



GSA Public Buildings Service

Space Utilization & GSA Workplace Offerings



PBS National Customer Forum

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Space Utilization and GSA Workplace Offerings



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Space Utilization

UNITED STATES COURTHOUSE

U.S. Government Accountability Office, GAO-23-106200

- analyzed attendance data from **24 agency headquarters buildings** for a week in January, February, and March
- **calculated capacity of each building** by dividing the total area by 180 usf/person
- **calculated the building utilization** by comparing in-office attendance to building capacity
- **interviewed agency officials** to identify challenges to increasing utilization



United States Government Accountability Office

Testimony Before the Subcommittee on Economic Development, Public Buildings, and Emergency Management, Committee on Transportation and Infrastructure, House of Representatives

For Release on Delivery
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Thursday, July 13, 2023

FEDERAL REAL PROPERTY

Preliminary Results Show
Federal Buildings Remain
Underutilized Due to
Longstanding Challenges
and Increased Telework

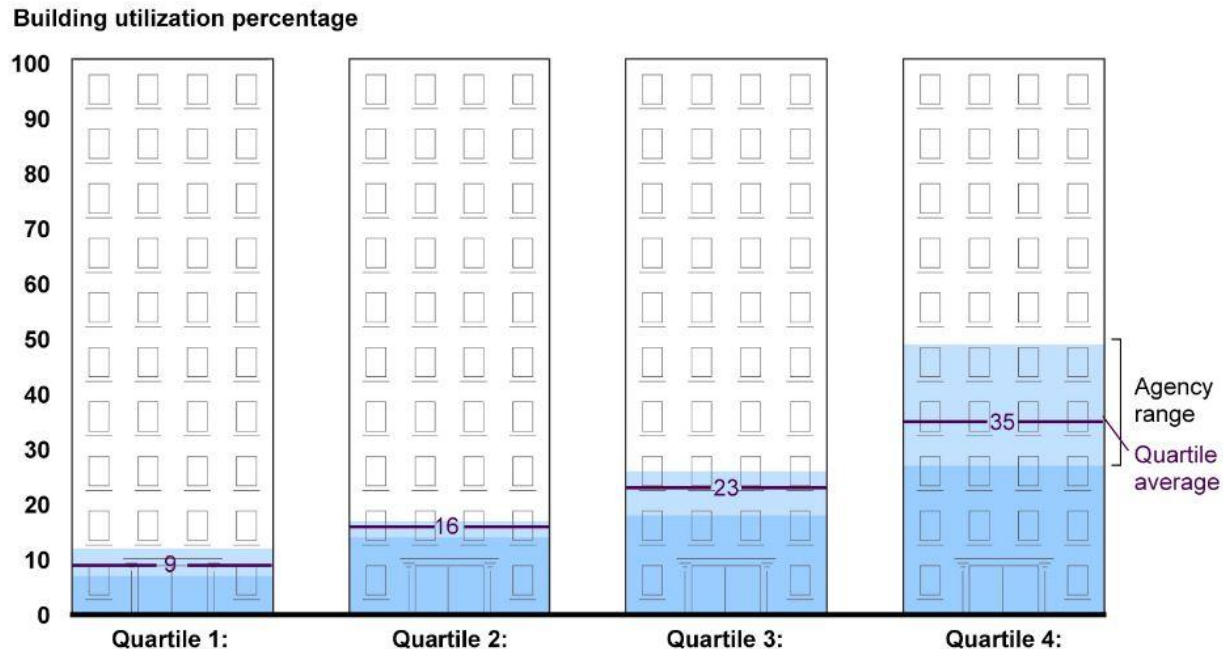
Statement of David Marroni, Acting Director, Physical
Infrastructure Team

GAO-23-106200

Weekly Utilization & Estimated Averages of HQ Buildings

Primary Causes

- Excess space is a longstanding challenge
- Building configurations do not support a modern workplace
- Agencies have embraced hybrid work



GAO-23-106200

Considerations & Challenges

Considerations

- Financial, environmental, and opportunity **costs**
- More than ½ of **GSA leases** (roughly 83 million sf) have scheduled expiration dates during the calendar years 2023 - 2027 period

Challenges (In Order of Importance)

1. **Budget Resources** - limiting transformation into hybrid work environments
2. **Potential In-Office Policies** - concerns that if space is reduced to meet current demand, it may not be enough later if policies require more in-office attendance
3. **Sharing HQ Space** - reluctance to share across agencies; inner-agency organizational silos
4. **No Utilization Standard** - a standard approach or target doesn't exist

A More Sophisticated Utilization Model

Traditional Utilization Benchmarks

- utilization rate (UR) calculated by total area per person (e.g., usf / person)
- agencies develop their own UR goals, taking into account agency-specific factors (e.g., any special space)
- **pre-COVID** : UR ranged from **136 - 200 usf/person**

New Considerations

- **telework** - actual, averages, and categorization information
- **resources** - workspaces available in the current office and in the future
- **access** - badging, reservation, and sensor data
- **work styles** - evaluation of requirements through workplace engagement
- focus on optimal **occupancy levels**



Offerings to Transform the Workplace

UNITED STATES COURTHOUSE

Vision for Federal Workplaces of the Future

Modernized

Workplaces that enable effective mission achievement and quality employee experience.



