



# Client Enrichment Series

**Welcome to today's presentation on:**

***Planning and Requirements: Processes and Protocols***

**The presentation will start at *2pm Eastern***

**Note:** Phones are automatically muted during the presentation. You have the ability to share questions/comments with our presentation team and your fellow attendees via your chat pane. Our team will answer as many questions as possible throughout and at the end of the presentation. All questions will be captured, and answers sent to participants prior to the next presentation.

- Last Session – The Lease Prospectus: A Guide to Understanding its Statutory Basis, Development Process and Conformity Requirements
- **TODAY – Planning and Requirements: Processes and Protocols**

[www.gsa.gov/ces](http://www.gsa.gov/ces)

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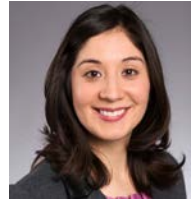




# Client Enrichment Series

## *Planning and Requirements: Processes and Protocols* December 15, 2016

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National Planning Program Manager & National Office of Leasing Program  
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Office of Portfolio Management & National Office of Leasing, GSA Central Office



# Today's Agenda

What is Driving PBS' Process Changes

Requirements Process Enhancements

Standardized Requirements - Creating Consistency

Refined Identification Phase - joint partnering to discover solutions that bring government savings and efficiency

Client Project Agreement (CPA) - a closer look

What does this all mean for you as the customer?

Q&A

# Poll

What are the top two take-aways you are looking for today?



# Our Real Estate Environment Factors

Government-wide policy and tightened budgets for all agencies necessitate we partner to:

- reduce spending
  - reduce the federal footprint
  - better utilize space
- 
- Shift is larger than PBS - goals supported by OMB and Congress
  
  - Directives:
    - [Freeze the Footprint](#) & [OMB Memorandum](#), May 2012
    - [National Strategy for Efficient Use of Real Property](#), March 2015
    - National Strategy for [Reducing the Federal Government's Real Estate Footprint](#) & [OMB Memorandum](#), March 2015



# PBS Customer Engagement and Feedback

May 2016: PBS introduced a new timeline for the PBS project lifecycle in which the requirements development phase begins earlier

What we heard you say:

Time was needed to adapt to the new planning cycle

Both unknown and agency internal factors such as budget and mandates impact your ability to meet our timelines

PBS' application of and terminology used for this new process were inconsistent

# Enhancing the Space Requirements Process

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

Standard requirements terminology

Earlier collaborative occupancy planning

***...a renewed focus on upfront planning***





# The Renewed Focus on Upfront Planning - Why?

Real estate changes take time

Planning 12-24 months prior to space expiration is too late

Finalizing requirements less than 24 months before space expiration reduces location and space options; often resulting in costly, unforeseen conditions, change orders, extensions or holdovers

Examples of extensions leading to increased rental rates:

New York, NY: market \$50-60 v. extension \$67-85

San Francisco, CA: market \$60-65 v. extension \$76-80

Cleveland, OH: market \$22-25 v. extension \$40-50

# Standardizing Requirements and Timeline for Consistency



# Standardizing Requirements - Consistency

**What is it?** Formalizing the terminology, ownership and timeline for requirements within the project lifecycle

**Why is it important?** Enables consistent communication and project delivery *for customer agencies*

## Objectives:

- Create a single, comprehensive requirements lifecycle
- Define consistent terminology
- Define which requirement activity happens within the lifecycle of any project

# PBS Business Plan



## PBS Project LifeCycle Flow



## Project Phase: **Project Identification**

**Purpose:** To consistently allow time to discuss and define the occupancy's *strategic requirements* to achieve a clear and agreed upon housing solution

**Outcome:** Signed Client Project Agreement (CPA) and Signed draft Occupancy Agreement (OA)

**Phase Timeline:** Non-prospectus: 36-30 months prior to OA expiration; prospectus: 12-6 months prior to the Capital Investment and Lease Program (CILP) submission

