – 1,100 projects are projected to be delivered in FY21
    • 28% are using an online tool (room to grow)
  
  – Online tools cut roughly 3 to 5 months off project schedules
Faster Delivery of Space - Tools and Techniques

• **Tools and Techniques**
  – Digital Signature Solution (DSS)
    • Go Paperless
      – There is no need to print any lease documents in a digital environment that is enhanced by FoxIt, DocuSign, G-REX, and our Google Suite of tools

• Speed up your cycle time
  – Routing leases by snail mail can take 2 weeks or longer. Our pilot revealed that leases can be fully executed within 24 hours with DSS.
Faster Delivery of Space - DID Workshop Benefits

• **Tools and Techniques**
  – Design Intent Drawings (DID) Workshop can trim months off a schedule, compared to the more common Iterative Process

<table>
<thead>
<tr>
<th>DID WORKSHOP</th>
<th>ITERATIVE</th>
</tr>
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<tbody>
<tr>
<td>• Concentrated in-person working session to produce final and approved DIDs</td>
<td>• Most commonly used process</td>
</tr>
<tr>
<td>• Agency must agree to DID workshop in OA</td>
<td>• Project team assembles (in-person or telephonically) for a post-award kick-off meeting</td>
</tr>
<tr>
<td>• Attendees include:</td>
<td>• After meeting lessor’s architect develops the first iteration of the DID for Government review with set number of reviews per the Global lease</td>
</tr>
<tr>
<td>– GSA Representatives</td>
<td>• Fire and life safety review after each iteration</td>
</tr>
<tr>
<td>– Agency representatives plus local, security, furniture staff where applicable.</td>
<td></td>
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<tr>
<td>– Lessor and appropriate staff, A/E</td>
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</table>
Solution: GSA has developed programs to assist you with upfront funding...
Upfront Funding Solutions (Owned)

Brian Tye
Portfolio Strategic Analysis
1st - Let’s Set the Stage:

**Story of the “Grand” Federal Building**

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Issue</th>
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</thead>
<tbody>
<tr>
<td><strong>Compelling Savings Opportunity</strong></td>
<td><strong>Inadequate upfront capital</strong></td>
</tr>
<tr>
<td>- Customer agency has an existing occupancy at</td>
<td>- Customer agency is experiencing funding</td>
</tr>
<tr>
<td>the Grand Federal Building.</td>
<td>shortfalls for relocating &amp; consolidating leased</td>
</tr>
<tr>
<td>- They would like to consolidate 4 leases</td>
<td>occupancies into the federal building vacant</td>
</tr>
<tr>
<td>expiring within the next couple years to</td>
<td>space, as well as paying TIs</td>
</tr>
<tr>
<td>backfill vacant space.</td>
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**Restructured Agency Rent Schedule (Owned)**

**SOLUTION:** GSA redistributes shell rent obligations over a multi-year period in order to provide the agency with financial flexibility to fund upfront costs.

**GSA Restructured Shell Rent Authority**

- **40 USC §586:** GSA imposes a charge for furnishing space & services at rates that approximate commercial charges for comparable space & services.

- *The tenant agency’s rent schedule does not need to be levelized.* Comparable to Free Rent/Rent Abatement strategy utilized by the Commercial Sector which creates upfront rent flexibility while generating a market return over the full term of the lease.

**Tenant Agency Flexible Budget Authority**

- Some agencies receive appropriations with broad authority for use on rent or space alterations (“space related costs”).

- *Tenant agencies are responsible for confirming their budget authority.*

Restructured Agency Rent Schedule Solution
Restructured Agency Rent Schedule Example

- **Situation:** Existing Federal Customer is in the 1st year of an existing 10 year OA.

- **Customer need:** $3M for relocation/TI alterations for the 4 leases backfilling vacant federal space

<table>
<thead>
<tr>
<th>Year</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td><strong>Step Decrease to Existing Shell Rent</strong></td>
<td>($3.0M)</td>
<td></td>
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<tr>
<td><strong>Step Increase to Existing Shell Rent</strong></td>
<td></td>
<td>+$1M</td>
<td>+$1M</td>
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</table>

Customer allocates $3M in shell rent savings towards Relocation/TIs

$3M payback of rent savings over 3 years
Rent Schedule – Traditional Agency Funding

Traditional Agency Funding for Upfront TI, Move and Rep

- budget request for lump sum R&A
- Shell rent

### Chart Details
- **Years 1-10:**
  - **Year 1:** $4.5
  - **Year 2-9:** $4.5
  - **Year 10:** $4.5

### Additional Details
- **Total:** $15.0
- **Breakdown:**
  - **Budget Request:** $4.5
  - **Shell Rent:** $10.5
Restructured Rent Schedule Levelizes Your Annual Budget

Restructured Agency Rent for Upfront TI, Move and Rep

- R&A funds from flexible budget
- Shell discount / surcharge
- Adjusted shell rent

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;A funds</th>
<th>Shell discount</th>
<th>Adjusted shell rent</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>$1.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
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Identifying Rent Reschedule Projects

1. Authority
   Confirm you have a flexible budget authority

2. Project Characteristics
   Long-term space need
   Significant Cost Savings

3. Research Tools
   Customer Portfolios
   36-60 month plans for reductions & consolidations
   Delayed Projects
A Creative Funding Solution to address agencies upfront funding shortfalls

Our Goal is to provide flexible solutions that will enable you to feel comfortable with the decision to optimize your footprint:

➔ reducing your leased space
➔ consolidating multiple locations
➔ creating a more efficient layout that compliments your mission

The Move Cost Program is a tool to bridge the upfront funding gap to get your projects across the finish line.
The Move Cost Program funding strategy allows **Lessor Funded** cash allowances to be applied towards move related expenses, furniture, and T.I buydown. (Costs that are typically funded via RWA).

