



GSA Public Buildings Service

# Space Utilization & GSA Workplace Offerings



**PBS National Customer Forum**

*July 24, 2023*

*Washington, DC*

## *Space Utilization and GSA Workplace Offerings – Our Speakers*



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GSA



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Office of Workplace Strategy  
GSA PBS

# 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

**GAO**

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  
Expected at 10:00 a.m. EDT  
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

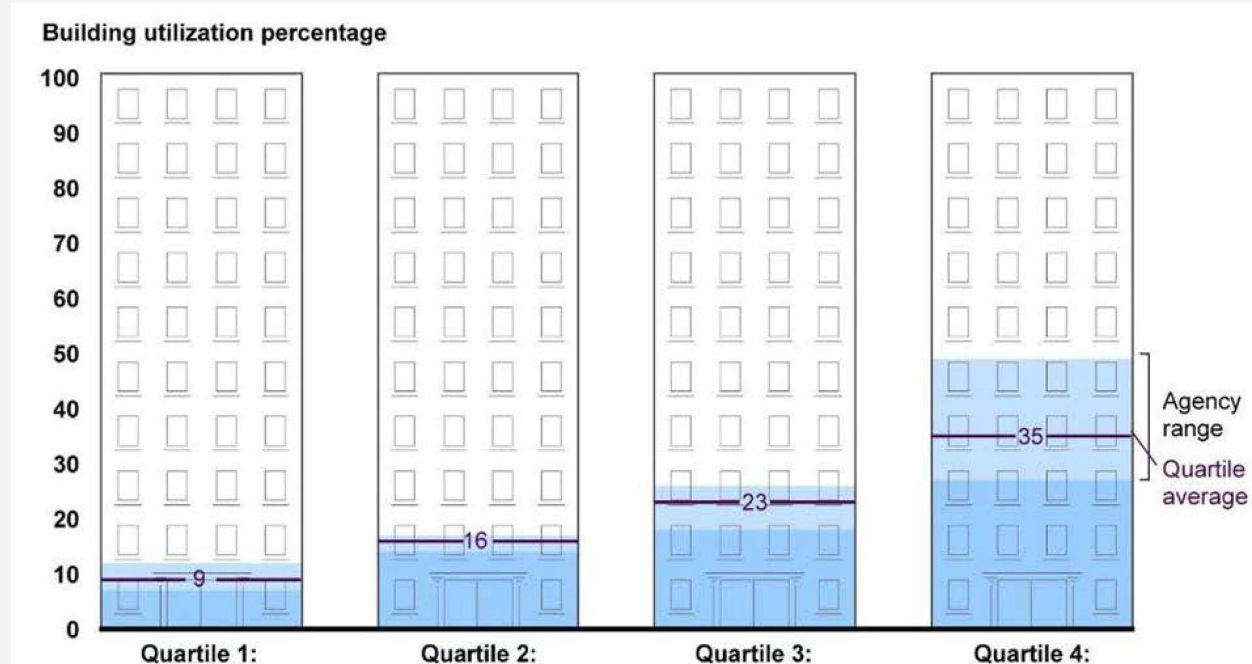


# GAO-23-106200

## 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

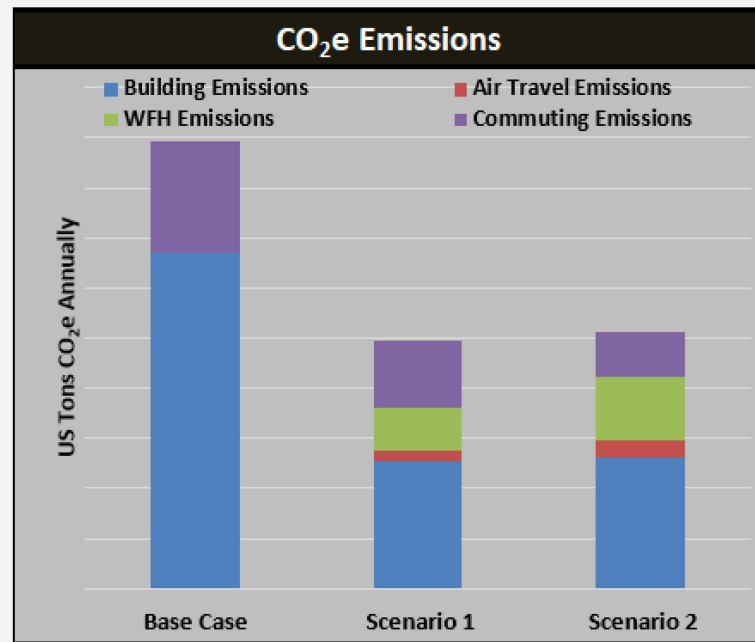
## Discover space-saving benefits with hybrid work