**GSA Point of Contact:** Planning Manager (PLM)

## Project Phase: Project Identification Continued...

- Total proposed USF
- Total headcount
- Agency UR Standard
- Location
- Use of space
- Parking
- Delineated Area
- High Level Budget Estimates
- Basic Schedule

**STRATEGIC REQUIREMENTS** set the parameters of the space the agency is requesting; codeveloped by the Planning Manager and customer in the Project Identification Phase

## Project Phase: **Initiation**

**Purpose:** Project Manager is assigned to begin the discussions on the functional and technical requirements and kick off the project

**Outcome:** GSA project team kick off with customer, shared project management plan, schedule, estimated budget

**Phase Timeline:** Non-prospectus: 30-29 months prior to OA expiration; prospectus: 6-5 months prior to CILP submission

**GSA Point of Contact:** Project Manager

## Project Phase: **Initiation Continued...**

- Rough Order of Magnitude Cost Estimate
- Data Room Matrix
- Customer FTE Grade Chart
- Union Specs or Standards
- High Level Schedule
- Union Specs or Standards
- High Level Schedule

**FUNCTIONAL REQUIREMENTS** confirm and further develop the strategic requirements



## Project Phase: **Planning**

**Purpose:** Develop space details, finalize the scope/schedule/budget and obtain funding commitment

**Outcomes:** Agreed upon and finalized Project Management Plan, Project Schedule, Program of Requirements, Agency Specific Requirements, Acquisition Plan, draft Request for Lease Proposal

**Phase Timeline:** Non-prospectus: 29-24 months;  
prospectus: 53-36 months (should align with CILP date)

**GSA Point of Contact:** Project Manager

## Project Phase: **Planning Continued...**

- Program of Requirements
- Project Mgmt Plan (PMP)
- Refined Independent Government Estimate (IGE)
- Move Cost
- Furniture Cost and Schedule
- Agency Specific Requirements
- Draft Acquisition Plan
- Draft Advertisement
- Detailed Schedule
- Wall Types
- Finish Schedule
- IT Package
- Security Package
- Hardware Schedules

**TECHNICAL REQUIREMENTS** are developed in the Planning Phase and further define the space details; they are owned by the Project Manager

## Project Phase: **Execution**

**Purpose:** To execute required contracts and begin construction according to the project schedule

**Outcomes:** Request Lease Project, Request For Proposal, Award, Design Intent Drawings, Independent Government Estimate, Construction Drawings, Notice To Proceed, Construction

**Project Timeline:** Non-prospectus: 24-0 months;  
prospectus: 36-0 months

**GSA Point of Contact:** Project Manager

## Project Phase: **Execution Continued...**

- Final Reqs Package
- Final IGE & Schedule
- Final Move Cost
- Final Furniture/Equipment Cost
- Specific Funding
- Final Signed OA
- Change Package
- Award
- Tenant Improvement Negotiation/Doc
- Notice to Proceed (NTP)
- Design Delivery
- Substantial Completion
- Rent Start
- RFP/RLP
- Rent Billing

**FINAL REQUIREMENTS PACKAGE** documents the final strategic, functional and technical requirements; finalized in the Planning Phase and utilized during the Execution Phase



## Project Phase: **Closeout**

**Purpose:** Concludes the project with proper documentation. Lessons learned assist the Planning Manager with the next project's strategic requirements phase.

**Outcomes:** As-builts, Final Inspection, Lessons Learned, RWA/Financial Closure, Rent Commencement, Warranties, Operations & Maintenance Manuals, Punch List, OA Billing