Flexible

Seamless on-site to off-site experience, tech-enabled, universal design



Healthy

Air quality, temperature, natural light, socially connected, ergonomic



Sustainable

Energy and water efficient, net zero operations, climate resilient



Safe

Physical security, secure access, cybersecure, redundant operations

Optimized

A federal real estate portfolio that ensures value for the American taxpayer.



Mission Delivery

Results-driven, productive, customer centered, technology enabled



Asset Utilization

Occupancy-based, dynamic, shared, multi-function, multi-tenant



Workplace Ecosystem

Balance between HQ and regional presence, distributed work



Increased Demand and CBD Impact

Providing innovative and desirable workspaces in a CBD will drive workforce to urban areas, providing a net positive impact to other businesses and services within the CBD

Workspace

Space Standards
Features & Performance
Indoor Office Environment

Human Performance

Internal Communication
Organizational Growth
Culture Improvements

Real Estate

Building Attributes
Site Attributes
Location

The Effective Workplace

Business Processes

Staff Work Patterns
Distributed Organizations
Hybrid Collaboration

Supplies & Equipment

Furniture
Fixtures & Equipment
Support Services

Technology

IT Infrastructure
IT Services
Telecommunications

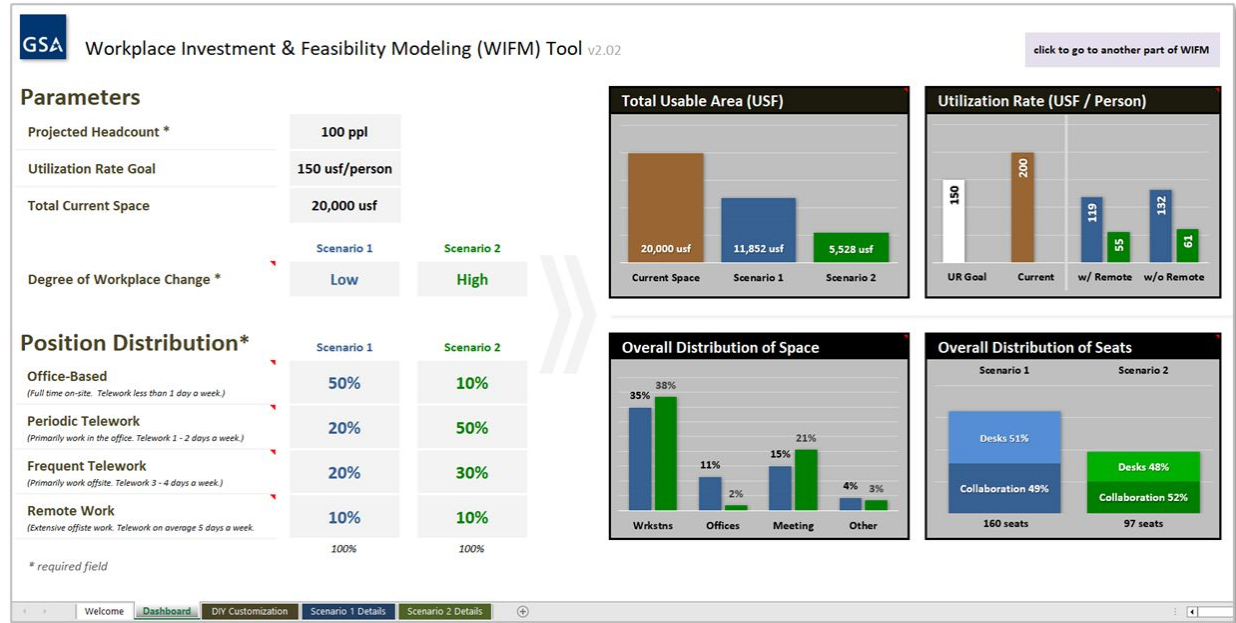
Workplace Investment & Feasibility Modeling Tool (WIFM)



WIFM Tool

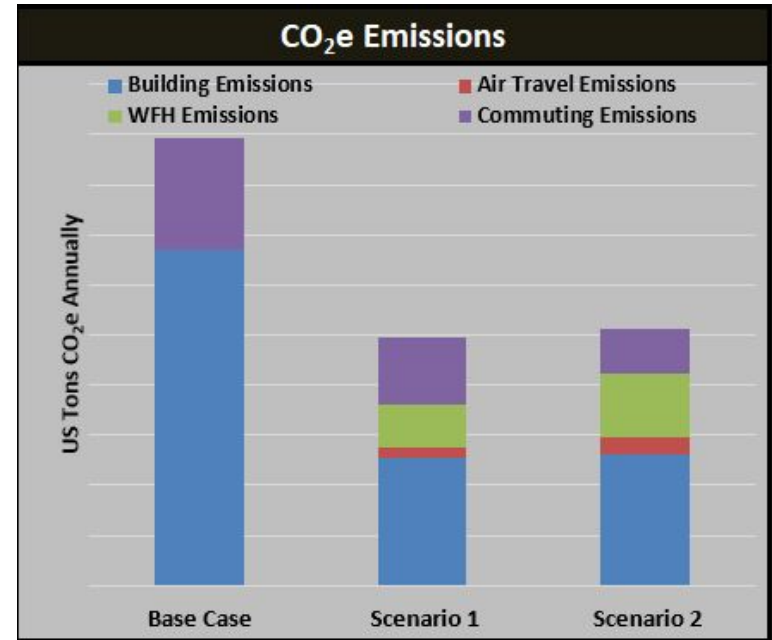
Discover space-saving benefits with hybrid work