- 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: CO<sub>2</sub>e 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 CO<sub>2</sub>e 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

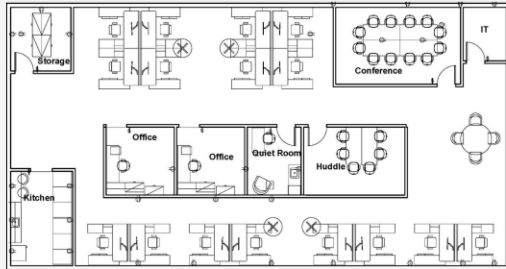


1

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

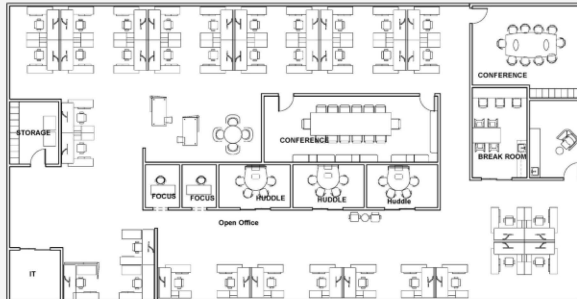
## Model A : 3,500 sf.

18 people with no desk sharing



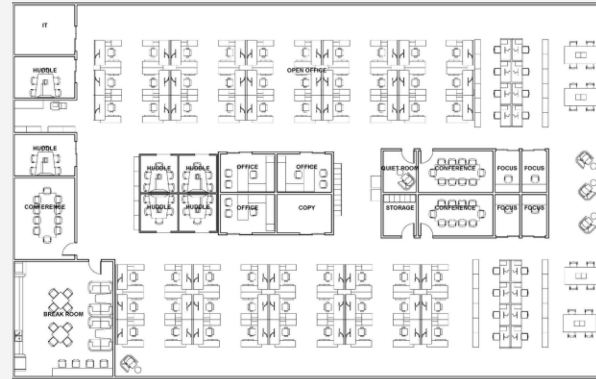
## Model B : 6,500 sf.

36 people with no desk sharing



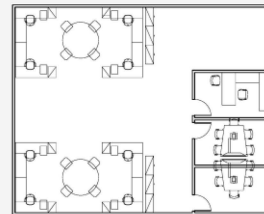
## Model C : 12,500 sf.

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.

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#### 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	
Workstations	5,215 usf
Offices	720 usf
Collaboration Spaces	4,346 usf
Other Standard Support	1,748 usf
Internal Circulation	11,971 usf
<b>Total Usable Area</b>	<b>24,000 usf</b>
<b>All-In Utilization Rate</b>	<b>171 usf/person</b>

Functional Estimate - Tenant Improvement	
<b>Total TI Estimate (+/- 20%)</b>	<b>≈ \$3,989,014</b>
<b>Average \$/USF (+/- 20%)</b>	<b>≈ \$166.21 / usf</b>

Cost - Furniture	
Individual Workspaces	≈ \$531,471
Standard Support Spaces	≈ \$147,446
Installation	≈ \$135,783
Escalation to Move-In Year	≈ \$100,156
<b>Total Furniture Estimate</b>	<b>≈ \$914,856</b>

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.