**Project Timeline:** 0 months to new expiration

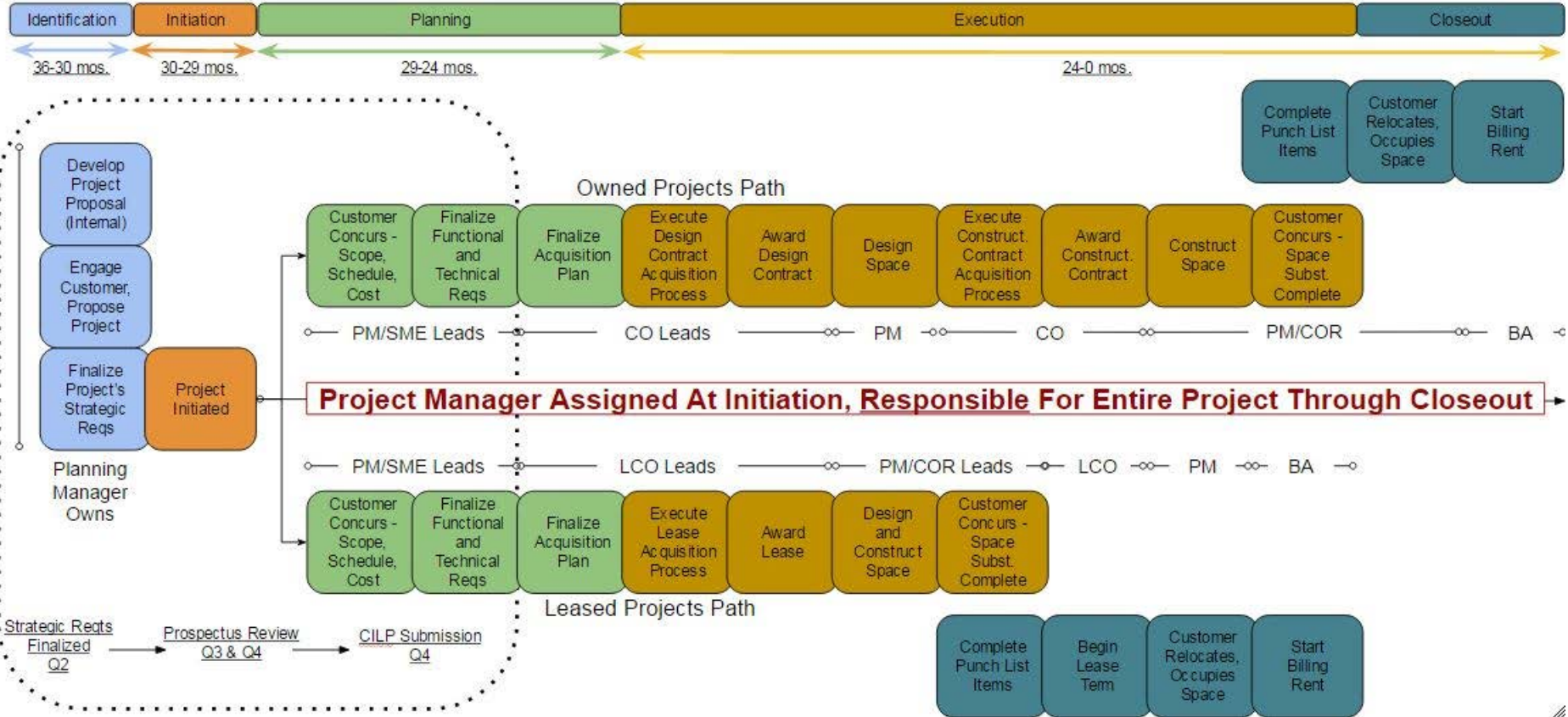
**GSA Point of Contact:** Project Manager



## Project Phase: Closeout Continued...

- As-Built Drawings
- Warranties
- O&M Manuals
- Final Acceptance
- Customer Furniture Install
- Lessons Learned
- OA Billing
- Reimbursable Work Authorization (RWA)/Closeout
- Punchlist Items
- Customer Move
- Customer Security Start

# Questions



# Special Emphasis on the Strategic Requirements





# The Strategic Requirements and Partnering Early

The Identification Phase encourages early decision making to ensure the right projects are executed collaboratively, timely and thoughtfully

Promotes overall collaboration across PBS business lines to ensure PBS is meeting the client's mission in the most cost effective manners

Fosters early discussions which enables greater flexibility and presents more workplace solution options

**Product:** Client Project Agreement (CPA)

**Outcome:** CPA outlines strategic requirements

**When:** Non-prospectus: between 36-30 months prior to occupancy expiration; prospectus: 12-6 months prior to the CILP



# The Client Project Agreement (CPA)

The CPA facilitates collaboration, planning, and strategic requirements development

The Planning Manager will present the CPA and collaborate with you to refine its content (our occupancy plan)

This collaboration ensures space projects are well thought out and agreed upon

Use us as a resource!

