PBS Customer Forum
Navigating the New Workplace
Solution Successes
June 10, 1:30PM ET
Welcome!

Our Speakers

Maria Torres, Leveraging Occupancy Data

Tammy Eatough, Lease Cost Avoidance

Ryan Doerfler, Workplace Strategy Research

Jonathan McIntyre, Law Enforcement Community of Practice

Matthew Gerke, FIT Program

Seyi (Shay) Gbadegesin, Session Moderator
Law Enforcement Community of Practice

WHY A COMMUNITY OF PRACTICE?

Our community of practice establishes a federal network to share best practices and innovations and explores common challenges and solutions across law enforcement agencies.

As a community, we are:

- Participating in forums and teams, building partnerships and together, developing solutions to key issues
- Collecting and sharing tools, methods, and best practices available now that support law enforcement, including their pros and cons
- Enhancing existing tools, operations and standard operating procedures
- Combining efforts to make a more persuasive argument for accommodating specific needs across the federal law enforcement community

WHO IS PART OF THIS COMMUNITY?

Our Community stretches across multiple sectors, bringing diverse perspectives and experiences into our practice. Current LE CoP members partner with other federal, state, regional and local governments, along with subject matter experts. Here are just a few of the agencies represented in our community:

- ATF
- DHS
- DHS CBP
- DHS ICE
- DHS ICE/ERO
- DHS TSA
- DHS USSS
- DHS ICE/HIS
- DOJ
- DOJ DEA
- DOJ FBI
- DOJ USMS
- DOS
- DOS DS/EX
- HHS
- HHS FLECT
- HHS OIG
- USBR
- USCG
- USPIS

MEMBERSHIP

Any federal employee working in or with federal agencies with law enforcement operations and missions are invited to join LE CoP. If you are interested, please email us your contact information, including name, title, organization, to le_cop@gsa.gov. We will add you to our membership list and event communications. Below is our 2021 calendar of events.
GSA Law Enforcement Community of Practice
2021 Calendar of Events

GSA’s Law Enforcement Community of Practice (LE CoP) is a network to share best practices and innovative ideas and to explore solutions to common challenges. The community identified Focus Areas by which members will align, collaborate around opportunities to align around commonalities, best practices, and advance overall quality and effectiveness. These Focus Areas include:

- Sharing Space Across LE Components
- Rapid Response
- Furniture & Technology
- Fleet Space

Focus Area Meetings

- Jan
- Feb
- Mar
- Apr
- May
- Jun
- Jul
- Aug
- Sep
- Oct
- Nov
- Dec

Quarterly Meetings

- Check In Meeting
- Half Day Session
- Check In Meeting
- Full Day Session

Specialty Meetings

- LE CoP Enrichment Series: Shared Lessons from 2020
- LE CoP Enrichment Series: ICE Design Guideline Supplement
- LE CoP Enrichment Series: Topic TBD
- LE CoP Enrichment Series: Topic TBD

Communications

- December Update: LE CoP Reboot
- Quarterly Update
- Quarterly Update
- Quarterly Update
- Quarterly Update
Sharing Space Across LE Components
Lead: Vincent Carter, DHS CBP

Rapid Response
Lead: Chuck Hardy, GSA

Furniture & Technology
Lead: Alford Thurmond, DOJ FBI

Fleet Space
Lead: Sara Clark, DHS ICE
Indoor Firing Ranges Task Force

Lead: TBD

Participants: (To Date)

DHS
DSH HQ
ICE
DOJ
DOJ HQ
ATF
FBI
DEA
USMS
DOS
DS/EX
Office of Director Management Services
GSA
2021 LE CoP Events
LE CoP 2021
 EVENTS

✓ January 21st - LE CoP Quarterly Kick-Off/Re-Start
✓ February 18th - LE CoP Enrichment Series: 2020 in Review
✓ April 22nd – LE CoP Quarterly

➢ June 16th – Indoor Firing Ranges Task Force Kick-Off
➢ July 22nd – LE CoP Quarterly
➢ August 19th – LE CoP Enrichment Series: DHS Field Efficiencies
➢ October (TBD) – LE CoP Annual Session
➢ November (TBD) – LE CoP Enrichment Series Topic TBD
Membership
Interested in learning more and/or joining the LE CoP?