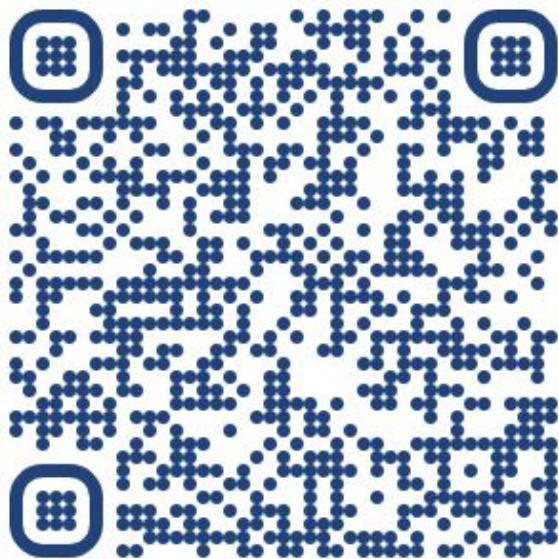
- Explore feasibility of multiple workplace scenarios
- Test workplace strategies against organizational space reduction goals
- Accelerate development of more detailed space program requirements
- Customize to incorporate agency design guidelines



WIFM 3.0 Update: CO₂e Emissions

- [CBECS 2018](#) - Building Energy Use Intensity
- [RECS 2015](#) - Work From Home (WFH) Heating and Cooling Energy
- [EIA Energy Use by Type of Building](#) - Office building emissions
- [EPA's Emissions Factors](#) - Converting energy, Vehicle Miles Traveled, air miles to CO₂e emissions
- [eGRID](#) - Converting electricity to emissions
- [Smart Location Calculator](#) - Average Vehicle Miles Traveled for GSA buildings by Zip Code (internal source)





Register for the
Oct. 26th CES
session to learn
more about
WIFM 3.0!

Fast Track Space

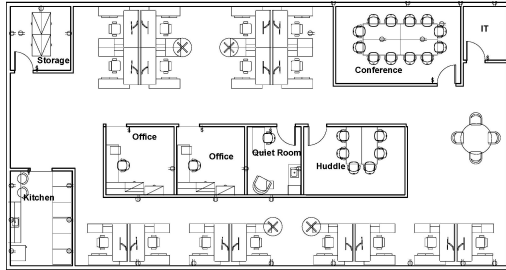


1

Create new workplace using a mix of pre-designed model plans.

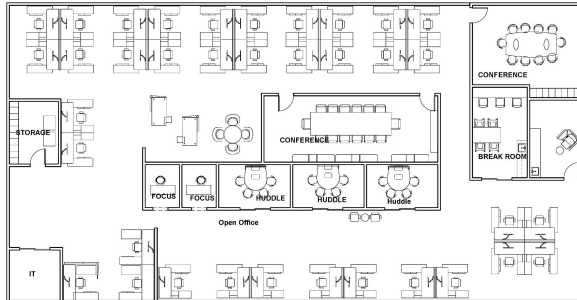
Model A : 3,500 sf.

18 people with no desk sharing



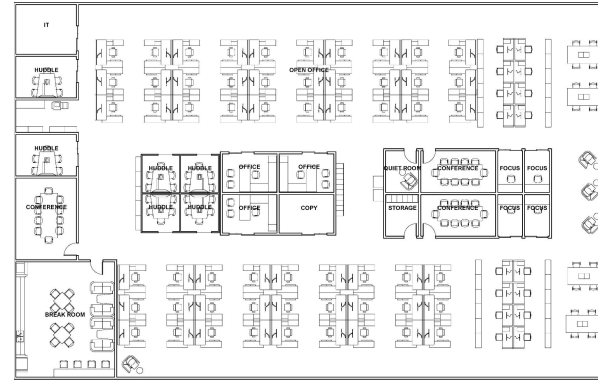
Model B : 6,500 sf.

36 people with no desk sharing



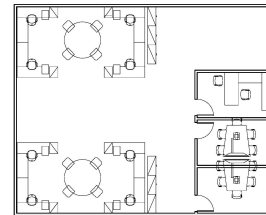
Model C : 12,500 sf.

76 people with no desk sharing



Model Plus : 1,500 sf.


9 people with no desk sharing



Note: Models can accommodate more staff if a desk sharing ratio is established

2

Firm up Models with Fast Track Calculator



Fast Track Space Calculation Tool (v 1.0)

INSTRUCTIONS : Complete all beige shaded boxes below. The Calculation Tool will automatically calculate space and costs for tenant improvement. Adjust the desk sharing participation rate, desk sharing ratio, or selected model plans until blue Headcount Seat section matches agency's needs. Details calculations can be found in the "Space Calculations", "TI Estimate", and "Furniture Estimate" tabs. These tabs are unlocked in case future editing is needed.