# A Closer Look at the CPA - Part 1

The Planning Manager will outline:

The current occupancy and any unique/special considerations

Analysis on ***potential*** solutions for the future occupancy and its location

PBS' goal is to bring value to the discussion early to help deliver innovative space solutions when possible

GSA		Public Buildings Service		CLIENT PROJECT AGREEMENT		
				Version: October 2016		
<b>Purpose:</b> The Client Project Agreement (CPA) serves as the final agreement from the customer to secure strategic level requirements no later than 30 months (54 months if prospectus) prior to expiring occupancy, allowing our customers and the taxpayers the opportunity to reduce space and rent for the government's overall budget. Planning earlier will also help mitigate the risk of costly lease extensions and provides adequate time for the government to strategically negotiate and secure mission-driven space actions for the mutual benefit of the customer and the taxpayers.						
<b>Part 1: Basic Project Information</b>						
Project Name						
Project Description						
Agency Name				Agency Bureau Code		
Agency POC Name				DA Number(s)		
POC Email/Phone				Lease Number		
Building Name					Expiration Date	
<b>Part 1a: Space Planning Information</b>						
<b>Current Occupancy Parameters</b>			<b>Proposed Occupancy Considerations for Refinement During PBS/Customer Engagement</b>			
Current Building Type			Proposed Building Type			
Current Occupants			Proposed Occupants			
Current "All-in" U/R			Proposed "All-in" U/R			
Current Rentable Square Feet (RSF)			Requested Rentable Square Feet (RSF)			
Current Usable Square Feet (USF)			Requested Usable Square Feet (USF)			
Current Parking Spaces			Requested Parking Spaces			
Occupancy Location and Proximity to Public Transportation <a href="#">[Link to GIS]</a>			Proposed Occupancy Location and Proximity to Public Transportation			
Unique Space / Program Considerations (i.e., term extensions built into the lease, etc)						
Unique Operational Considerations						
Agency UR Methodology -OR- Reduction of Space Standards						
<b>Initial Space Recommendation</b>						
Explain the PBS/Customer strategy on the proposed/new space occupancy parameters. If parameters are not changing or are brand new, please note that as well.						
<b>Supplemental Information &amp; Documents</b> (attach as applicable)						
Most Current Billing OA			Cost/Options Analysis Report			
RDA Compliance Memo			FSH Risk Use Permit			

# A Closer Look at the CPA - Part 2

Both PBS and the customer engage and collaborate to develop the strategic requirements:

Square Footage, Parking, Delineated Area

Confirm utilization rate targets and methodology

Preliminary budget costs estimates and high level schedules

PBS' goal is to ensure early partnership and buy-in of a solution that is mutually beneficial for the customer and American taxpayer