Send your request to:

le_cop@gsa.gov
Questions?
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Reduce the Footprint</td>
<td>Federal agencies reduce real property through the Reduce the Footprint Initiative by focusing on buildings with persistent vacancy or high utilization rates.</td>
</tr>
<tr>
<td>2018</td>
<td>Value of Occupancy Data</td>
<td>GSA evolves from RTF to right-sizing with an emphasis on office space.</td>
</tr>
<tr>
<td>2019</td>
<td>GSA HQ Transformation Completion</td>
<td>Over $38M in annual rent savings Using desk sharing ratio, achieved 100 UR rate and over 40% space reduction, consolidating 2 owned 6 leased locations in DC metro area.</td>
</tr>
<tr>
<td>2020</td>
<td>Occupancy Data for Rightsizing</td>
<td>Kicked off data gathering with 7 partnering agencies, in targeted occupancies to support agencies in the right type and amount of space, at the right cost.</td>
</tr>
</tbody>
</table>
Leveraging Occupancy Data Portfolio Optimization

- Data Driven Decisions to Reduce Cost and Improve Operations
  - In FY20, PBS leveraged several technologies and partnered with customers to gain better understanding of occupancy at over 1,000 facilities.
  - By FY20, GSA had direct access to daily occupancy in 3% of buildings.

- Footprint Optimization Strategy
  - Insight into Space Utilization
  - Key data for Footprint Optimization
  - ID cost savings towards Lease Termination Strategies

- Data show that there is opportunity to downsize between 20 and 50%.

FY20 OCCUPANCY DATA PROGRAM STATS

<table>
<thead>
<tr>
<th>Buildings with Occupancy Data</th>
<th>Locations GSA Has Direct Access to Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>12%</td>
<td>3%</td>
</tr>
<tr>
<td>45M USF</td>
<td>160,000 Federal Employees and Contractors</td>
</tr>
</tbody>
</table>

TOTAL USF
Pre/Post Covid Trends

% Change in Daily Occupancy Rates Before and After COVID-19 in Major Markets**

- Pre-COVID: Trends already present
  - Federal Daily Occupancy Data & Industry Research
    - Only 60-75% of building occupants reported to the office on an average day, due to telework, travel, and leave.
    - As telework increased in 2020, daily occupancy declined down to 15%, on average*
  - Utilization Rate (UR) data trending higher
    - UR: Increase from 350 SF per person to 1,050 SF per person (6X the goal)
    - Annual Cost for Space PP: Increase from $15K to $55K per person
- Post-COVID: Workplace 2030
  - Expanded telework
  - Dynamic physical workplace

This New York City federal building exemplifies the change in occupancy patterns prior to and during the COVID-19 pandemic in a large, metropolitan multi-tenant building.

- Occupancy rate decreased by about 85% between February 2020 and April 2020
- Since building reopening, occupancy has returned to about 30% of pre-COVID-19 levels
## Comparison of Mechanisms for Measuring Daily Occupancy - GSA Study

<table>
<thead>
<tr>
<th>Feature</th>
<th>Sensors (Common Area)</th>
<th>Badging (Turnstiles)</th>
<th>Cellular Location Data</th>
<th>WiFi Network Data (Existing Tech)</th>
<th>Self Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy (current capability)</td>
<td>Highest</td>
<td>Very High</td>
<td>Med-High</td>
<td>Medium</td>
<td>Varies</td>
</tr>
<tr>
<td>Real Time Data (current capability)</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supports Building Automation Systems</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continued access to updated data</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Customer Agency Occupancy Counts</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Multi-Tenant Building Occupancy Counts</td>
<td>*</td>
<td></td>
<td></td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Delineates Employees from Guests</td>
<td></td>
<td>*</td>
<td></td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Does Not Require Tenant Approval to Implement</td>
<td>*</td>
<td></td>
<td></td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>No additional hardware required</td>
<td></td>
<td></td>
<td></td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Historic Data</td>
<td></td>
<td></td>
<td></td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Additional Cost to Implement</td>
<td>$$-$$$$$$$</td>
<td>$$$</td>
<td>$$-$$$</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>
The post-COVID environment requires balancing space optimization with social distancing needs, for tenant safety.