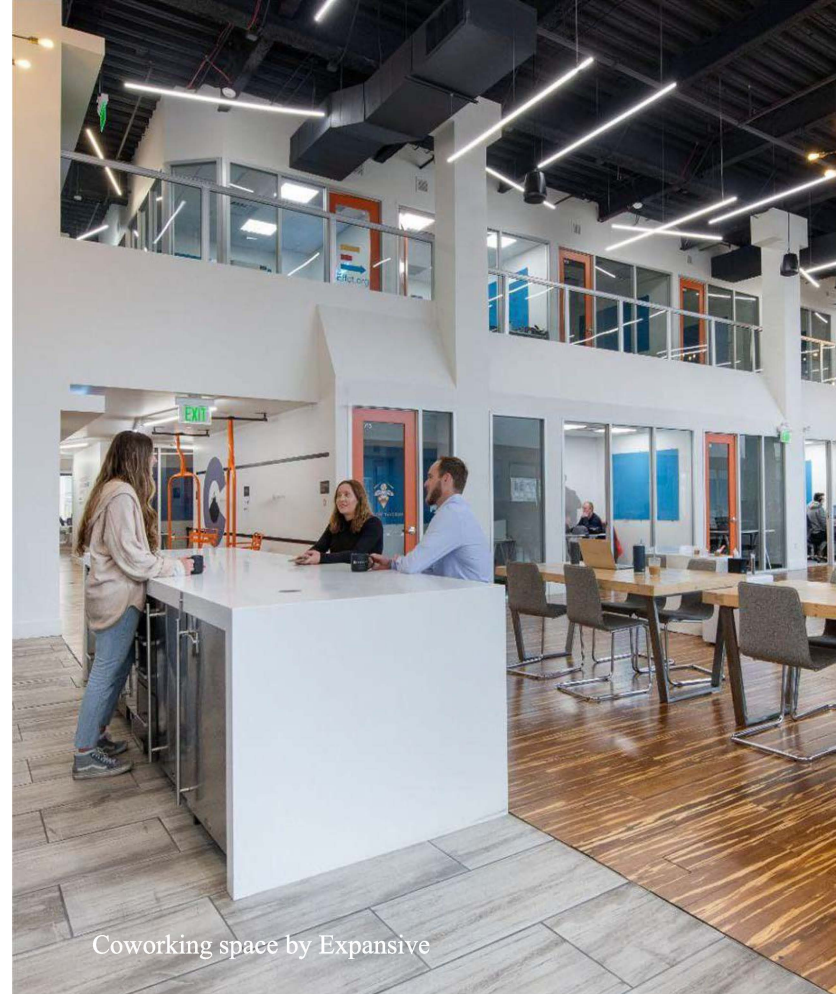
# Commercial & Federal Coworking



# 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



Coworking space by Expansive

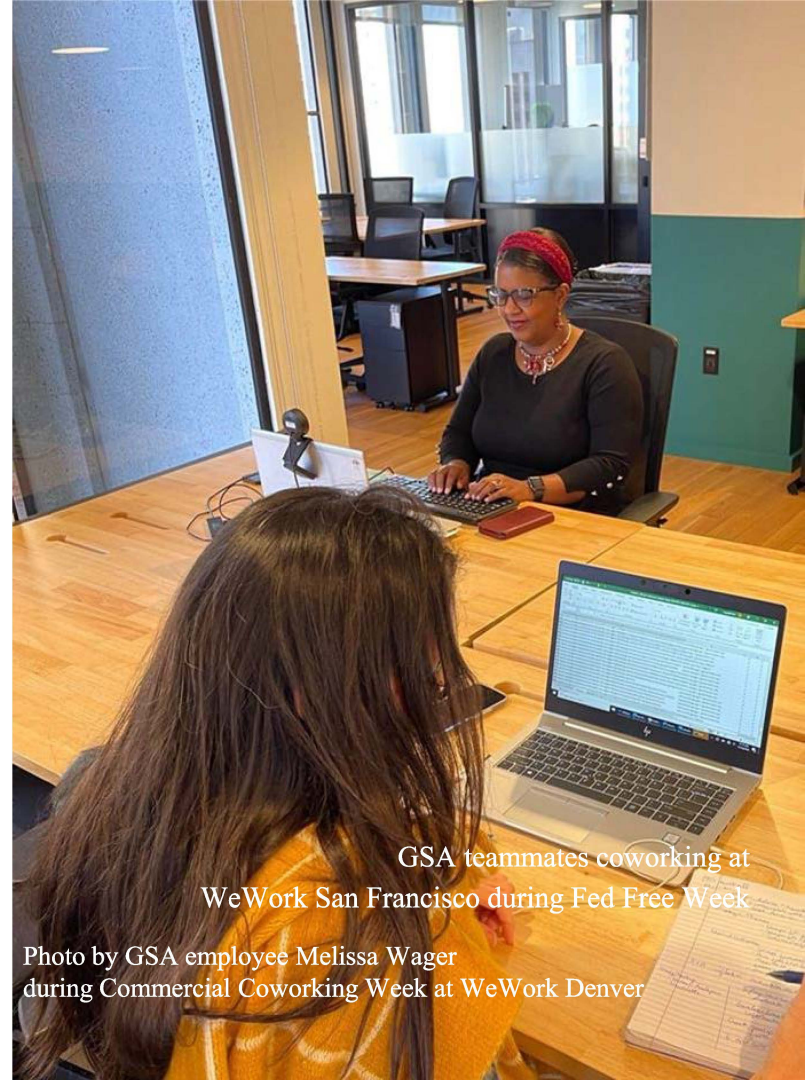
Photo by GSA employee Melissa Wager during