Project Details

Project Name	An Awesome Workplace Project	
Agency	A Great Agency	
Future Location : State	District of Columbia	City Washington
Occupancy Year	2027	Location Type Leased
Total Future Headcount	140 people	
Desk Sharing : Participation %	30%	Ratio 1.5 people : 1 seat

Quantity of Base Model Plans

Model A (3,500 usf / 18 seats)	1
Model B (6,500 usf / 36 seats)	1
Model C (12,500 usf / 76 seats)	1

use as add-on only

Model + (1,500 usf / 9 seats)	1
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Summary Concept Design Calculations

Space		Functional Estimate - Tenant Improvement	
Workstations	5,215 usf	Total TI Estimate (+/- 20%)	≈ \$3,989,014
Offices	720 usf	Average \$/USF (+/- 20%)	≈ \$166.21 / usf
Collaboration Spaces	4,346 usf		
Other Standard Support	1,748 usf		
Internal Circulation	11,971 usf		
Total Usable Area	24,000 usf		
All-in Utilization Rate	171 usf/person		

Headcount Seating	
Available desk seats based on selected Models	139 seats
Personnel needing a desk	126 seats

There are 13 seats extra for additional personnel or visitors

Calculates

- Space Program
- ROM Tenant Improvement Estimate
- ROM Furniture Estimate

Key Features

- easy selection of Models
- adjusts estimates for escalation based on anticipated occupancy year
- includes locality adjustment
- shows needed seats based on headcount and desk sharing

3

Customize plans to meet agency preferences and employee work styles

Space Design

- change workstation sizes
- change private offices to focus or meeting rooms
- merge small meeting rooms into larger rooms
- select finishes

Furniture & Equipment

- change furniture components
- choose type of furniture within the overall plan size
- add office equipment in the circulation and storage rooms

4 Finalize 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**

Automatically generated by the Fast Track Model Selection tool, this space calculation can be edited to reflect the actual amount of circulation needed at the final location.

- **Rough Order of Magnitude TI Estimate**

Automatically generated by the Fast Track Model Selection tool.

- **Furniture Inventory and Estimate**

Automatically generated by the Fast Track Model Selection tool, these details can be used during the furniture procurement.

- **Level 1+ Design Intent Drawings**

DIDs that are in-between Level 1 and Level 2 in detail.

Commercial & Federal Coworking



Commercial Coworking

Federal agencies use private sector coworking spaces via IDIQ contract

- Turn-key, on-demand space
- No minimum contract length or workstation requirements
- Available in large and small markets
- Spaces typically include copiers, wi-fi, shared kitchen, and & other office amenities
- Space is used as-is; no special construction or security measures



Commercial Coworking

Coworking Vendors

- Desk Pass Corporation*
- LiquidSpace, Inc.*
- Novel/Expansive/Level Office Management, LLC*
- The Yard Operating Company, LLC*
- WeWork Commons, LLC

* *small business*



GSA teammates coworking at WeWork San Francisco during Fed Free Week

Federal Coworking

On-demand coworking spaces in existing GSA leases and owned buildings

- Government-controlled physical and technological security
- Available as needed or semi-permanently
- Scheduling flexibility
- Fully furnished, including wi-fi
- Open office areas and multiple space types
- Shared exclusively by federal agencies
- Potential for creating coworking options for similar-functioned agencies (eg, law enforcement)



Touchdown workstations for GSAers and customer coworkers in GSA's Kansas City Regional Office

Prototype Locations are Open!