However, environmental/safety benefits are anticipated beyond pandemic specific needs.
Tammy Eatough
Lease Cost Avoidance

The PBS Lease Cost Avoidance program is an integrated initiative to achieve savings from lease transactions.

Lease Cost Avoidance

• Began in 2017 as a 210,000 RSF new lease. VHA is currently in 3 delegated leases expiring 2/2023 to 4/2023.

• May 2020 GSA/VHA revised the requirement downward to 109,245 RSF due to VHA expediting implementation of more robust telework policies as a result of their COVID experience.

• Downsizing resulted in VHA/HAC agreeing to relocate permanently to the Denver Federal Center. The interim lease was planned for six to ten years to allow for funding of federal construction.
### Lease Cost Avoidance - Example

<table>
<thead>
<tr>
<th></th>
<th>Rentable SF</th>
<th>Lease Term</th>
<th>Total Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegated VHA/HAC Lease</td>
<td>186,758</td>
<td>15 Year</td>
<td>$87,343,605</td>
</tr>
<tr>
<td>GSA Lease</td>
<td>114,360</td>
<td>15 Year</td>
<td>$68,616,000</td>
</tr>
<tr>
<td>LCA - Savings</td>
<td></td>
<td>15 Year</td>
<td>$18,727,605</td>
</tr>
</tbody>
</table>
Lease Cost Avoidance – Late Breaking News

- VHA/HAC is reorganizing in addition to continuing telework and downsizing physical space needs.
- Requires assistance to develop revised requirements.
- GSA has Regional and National resources - Cost Savings through Collaboration
  - Return to Facilities IDIQ
  - AEI IDIQ
Workplace Strategy Research

Workspace
- Space Standards
- Features & Performance
- Office Environment

Human Performance
- Internal Communication
- Organizational Growth
- Culture Improvements

Real Estate
- Building Attributes
- Site Attributes
- Location

Supplies & Equipment
- Furniture
- Fixture & Equipment
- Support Services

Business Processes
- Performance Measures
- Staff Work Patterns

Technology
- IT Infrastructure
- IT Services
- Telecommunications

*at the office, at home, and at other locations
Deep (Workplace) Questions

1. What are we learning about the nature of work during this pandemic?

2. How can we more effectively create value through workplace changes?
# Workplace Strategy Research - Data

## Solution Successes: Workplace Survey Data

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Since 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groups</td>
<td>33 agencies including DHS, DOD, DOI, DOL, DOT, EPA, HHS, SBA, USDA</td>
</tr>
<tr>
<td>Uses</td>
<td>39 projects + 15 national engagements</td>
</tr>
</tbody>
</table>
| Topics      | Workplace Context  
               Nature of Work  
               Telework Drivers  
               Group Interactions  
               Internal Knowledge Sharing  
               Importance/Performance of Workplace Attributes |
Workplace Strategy Research – Types of Work

* agencies with > 100 responses
Workplace Strategy Research – Decisions

Data to Inform Your Agency Workplace Decisions

Pre-Pandemic Work Environment (Office)
- Workplace Context (private office, workstations, work at home)
- Nature of Work (type and specific location of activities)
- Workplace Satisfaction

Current Pandemic Work Environment (Office & WAH)
- Workplace Context (office, work at home)
- Unique Work Requirements (drivers for working in the office)
- Nature of Work (type and specific location of activities)
- Collaboration with Others
- Communication and Support of Distributed Workers
Workplace Strategy Research – Decisions con’t

Data to Inform Your Agency Workplace Decisions

Post-Pandemic Work Environment (Office/Hybrid/WAH)

- Preferred Overall Work Context (office, work at home, other)
- Context Durations (days or even hours per context)
- Changes in the Nature of Work
- Preferred Collaboration (ideal settings given hybrid offerings)
- Other Factors that Impact Changes Over Time
Workplace Strategy Research - Services

Survey Research Services

- **Available now to all client agencies**

- **Base Level of Service:**
  - Includes set-up, testing, survey administration, and analytical report
  - 8 week implementation period from when organizational data is provided
  - no cost when based on “pre-packaged” version