Commercial Coworking Week at WeWork Denver

# Vendors

## 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

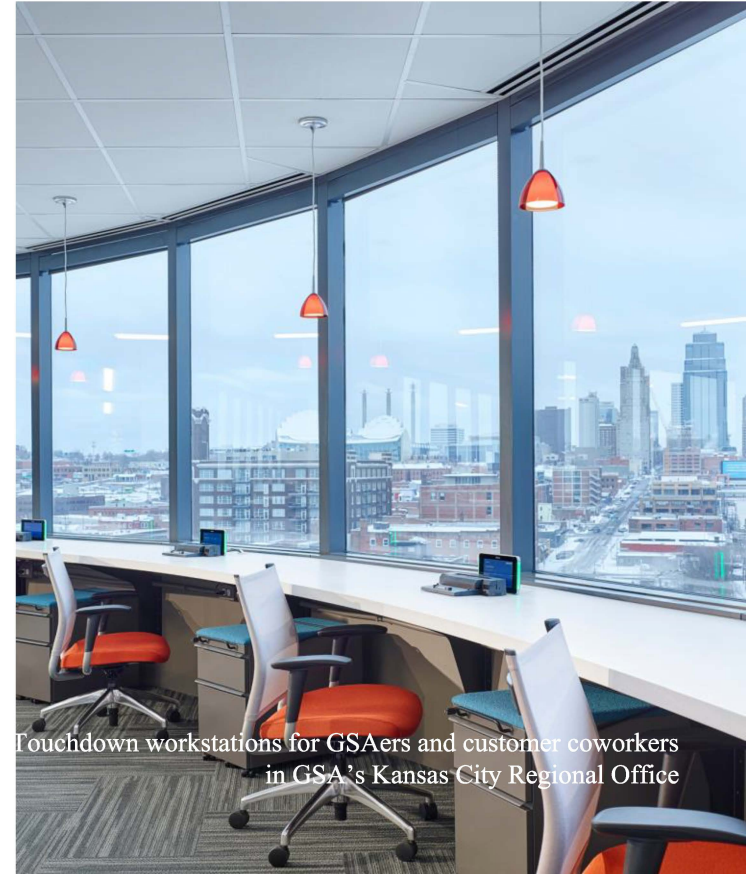
Photo by GSA employee Melissa Wager  
during Commercial Coworking Week at WeWork Denver