The Lessor Funded Option can be used in two different scenarios:

- **Cash Incentive**: Lessor unilaterally offers an unsolicited cash incentive as part of their lease proposal. In order to use this option, the agency’s CFO must certify a financial need to utilize the cash incentive towards move costs or personal property.

- **Enhanced Allowance**: A specific required TI amount is requested in an RLP that is intended for funding Government TI and move-related expenses. *(Most likely scenario)*
Move Cost Program - the Value Add

- Using the Move Cost Program may assist your agency to potentially free up funds (for other lease projects) that would have been allocated entirely to one specific project with a large RWA.

- Prevents the need for costly lease extensions:
  - saves the added costs associated (typically a 20% premium)
  - saves GSA manpower (enables the project team to focus on your long term solution)

- May encourage the incumbent (current Lessor) to be more competitive with their offer to retain you as a tenant, thus saving you more money long term.

- Can be bought down at a later date when the agency has additional funding.
  - no penalty for paying the additional TIs ahead of schedule.

- Most importantly, your agency is able to plan more effectively and confidently knowing that this funding solution exists and can possibly assist in defraying upfront funding costs in the upcoming years.
Move Cost Program - Ideal Candidates:

1) A project that has a compelling business case: either by the reduction of RSF or significant space efficiency gains.

2) Your agency can certify insufficient timely funding for specific project execution.

3) The subject leasing market contains Landlords willing and able to provide cash incentives or an enhanced TI allowance in their lease proposals.

4) Your agency has a solid cost estimate for their Move and Replication Costs (inclusive of furniture, personal property etc.)

5) The resulting rental rate does not exceed the high end of the market or Prospectus Rate Caps.
Enhanced Allowance in Leased Space Example:

✔ Current RSF - 183k ($4.3M/year)
✔ New Lease RSF - 77k ($1.8M/year)
✔ 58% lease space reduction

**Total Project Costs:** $7.8M ($122/USF)

*TI typically funded by KC mkt:* $31/USF

*Additional Funding required from Lessor:* $91/USF

*Lessor Funded TI projected impact to rental rate:* $5.50/RSF

- Despite adding $5.50/RSF to the rental rate, this project will still generate savings of **$2.2M annually** due to the reduction of space.

**Projected 20 year Cost Savings:** $43.9M
Reduce Up Front Furniture/IT Costs

Ryan Doerfler
Center for Workplace Strategy
Office of Design and Construction
Furniture & IT Services (FIT)

- **Lease furniture & technology**, instead of paying for it all up-front
  - Furniture over a 5-year term
  - Agencies within NCR, IT over a 3-year term
- Your agency incurs **no obligation to keep the product**
- **Ownership can transfer to your agency** at the end of the agreement

<table>
<thead>
<tr>
<th>Projects</th>
<th>Total Spent</th>
<th>Overall Space Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>129</td>
<td>$153 Million</td>
<td>3 Million USF</td>
</tr>
</tbody>
</table>
FIT Mandatory Requirements

• Meets agency’s utilization rate (UR) policy. If no policy, then within 150 USF Total Office UR or 170 USF All-In UR.
• Locate enclosed spaces on the interior as design allows.
• Furniture panels less than 54” to maximize natural light.
• Open workstations less than 50 NSF.
• Enclosed offices less than 150 NSF.
• Tenant agency COR (Level 1) to perform project management and custodial duties during FIT term.
<table>
<thead>
<tr>
<th><strong>FIT Additional Requirements (Min. of 6)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Limit number of enclosed offices</strong> by meeting a minimum 1:8 office to workstation ratio.</td>
</tr>
<tr>
<td><strong>Increase natural light</strong> by utilizing glass walls instead of solid walls where appropriate.</td>
</tr>
<tr>
<td><strong>Create more open, interactive, free-flowing space</strong> to encourage collaboration.</td>
</tr>
<tr>
<td><strong>Allocation workstation sizes based on work patterns and job duties.</strong></td>
</tr>
<tr>
<td><strong>Maximize space utilization by offering desk-sharing opportunities.</strong></td>
</tr>
<tr>
<td><strong>Offer a variety of reduced-noise spaces such as phone rooms, quiet spaces, and focus rooms.</strong></td>
</tr>
<tr>
<td><strong>Incorporate overall acoustical treatments and visual privacy</strong> when designing an open work environment.</td>
</tr>
<tr>
<td><strong>Provide non-dedicated meeting spaces that are shared organization-wide and use a reservation system.</strong></td>
</tr>
<tr>
<td><strong>Offer a regular schedule telework program</strong> to employees.</td>
</tr>
</tbody>
</table>
Creative Funding Strategy Variations

• GSA has numerous authorities which allow us to mimic the flexibilities of the private sector in order to facilitate decision making in the best interest of the taxpayer.

