A method for planning federal agencies’ real estate footprints

- **Strategic**
- **Data-driven**
- **Multi-disciplinary**
- **Modeled after private-sector innovation**
- **Informed by internal and external stakeholders**

**GUIDING PRINCIPLES**

1. Real estate decisions should be integrated into a larger vision for improving mission delivery, supported by the expertise of OMB, OPM, DOL, and GSA.
2. Headquarters adapts in size to allow for the employment of shared services and increasing access to customers.
3. Workplace transformations catalyzes lasting organizational change.
4. Open communication fosters stakeholders’ engagement in successful workplace solutions.
5. Decision making must take leasing authority and workplace-location legislation into account.
6. Collaborating on real estate across government generates shared services and other business solutions that allow each federal agency to focus on its most efficient allocation of resources.
7. G2C rethinks the location and design of the federal workplace to maximize an agency’s service to the American people. An agency should reflect internally to identify opportunities, within both their operational and support functions, to create an integrated experience for those they serve. G2C empowers an agency to make data driven location decisions which can optimize front/back office processes, reach talent and provide efficient public service.

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**THEN** Lease expirations triggered “lift-and-shift” moves, in which a federal agency changed locations without rethinking its procedures or culture.

**NOW** G2C ensures that office consolidation, expansion, and other vital decisions about the federal workplace dovetail with diverse strategies for improving mission delivery —ranging in subject from customer service to community offerings.
Discover drivers of transformative change
- Cost savings for taxpayers
- Customer interface
- Talent acquisition and retention
- Local economic stimulus
- Evolving modern workplace
- Cost of living trends
- Shifting labor markets
- Workforce demographics
- Embodying innovative thinking
- Grade inflation
- Lease expiration
- Administration directives

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Identify
- Clarify the problem or opportunity
  - Does a workplace transformation clarify our
  - What are our key priorities?
  - What are our drivers of change?
  - What are our barriers to success?
  - What is our timeline?

Envision
- Articulate direction for the future
  - Does our vision resonate with employees at all levels of
  - Is our vision simple, understandable, and measurable?
  - Can the vision be used as the benchmark for success?
  - How will we achieve buy-in from high-level stakeholders?
  - Is our change connected to our agency’s vision?
  - What are our barriers to success?
  - What is our timeline?

Master Plan
- Establish step-by-step implementation
  - How will we match actions and phases to funding
  - What are the downstream dependencies?
  - What are our barriers to success?
  - What is our timeline?
  - How will we manage risks both known and unknown?

Program
- Put the master plan into action
  - How will we allow for possible changes in the real estate strategy?

Potential Actions
- Reorganizing within the footprint
  - Business processes are streamlined via
  - Workplace consolidation unlocks savings
  - Redesigned interiors position the agency
  - Obsolete functions undergo sunsetting
  - Mission-support functions are assigned to a center for excellence

- New office
  - New division and/or satellite office launched in response to a temporary or sustained mission need

- Partial relocation
  - Headquarters and mission-support functions are physically separated
  - Divisions, departments, or whole agencies are moved in response to merger

- Full relocation
  - Customer needs, workforce trends, local economic opportunities, and other factors inform site selection

How G2C Works
G2C is a holistic process, in which potential actions are weighed against multiple drivers and outcomes

Desired Outcomes
- Strengthen ability to deliver mission
- Increase availability to customers
- Attract and retain workforce talent
- Articulate an agency’s value proposition through talent, location, and process
- Improve internal communications
- Enhance understanding of an agency’s impacts on local economy, community
- Fully harness technologies that support mission delivery
- Enable organizational agility
- Leverage assets where they exist

The G2C Process
G2C follows a series of steps, in which each stage introduces a unique set of questions
A SERIES OF FEEDBACK LOOPS

Before decision makers proceed to the next step of the G2C process, they confirm their work in the three following categories:

PEOPLE

Workplace change requires time for stakeholders to psychologically transition from the current state to the future state. This is especially true for the employees of the agency undertaking change. G2C emphasizes continual stakeholder engagement that allows people to be heard and to feel invested in the real estate solution.

• Ensure a widely understood sense of urgency
• Identify the stakeholders most impacted by G2C
• Create a “guiding coalition” of key stakeholders who feel empowered to help with decision making
• Address stakeholder feedback with genuine interest and concern
• Plan short-term wins that can sustain morale during the wider workplace transformation
• Provide for psychological safety
• Develop a common ‘greater good’ purpose

RESOURCES

Is there data to inform this stage of the process? Are there government-based experts who can provide consulting? Asking these questions makes certain that G2C is data-driven, deliberate, and transparent.

• GSA real estate services and market intelligence
• GSA data visualization of job series locations within the country and across agencies
• GSA public- and private-sector benchmarking information
• DOL labor, economic, and geographic data
• OPM workforce consulting
• GSA Asset Consolidation Tool
• GSA Workplace Strategists Services
• GSA Acquisition and Technology
• GSA Cost-Benefit Analysis

G2C is an initiative of GSA in partnership with OMB, OPM, and DOL. GSA is the preferred provider of G2C services. Visit www.gsa.gov/g2c to learn more.

PROCESSES

The following processes are often considered challenges when undergoing change. G2C acknowledges them at appropriate planning stages to inform—and even expedite—the action to be taken.

• Public narrative
• Legislation
• Scheduling and budget
• Technology obsolescence
• Training/ramp-up
• Workforce recruitment, retention, relocation
• Branding
• Mission shift (addition, deletion, or retooling)