# 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!

## Comments About Federal Coworking in San Francisco



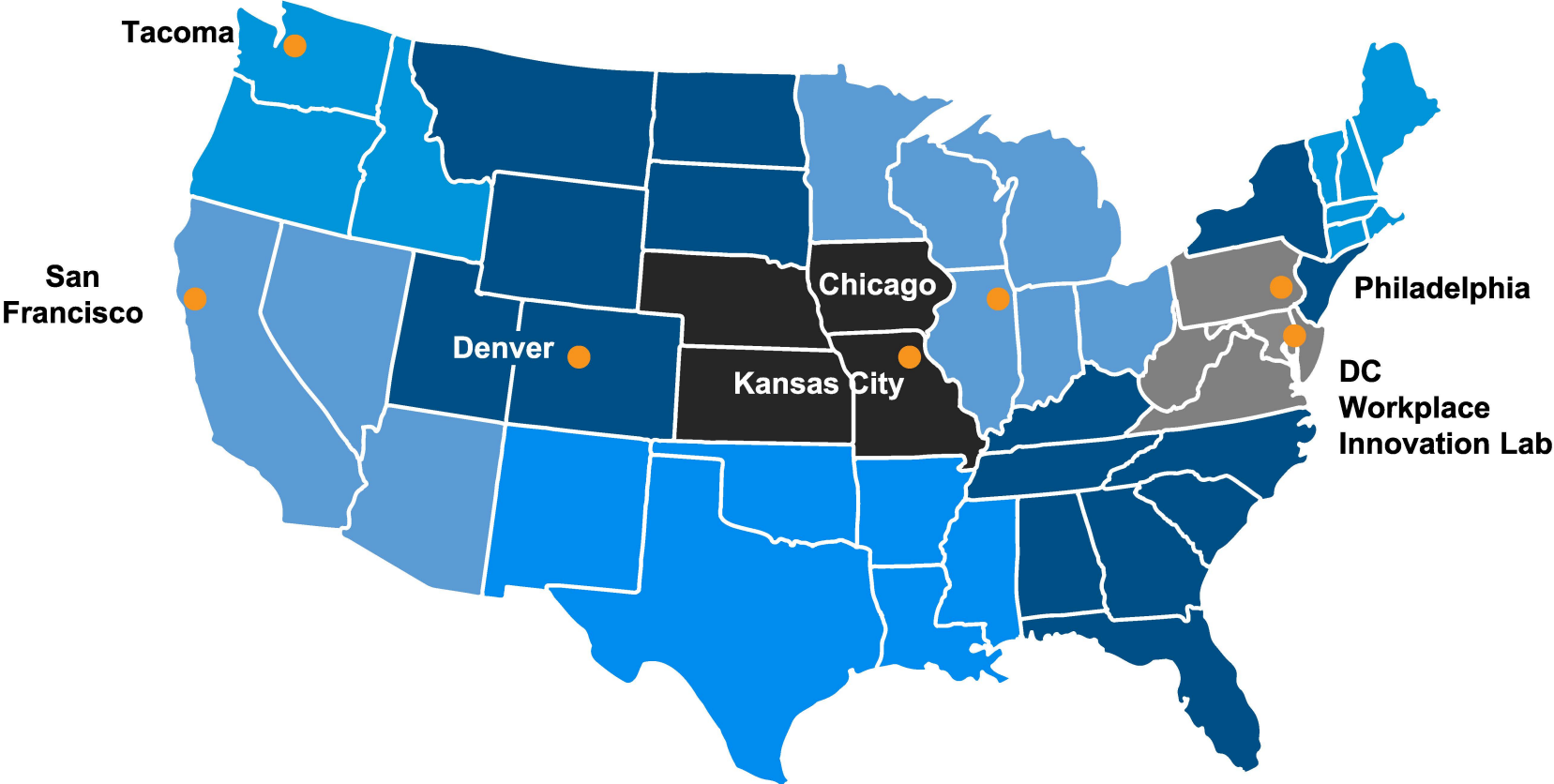
“Loved the building and the idea of a federal coworking space. Nice, clean facilities, good downtown setting close to transit.”