Part 2- Client Engagement					
Complete after initial customer meeting to discuss strategic requirements package. Ensure the strategic requirements meet project standards and initiatives.					
<b>Space Type Information</b>					
Requirements: Explain the mission and operational need for the space and identify any unique requirements. <small>Note: (1) (a) (i) adjacency requirements; (ii) floor level requirement - ex. must be 2nd floor or higher, or must be ground floor; (3) set back requirements; (4) Address to hallways; (5) Elevator; (6) Workplaces; (7) Workspaces; (8) Address Covered Storage; (9) Any requirements for bike vehicles - ex. bike or trailer with ability to pull into the parking lot and exit by driving through to another side; (10) address requests in the parking area; (11) Heating, cooling, requirements; (12) WFO required heating.</small>					
<b>Square Footage</b>					
Primary Office TTC/Office Support		LSF	RSF		
Special Space					
Space Type					
Warehouse (occupied or unoccupied)					
Other (antennas, miscant)					
	Total LSF	0	Total RSF	0	
<b>Parking Information</b>					
Govt Parking					
Surface		Unsecured		Reserved	
Structured		Secured			
Visitor/Employee Parking					
Surface		Unsecured		Employee	
Structured		Secured		Waiver	*
<b>Utilization Rate</b>					
Planning Manager: Please use the space below to select the space utilization rate approach being utilized by the client to determine the space utilization rate of a specific project. If the client is unsure of the standard, have them refer to their current. Produce the Footprint (FTF) Space Plan their agency provided to OMB. If the agency does not have a standard, they must work towards the ISD all in UR.					
<input type="checkbox"/> "Total Office" Utilization Rate is the default methodology used to calculate the utilization rate, if an agency does not have a RFP Plan. This UR rate is calculated by TFO (Total LSF-Special Spaces LSF) * .78 / Total Headcount Assigned to Affected Space.					
UR Rate <input type="text"/>					
<input type="checkbox"/> "All In" Utilization Rate is Calculated by Total LSF/Total Headcount Assigned to Affected Space.					
UR Rate <input type="text"/>					
<input type="checkbox"/> "Administrative Office" Utilization Rate is calculated by (Total LSF - Special Space LSF) / Personnel Count assigned to affected space = AOU/R. NOTE: Currently being used by Agriculture, Commerce, DOD, DHS, Energy, HHS, HUD, Interior, IRS, Labor, NRC, SSA, State, VA, and USAID					
UR Rate <input type="text"/>					
<input type="checkbox"/> Variation 1 of Administrative Office Calculation: (Total LSF - Special Space LSF) / 90% of Personnel Count assigned to affected space = ACV1. NOTE: Currently being used by Transportation					
UR Rate <input type="text"/>					
<input type="checkbox"/> Variation 2 of Administrative Office Calculation: Total LSF - Special Space LSF / Workspace Count = ACV2. Note: Currently being used by NASA					
UR Rate <input type="text"/>					
*If you have not made a selection, please provide the formula for the Utilization Rate that aligns with your agency's policy and RFP plans					
<input type="text"/>					

# Developing the Strategic Requirements

## The Identification Phase Process

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





# What Do We Need From You?

*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: 12 months before our submission date to Congress

We need your **Strategic Requirements** by:

Non-prospectus: by 30 months prior to occupancy expiration

Prospectus: 6 months prior to CILP submission

We need your **Technical Requirements** by:

Non-prospectus: 24 months before occupancy expiration

Prospectus: 36\* months prior to occupancy expiration (or earlier, depending on complexity of the project)

\*CILP Submission date will drive prospectus timeline

# In Closing: We want this to be a Partnership

***GSA wants to ensure we understand your real estate decision making path and the variables that impact your requirements***

- *The earlier we plan, the better we can assist you*
- *Work with us to attain your Strategic Requirements and Technical Requirements timely!*

***GSA offers a standardized client planning and project lifecycle approach to:***

- *Improve consistency in delivering services to customers*
- *Increase communication*

***GSA's client planning approach allows for early decision making to ensure projects are executed timely without costly changes mid-stream. This results in our collective ability to:***

- *Evaluate federal and lease assets as potential housing alternatives*
- *Secure necessary funding to ensure timely space build-out*
- *Execute longer term leases resulting in better market rates and rental savings*
- *Optimize your workplace to deliver efficiencies, innovation, to help you meet your RTF goals*



# QUESTIONS?





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***Thank you for joining us today for a discussion on  
Planning and Requirements: Processes and Protocols***

***We hope to see you at our January 25, 2017, session on  
Managing Customer Events In-person Event  
At GSA Central Office, 1800 F Street NW Washington, D.C.  
Live Event Registration [here](#)***

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