- **Additional Customization & Upgrade Options***:
  - supplemental research methods, such as focus groups, to dive deeper into what the data means
  - expand topics to address variables that are critical to your organization
  - pursue a full Workplace Engagement, either national or project in scope

- **Contact the PBS Center for Workplace Strategy at** [workplace@gsa.gov](mailto:workplace@gsa.gov) **to learn more!**

*implementation schedule dependent on options; services may require funding by client agency RWA*
FIT Program Overview

- A national funding initiative that integrates FAS and PBS resources into a new GSA service offering to help other federal agencies use their workspace more efficiently and effectively.
FIT Program Overview

Implement **effective and efficient** workstation and office standards

Create a place where people **want to come to work**

Adopt **modern workplace design** practices

Encourage and support **collaboration** and improve **productivity**

Reduce rent by **consolidation** and space reduction

Improve **utilization**
FIT Program Overview – Terms and Conditions

Multi-year term agreement
5-yr for furniture (& 3-yr for IT in NCR)

Agency incurs no obligation to keep the product

Ownership can transfer to customer at end of the agreement
FIT Program Overview - Checklist

FIT Qualification Checklist
Six Mandatory Requirements

• **Comply** with your agency’s utilization rate (UR) If none, comply with 150 UR for Office-only or 170 UR for All-in total
• **Locate** private offices and enclosed rooms on the interior as design allows
• **Maximize** natural light by specifying furniture panels no higher than 54”
• **Open workstations** must not exceed 50 SF.
• **Offices** must not exceed 150 SF. FIT Furniture can be purchased for offices not exceeding 150 SF.
• Assign a **Tenant Agency COR Level I** to perform PM and custodial activities for the 3/5 yr FIT term. Agency provides a certificate of training completion.
FIT Program Overview - Requirements

FIT - Optional Design Requirements
Minimum of Six Must be Met

Environmental Factors
- Limit private office assignments to a 1:8 ratio of private to open space
- Utilize glass walls where appropriate
- Incorporate overall acoustical treatments: sound masking & white noise. Address visual privacy

Mobility
- Offer a regular scheduled telework program
- Implement desk-sharing for employees who telework

Work Style Diversity
- Allocate space by work patterns and job duties instead of pay grade and titles to determine workstation sizes
- Create open, interactive, free-flowing space for collaboration
- Share meeting spaces by the use of a reservation system
- Offer quiet spaces, phone booths & focus rooms
FIT Program Overview - Fees

FIT Furniture Fees

FAS Fees
- FAS will apply an 8% acquisition fee to procure furniture
- Assisted Acquisition Services (AAS) will apply an 8% acquisition fee to procure IT

PBS Fees
- No current fee applied
- Design Services may be required to support FIT projects
- Reimbursement (RWA) for non-FIT design/coordination
FIT Program Overview - Stats

By the Numbers

- **137** Number of projects
- **$159,089,093.38** Total spending
- **2.5M usf** Square footage reduction
- **268 usf/p to 177 usf/p** All in UR Reduction
- **$19,593,951** Total yearly rent reduction
- **5.65** Average payback period
- **7** Completed Asset Transfers. Several others pending
FIT - GAO Oakland

- National pilot for GAO field offices
- Goals:
  - Improve floorplan configuration
  - Better support employee work styles
- Workstation ratio
  - 54 workstations for 86 FTE’s
FIT - USFS Solvang, CA

Previous USF: 10,528
New USF: 7,810
FIT Furniture Cost: $450,000

All-In UR: 211
All-In UR: 156
Simple Payback: 2.91 years

Headcount: 50
Headcount: 50

Rental Rate: $ 42.16
Rental Rate: $ 37.08
Yearly Rent Savings: $154,659
Solution Successes
Thursday, June 10 @ 1:30 EST

- To contact your [GSA PBS National Customer Lead](https://www.GSA.GOV/NAMS):
  www.GSA.GOV/NAMS

- [2021 Virtual National Customer Forum Agenda and Registration](https://www.GSA.GOV/PBSForums):
  www.GSA.GOV/PBSForums

Thank you!