“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.

# Key Regional Cities With Coworking





# Prototype Locations – Tacoma & San Francisco

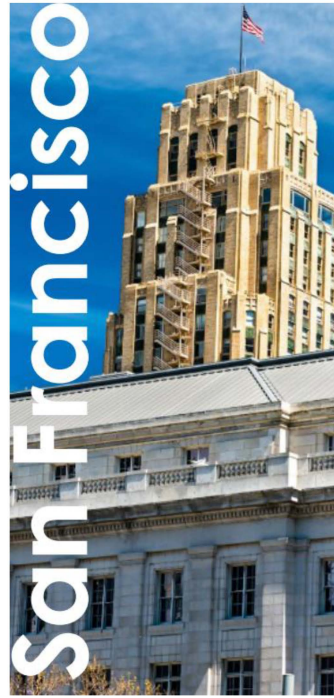


## SPACE

- 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



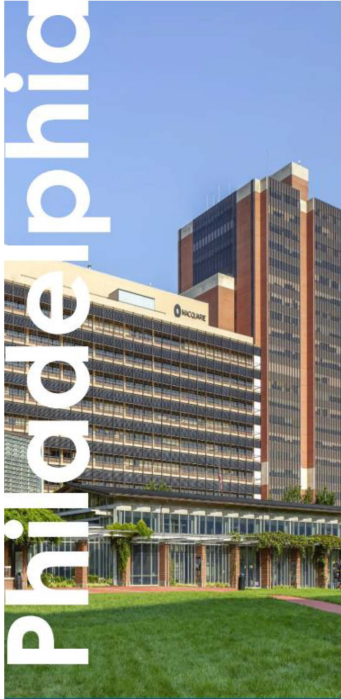
## SPACE

- 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 – Philadelphia & Kansas City



## 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 – Denver & Chicago



## 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



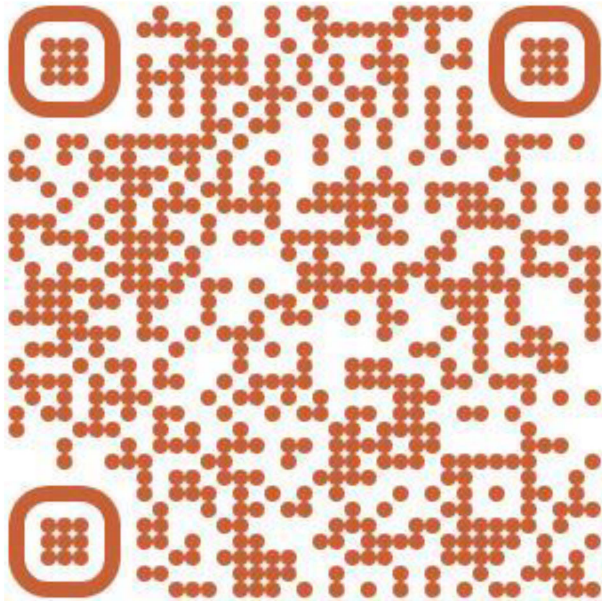
## SPACE

- 35th floor space available
- Adjustable height desks for drop in use
- Ability to request meeting 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