Federal Coworking in San Francisco



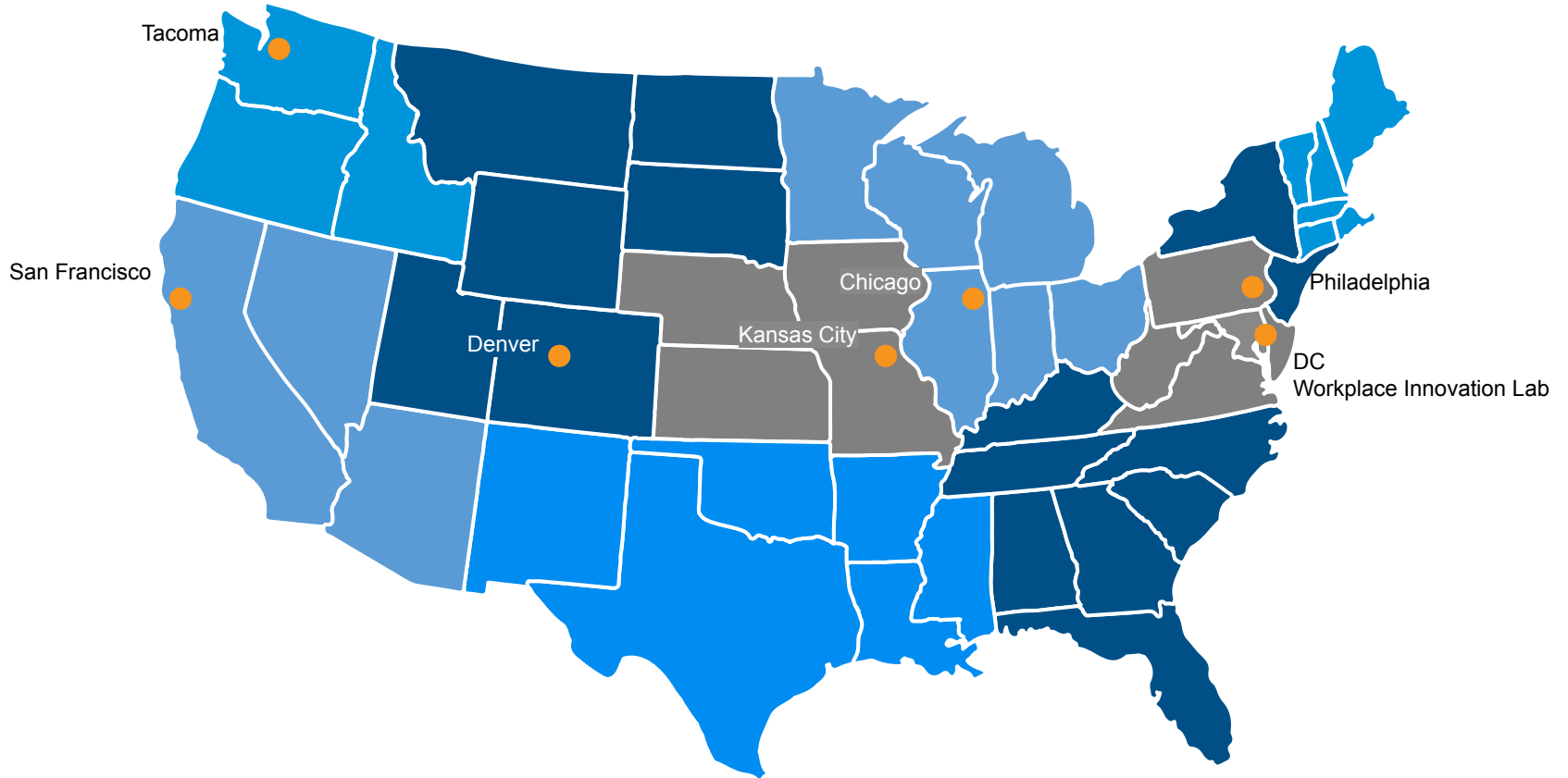
“Loved the building and the idea of a federal coworking space. Nice, clean facilities, good downtown setting close to transit.”

“The space was great, particularly the ability to break into smaller groups during breaks using the coworking spaces. It allowed for several impromptu meetings and the ability for staff to take phone calls as needed away from the larger group. Really exceeded my expectations.”

“Space to interact with my co-workers, seemed like more innovative conversations, able to relax in open spaces during discussions - doesn't happen when I'm at home. Gets me out of my normal mindset and thinking more broadly when strategizing and problem solving.”

- **Six fully furnished prototypes** are available to test coworking throughout the country
- **Each location is unique** which allow us to study and evaluate the attributes that are most important to your agency
- GSA is targeting and inviting **early adopters to participate**.
- **Customer agencies will not be charged for this phase**, but will be asked to come work, meet, and offer feedback to the GSA.

Prototype Locations are Open!



Prototype Locations are Open!



SPACE

- 2nd & 5th floor space available
- Variety of drop-in desks
- AV equipped meeting rooms in a variety of sizes
- Ample open meeting spaces and hybrid space
- Focus rooms
- Desks equipped with docking stations & monitors

AMENITIES

- Kitchen and pantry
- Mini-mart vending machine
- Mother's room for privacy and relaxation
- Bike room and showers for the active commuter
- Secure day lockers available on the 2nd floor
- Offers spacious conference space accommodating 50+ people



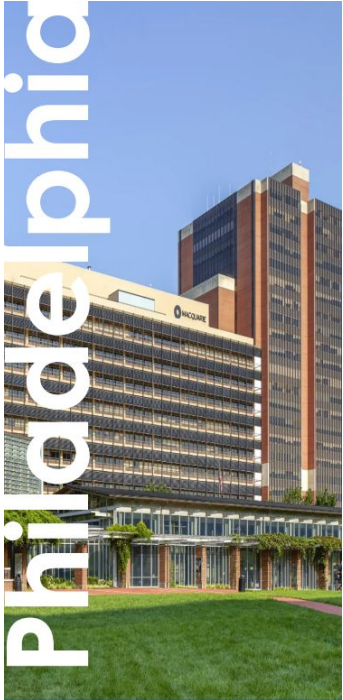
SPACE

- 5th floor space available
- Several adjustable height desks
- AV equipped meeting rooms in a variety of sizes
- Larger rooms may be reserved for events with advance notice
- Ample open meeting spaces and hybrid space
- Private phone booths and huddle rooms with monitors
- Desks equipped with docking stations & monitors
- Marker boards and wall mounted screens

AMENITIES

- Kitchenette
- Future wellness room
- Mother's room
- Bike racks outside of the building
- Fitness center for an additional fee
- Secure day lockers available
- Onsite health unit
- Cafe and vending on-site
- Ergonomic chairs

Prototype Locations are Open!