• If you have a project challenge that doesn’t align with a specific strategy in this presentation, please reach so we can explore other creative solutions.
Questions from the Audience Break 2
Breaking Down the Barriers for Your Return to the Workplace

Solution: GSA can help you transition back to the workplace
Workplace Services for Returning to Facilities

Jane Schuster
Center for Workplace Strategy
Office of Design and Construction
Summarizes information across government & industry Guidance and considerations Not requirements or directives

Download from GSA’s Safer Federal Workplace site.

Strategy Book is divided into 5 sections:

- Business Planning - how to approach timing, capacity planning
- Workspace Behavior & Operations - protocols, cleaning and disinfection
- Facilities Readiness - physical distancing, circulation, floor plan examples
- Signage - downloadable signage package
- Additional Resources - GSA contacts and external links
Return to Workplace Planning Services IDIQ

GSA has identified 10 services for Return to Workplace Planning

- Purchased via RWA on a la carte basis
- Priced based on location headcount and complexity
- Contract available immediately - contact workplace@gsa.gov

1. Workplace Demand
2. Workplace Supply
3. Occupancy Stacking
4. AutoCAD
5. Furniture Test Fits
6. Customized Signage & Way-Finding Graphics
7. Validate Integrated Approach & Identify Gaps
8. Change Management Communications Planning
9. Behavioral Protocols
10. Day 2 and Beyond

GSA’s Center for Workplace Strategy also has a national contract available to assist with any workplace planning, design or other need.
Questions from the Audience Break 3
Occupancy Planning and Solutions

Resources & More Information

- Occupancy Planning & Requirements Development
- Center for Workplace Strategy
- Furniture & Information Technology (FIT)
- Personal Property Guides and Services Slip Sheets
- Return to Facilities Guidance
- Return to Facilities - Workspace Planning Resources
- GSA PBS National Customer Leads
Your Planning Manager will outline:

- The current occupancy and any unique/special considerations
- Analysis and rationale on potential solutions for the future occupancy and its location

**Why is this important?** PBS’ goal is to bring value to the discussion early to help deliver innovative space solutions when possible

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### Part 1: Project Information

<table>
<thead>
<tr>
<th>Project Name</th>
<th>CPA_R9_SAN FRANCISCO_CA0093__ACA11117_11302028</th>
<th>Date Prepared</th>
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<td>Project Description</td>
<td>Project for OA expiration for PBS at 50 United Nations</td>
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<td>Agency POC Name</td>
<td>Fred Customer</td>
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<td>Agency POC Email</td>
<td><a href="mailto:fred.customer@gsa.gov">fred.customer@gsa.gov</a></td>
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<tr>
<td>Agency POC Phone</td>
<td>(555) 555-1234</td>
<td></td>
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<td>Primary Agency Name</td>
<td>PUBLIC BUILDINGS SERVICE-CENTRAL OFFICE</td>
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<tr>
<td>Building Name</td>
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<tr>
<td>Current Primary Address</td>
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<td>SAN FRANCISCO CA</td>
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<td>Current Building Type</td>
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</tr>
<tr>
<td>Number of Current Occupants</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Current &quot;All-In&quot; U/R</td>
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<tr>
<td>Current Rentable Square Feet (RSF)</td>
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<tr>
<td>Current Usable Square Feet (USF)</td>
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<td></td>
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<tr>
<td>Current Parking Spaces</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PBS will engage you to collaborate on the strategic requirements:

- Square Footage, Parking, Delineated Area
- Confirm utilization rate targets and methodology
- Preliminary budget costs estimates and high level schedules

**Why is this important?**
Our goal is to ensure early partnership and buy-in of a solution that is mutually beneficial for your agency and the taxpayer
A Closer Look at the CPA - Utilization and Location

PBS input:
• Utilization and Location Discussion
  – Current RTF alignment
  – Affirm UR methodology
  – Cost Avoidance Project determination
  – Delineated Area confirmation
  – High level schedule and risks

Why is this important?
It sets the objective/goal for the project going forward for both PBS and your agency
A Closer Look at the CPA - Checklist and Signatures

Planning Manager input:
- CPA checklist as needed
- Customer and PBS Agreement/Signature block
  - Any customer document that shows alignment is accepted as agreement

Why is this important?
It creates a joint project, where both parties are held accountable to stay within the project objectives.

This sets the strategic solution 30 months prior to expiration.
GSA’s Regional Workplace Network

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Or reach out to us at workplace@gsa.gov
Publicly available guides to aid workplace requirements development.

Available upon request to workplace@gsa.gov
Solution Successes
Thursday, June 10 @ 1:30 EST

- To contact your GSA PBS National Customer Lead: www.GSA.GOV/NAMS
- 2021 Virtual National Customer Forum Agenda and Registration: www.GSA.GOV/PBSForums

Thank you!