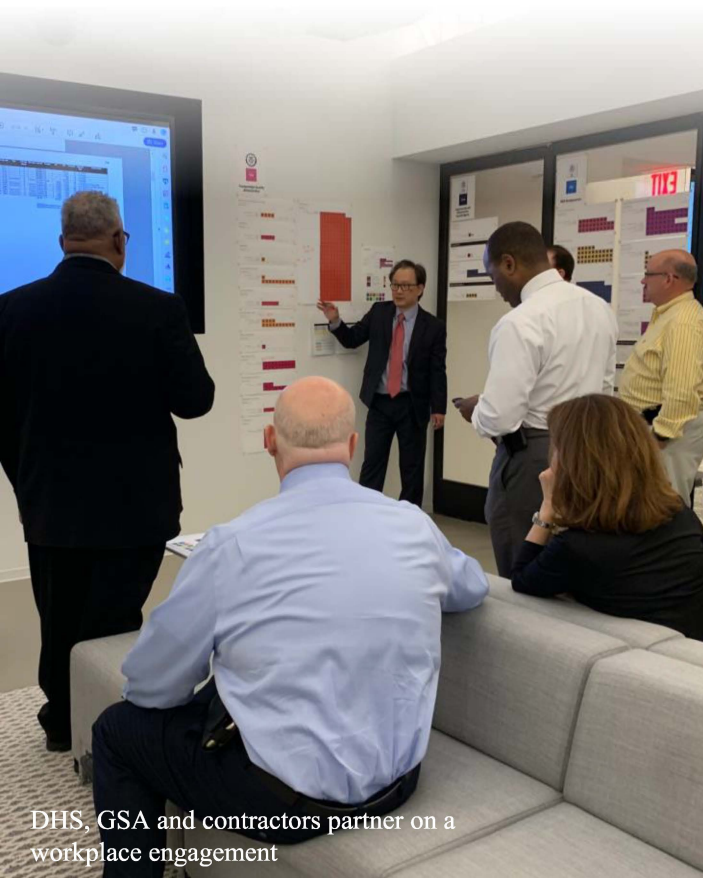
# Workplace Engagements



# 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



## 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 Recommendations - Workspace



## 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 "bulpen" configuration is recommended for collaborative groups as it allows users to sit/walk 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-height privacy panels between



**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 facing workstations



### 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 teleconferences 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 screens
- Power, data and AV support
- Lighting controls (optional)
- Acoustic privacy
- Visual privacy (optional)
- Rooms are reservable (optional)



**Medium Meeting Room**  
8-10 People  
280 SF

A space for meetings of up to 10 people, allowing employees a more formal setting to conduct face-to-face 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  
600 SF

A space for meetings up to 18 people, for meetings or trainings. Furniture can have flexibility for different configurations based on the team's activities. These spaces could be located/designed 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 Recommendations – Real Estate



## 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 Recommendations— Furniture/Equipment



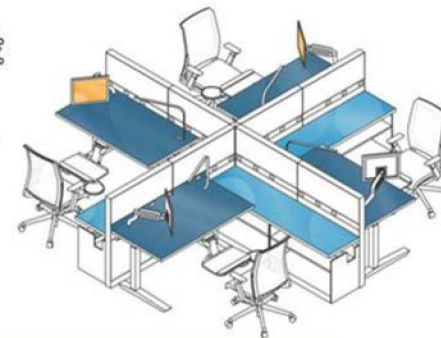
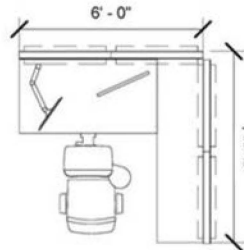
## Furniture/Equipment

- o furniture configurations that accommodate a variety of work styles
- o ergonomics
- o 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.