SPACE

- 3rd floor space available
- AV equipped meeting rooms in a variety of sizes
- Ample open meeting spaces and hybrid space
- Private phone booths
- Desks equipped with docking stations & monitors

AMENITIES

- Kitchen and pantry
- Snack & beverage vending
- Wellness room for employees
- Indoor bike storage for cyclists
- Day-use lockers for secure storage
- Offers spacious auditorium on the 4th floor that accommodates 50+ people



SPACE

- 6th floor space available with a view of the downtown skyline
- Adjustable-height desks for drop-in use
- AV equipped meeting rooms in a variety of sizes
- Ample open meeting spaces and hybrid space
- Private phone booths
- Desks equipped with docking stations and monitors

AMENITIES

- Spacious auditorium accommodating 100+ people, by reservation
- Kitchenette and pantry space
- Café onsite
- Building bike racks
- Gym with shower facilities onsite
- Secure day lockers available
- Onsite parking available for a fee

Prototype Locations are Open!



SPACE

- 2nd floor space available
- Accommodates drop-in desks
- Offers spacious auditorium that accommodates 50+ people
- AV equipped meeting rooms
- Ample open meeting spaces and hybrid space
- Private phone booths
- Desks equipped with docking stations and monitors

AMENITIES

- Stocked Kitchen and pantry
- Wellness room for employees
- Mother's room for privacy and relaxation
- Bike storage and showers for the active commuter
- Secure day lockers available
- Surrounded by walking trails

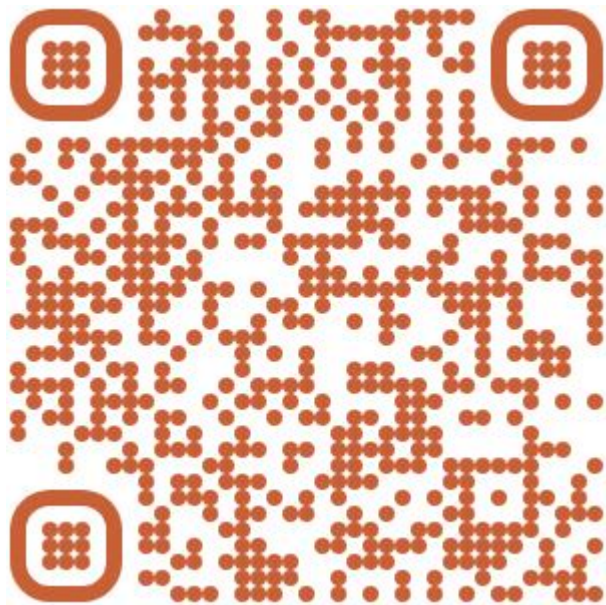


SPACE

- 35th floor space available
- Adjustable height desks for drop in use
- Ability to request meeting meeting rooms equipped with AV
- Ample open meeting spaces and hybrid space
- Private phone booths
- Desks equipped with docking stations and monitors

AMENITIES

- Kitchen and pantry
- Snack vending
- Wellness room
- Bike room and showers for the active commuter
- Gym and health unit in the building
- Secure day lockers available
- 50+ person auditorium available across federal campus



Learn more
about Federal
Coworking

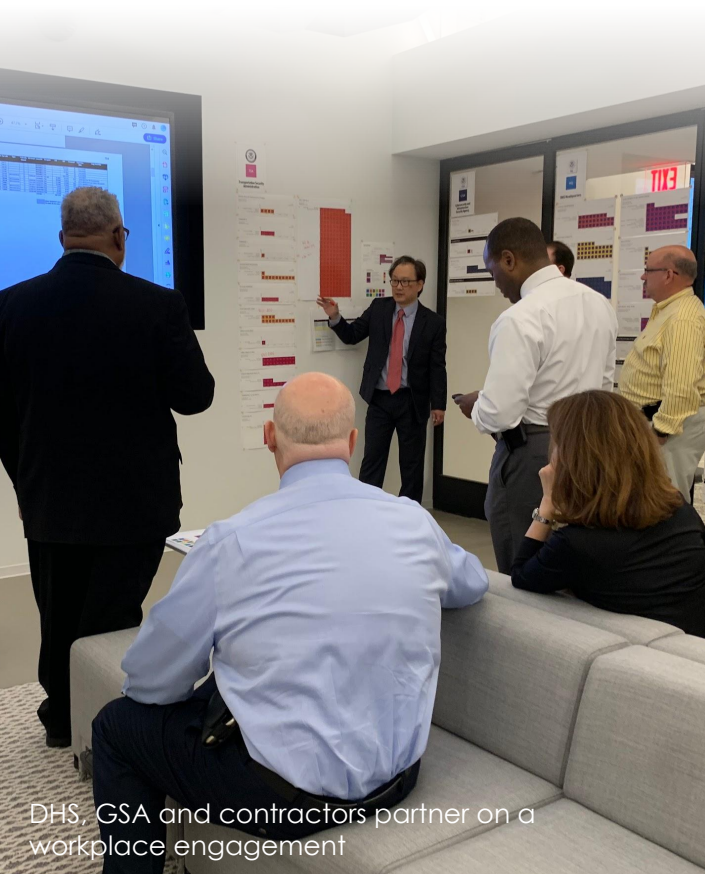
Workplace Engagements



Workplace Engagements

Suite of GSA in-house and contracted studies and activities that holistically evaluate human, space, and technology needs

- customized workplace strategies and solutions based on diagnostic & descriptive research
- creates a clear business rationale for technology, business process, and workplace improvements
- obtains buy-in by employees, leaders, and stakeholders
- investigates opportunities for future culture growth
- scalable from local to national levels



DHS, GSA and contractors partner on a workplace engagement

Workspace

Space Standards
Features & Performance
Indoor Office Environment

Human Performance

Internal Communication
Organizational Growth
Culture Improvements

Real Estate

Building Attributes
Site Attributes
Location

The Effective Workplace

Business Processes

Staff Work Patterns
Distributed Organizations
Hybrid Collaboration

Supplies & Equipment

Furniture
Fixtures & Equipment
Support Services

Technology

IT Infrastructure
IT Services
Telecommunications

Robust Workplace Recommendations



Workspace

- design principles
- workplace neighborhood concepts
- space program calculations
- lighting & acoustics
- desk sharing strategies

KIT OF PARTS INDIVIDUAL WORKSPACES



Workstation
Collaborative
36 SF

Orienting the workstation into a "bulbpin" configuration is recommended for collaborative groups as it allows users to swivel in their chairs for impromptu conversations. This configuration is recommended to be located within the collaboration areas.

Features

- Ergonomic chair
- Adjustable height desk
- Lockable storage unit (optional)
- Low-height privacy panels between workstations
- Adjacent collaborative table
- Dual monitors, Wi-Fi accessibility and data connection



Workstation
Focus
36 SF

These workstations provide a feeling of personal space and privacy. The privacy panel enables users to better focus and reduces visual distraction. This configuration is recommended to be located within the quiet/focus space.

Features

- Ergonomic chair
- Adjustable height desk
- Lockable storage unit (optional)
- Low wall
- Dual data



Touchdown
Short-Term / Visitor
36 SF

Touchdown spaces are temporary workspaces available to visitors and employees for short-term use. This configuration is recommended in the customer space or located closer to entry point for visitor access.

Features

- Ergonomic chair
- Adjustable height desk (optional)
- Low-height privacy panels between



KIT OF PARTS TEAM SPACES (MEETING/COLLABORATION)

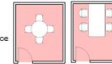


Huddle Room
4 Person
120 SF

A space for meetings of up to 4 people, allowing employees to meet quickly, with the ability to conduct tele-conferences or review projects and data on-screen. Located near team workstations for quick use.

Features

- Table and chairs
- Writable surface and pin up space
- Phone
- Digital screen
- Power, data and AV support
- Lighting controls (optional)
- Acoustic privacy
- Visual privacy (optional)
- Rooms are reservable (optional)



Medium Meeting Room
8-10 People
240 SF

A space for meetings of up to 10 people, allowing employees a more formal setting to conduct tele-conferences or review projects and data on-screen. Rooms are to be located within the collaboration zone.

Features

- Flexible table and chairs
- Writable surface and pin up space
- Phone / Polycom / VTC Technology
- Digital screens
- Power, data and AV support
- Lighting controls
- Acoustic privacy
- Visual privacy (optional)
- Rooms are reservable

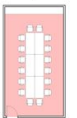


Large Meeting Room
15 People
606 SF

A space for meetings up to 16 people, for meetings or trainings. Furniture can have flexibility for different configurations based on the team's activities. These spaces could be located/designated to have access to daylight and views.

Features

- Flexible tables and chairs
- Writable surface and pin up space
- Phone / Polycom / VTC Technology
- Digital screens
- Power, data and AV support
- Lighting controls
- Acoustic privacy
- Visual privacy (optional)
- Rooms are reservable



Robust Workplace Recommendations



Real Estate

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

Coworking

An environment designed to accommodate workers from different organizations sharing office space and infrastructure



Coworking space by Expansive

Robust Workplace Recommendations



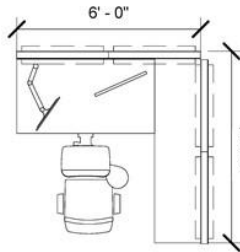
Furniture/Equipment

- furniture configurations that accommodate a variety of work styles
- ergonomics
- other furniture and equipment features

Type 3c – Internally Mobile, Interactive at Desk

This workstation type allows one to easily interact with others. It is ideal for personnel who:

- spend a significant amount of time throughout the workplace, not just at the desk
- when at the desk, spends a moderate amount of time interacting with others, either by phone or in-person
- does not spend a significant amount of time focusing on involved, concentrative tasks, such as writing a report
- does work with letter and legal sized paper files
- does work with large-scale drawings on a frequent basis
- does not have additional storage requirements beyond personal effects



Additional Components

Medium amount of low open storage under additional desk height work surface.

“Hybrid Station” mix of a benching solution and cubicle, used for staff requiring higher level of privacy.