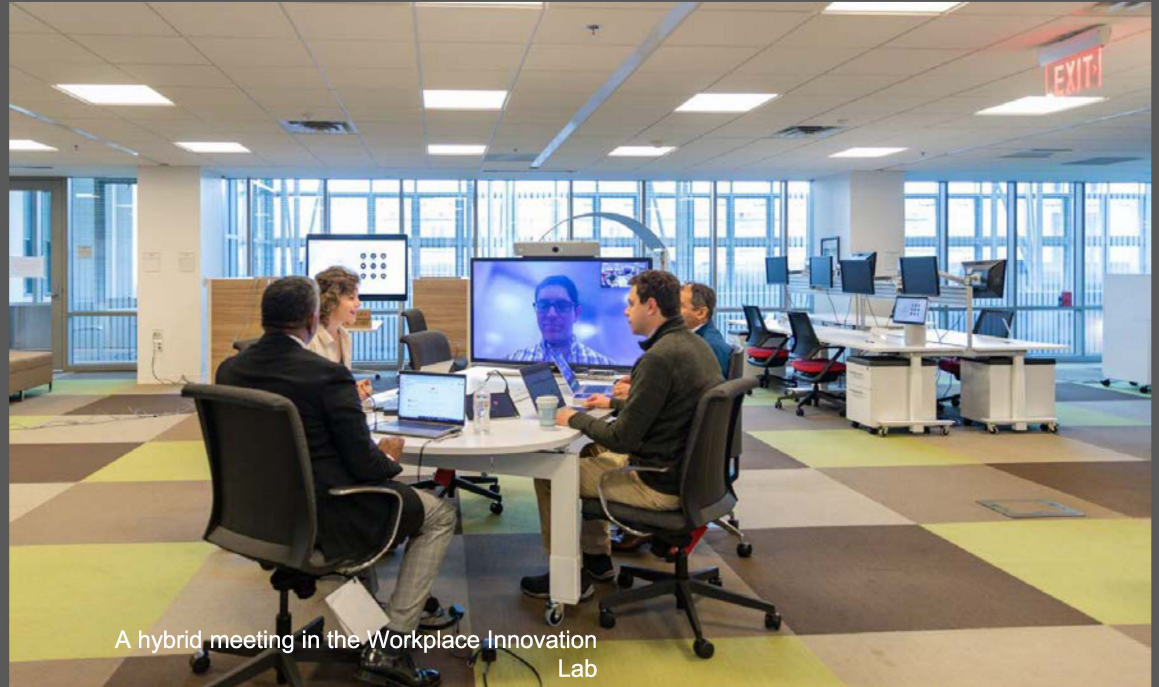
# Robust Recommendations - Technology



## 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 Recommendations – Business Processes



## Business Processes

- o distributed organization strategies
- o workplace protocols
- o **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%	50%	40%	51%	70%	61%
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%	10%	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>										
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%	20%	7%
Time Spent in Face-to-Face Interactions	20%	30%	28%	20%	20%	22%	10%	11%	23%	20%
Time Spent Conducting Other Activities	10%	0%	8%	0%	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.

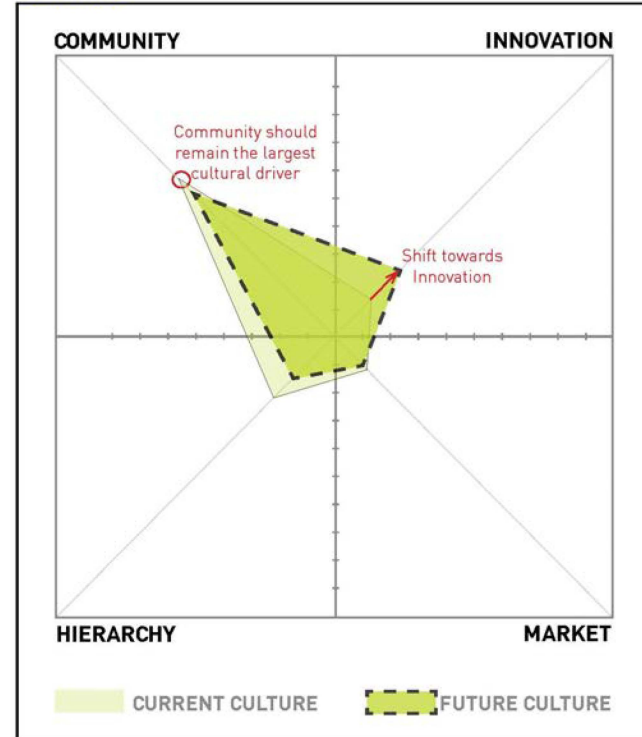
# Robust Recommendations – Human Performance



## 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](mailto:workplace@gsa.gov) or your national or regional account manager!

UNITED STATES COURTHOUSE