Robust Workplace Recommendations



Technology

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

Workplace Innovation Lab



A hybrid meeting in the Workplace Innovation Lab

Robust Workplace Recommendations



Business Processes

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

FINDINGS & INSIGHTS

WORK PATTERN DEVELOPMENT

To assess work patterns, an analysis of where work takes place and types of work activities was completed using employee survey data. Each sub-org group who participated in the employee survey was organized into workstyles: Deskbound Interactive or Concentrative, Internally Mobile Concentrative or Interactive, and Externally Mobile Concentrative or Interactive, based on pre-COVID activities at the office. Workstyle Development classifies each sub-organization's combination of collaborative and concentrative patterns and mobility. These influence decisions on desk sharing ratio, space requirements, and standards, which all play a role in the program customization for a successful activity-based workplace.

WORK LOCATIONS <i>At The Office Pre-COVID</i>	DESKBOUND		INTERNALLY MOBILE		EXTERNALLY MOBILE					
	Interactive		Concentrative	Interactive	Concentrative				Interactive	
	ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	ORG 6	ORG 7	ORG 8	ORG 9	ORG 10
Time Spent at Desk in Official Workplace	85%	80%	84%	83%	55%	56%	40%	51%	70%	81%
Time Spent Away from Desk in Official Workplace	5%	10%	10%	14%	15%	0%	25%	17%	0%	13%
Time Spent Working from Home	5%	10%	7%	19%	24%	20%	33%	25%	30%	23%
Time Spent at Other Locations Away from Official Workplace	5%	0%	11%	4%	0%	0%	3%	0%	0%	3%
WORK ACTIVITIES <i>At The Office Pre-COVID</i>	ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	ORG 6	ORG 7	ORG 8	ORG 9	ORG 10
Time Spent Conducting Focused Work	20%	10%	25%	30%	33%	33%	43%	40%	5%	18%
Time Spent Conducting Routine Work	10%	10%	25%	17%	18%	17%	13%	31%	25%	18%
Time Spent Collaborating On The Phone	20%	40%	11%	18%	10%	20%	8%	12%	15%	10%
Time Spent Collaborating On Video Conference Calls	20%	10%	4%	3%	15%	4%	3%	2%	28%	7%
Time Spent in Face-to-Face Interactions	20%	30%	28%	26%	20%	22%	10%	11%	23%	20%
Time Spent Conducting Other Activities	10%	0%	8%	8%	5%	4%	25%	4%	5%	11%

*Percentages indicate time spent conducting each activity during a typical work week. Data was collected from employee survey responses.

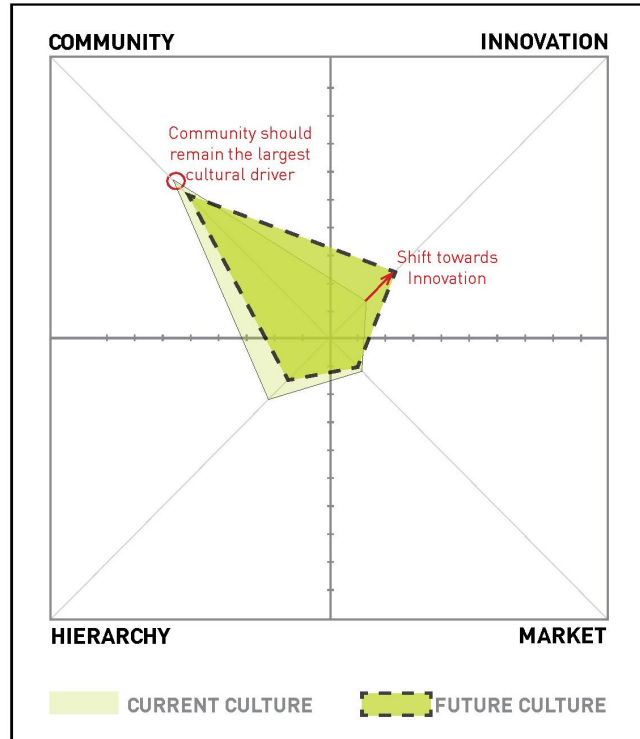
Robust Workplace Recommendations



Human Performance

- **methods for improving organization culture**
- enhanced collaboration and communication
- change management and communications

COMBINED - WORKPLACE CULTURE RESULTS



Integrated Workplace Recommendations



Workspace

- design principles
- workplace neighborhood concepts
- space program calculations
- lighting & acoustics
- desk sharing strategies



Real Estate

- colocation requirements
- desired amenities
- portfolio adjustments for increased mobile work, such as increased working from home & coworking



Furniture/Equipment

- furniture configurations that accommodate a variety of work styles
- ergonomics
- other furniture and equipment features



Technology

- personal technology
- telework improvements
- collaboration tools
- 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 AEI Contractors

- 1 AECOM
- 2 BDHP
- 3 Gensler
- 4 HOK
- 5 Interior Architects
- 6 Jacobs
- 7 Leo Daly/NBBJ
- 8 Marble Fairbanks
- 9 Perkins+Will
- 10 Richter
- 11 Schwartz/Silver
- 12 Smith Group
- 13 SOM
- 14 Studios



Sign-up for a
Workplace
Engagement



Want to learn more?

Reach out to workplace@gsa.gov or your national or regional account manager!

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