

Flexible Workspace Solutions in Federal Office Space

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INTRODUCTION

The federal government is the largest property owner and energy user in the United States. Over 900,000 buildings, including courthouses, warehouses, office buildings, laboratories, border stations, and other property types, are owned or managed by the federal government. These properties are costly to operate and maintain. In fact, real estate is the second largest expense for most federal agencies, second only to human capital.

With budget deficits and cost cutting at the forefront of the federal government's agenda, a renewed focus has been brought by the Obama administration to reduce the federal government's real estate footprint and save on rent and operating costs.

One way to accomplish a footprint reduction is to consolidate space by reducing the size and quantity of offices, encouraging desk sharing, and adopting a more mobile work environment—initiatives that when combined are known as flexible workspace solutions.

This article focuses on flexible workspace solutions in federal office space. A summary of federal real estate management initiatives is provided to offer context to the rationale of flexible workspace solutions.

The article also explores how an effective implementation of this initiative would (1) result in significant square footage and monetary savings for the federal government, (2) increase worker satisfaction, and (3) generate environmental efficiencies.

Potential benefits and challenges of adopting a range of flexible workspace solutions are explored. Finally best practices needed to implement these strategies in terms of policies, management approach, and integration of technology are discussed.

THE PRESIDENT'S INITIATIVE

The Obama Administration's efforts to be more efficient and effective with its real estate spending began to take shape in 2010 when the President launched the *Campaign to Cut Waste*. This campaign charged agencies with going line-by-line through their budgets to identify areas of unnecessary spending or opportunities for greater efficiency or cost savings. The administration furthered this campaign on June 10, 2010 when it issued a presidential memorandum targeting the disposition of unneeded federal real estate, thereby saving billions of dollars in real estate activities.

The President states in the memo:

To eliminate wasteful spending of taxpayer

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dollars, save energy and water, and further reduce greenhouse gas pollution, I hereby direct executive departments and agencies (agencies) to accelerate efforts to identify and eliminate excess properties. Agencies shall also take immediate steps to make better use of remaining real property assets as measured by utilization and occupancy rates, annual operating cost, energy efficiency, and sustainability. In total, agency efforts required by this memorandum should produce . . . increased proceeds from the sale of assets and reduced operating, maintenance, and energy expenses from disposals or other space consolidation efforts, including leases that are ended.”¹

In addition to the June 2010 memo the President signed Executive Order 13589, *Promoting Efficient Spending* in November 2011. In Executive Order 13589, the President directed each agency to reduce its combined costs in a variety of administrative categories by not less than 20 percent in Fiscal Year (FY) 2013 from FY 2010 levels.

To achieve these savings, many agencies identified and implemented creative and innovative practices to reduce costs and improve efficiencies in such areas as travel, conference expenditures, real estate, and fleet management.

As part of this Executive Order and as directed by the Office of Management and Budget (OMB), executive branch agencies were no longer allowed to increase the size of their real estate inventory. Acquisition of new federal office space that increased an agency’s total square footage of property had to be offset through consolidation, co-location, or disposal of space from the inventory of that agency.

By the end of FY 2012 federal agencies had met the President’s goal. Federal executive-branch agencies had identified over \$3.5 billion in real estate savings through disposals, space management, and sustainable energy and innovative real property

management practices. This was the start of a more efficient federal real estate inventory, but there was still work to be done.

A FREEZE THE FOOTPRINT POLICY

In March 2013, OMB issued another directive clarifying the requirement for agencies to “freeze” their real estate footprints. The memo stated that on an annual basis, all executive branch agencies must offset any growth in total office and warehouse space with other corresponding reductions in total office or warehouse space, so as to ensure that there is no net increase in the size of these real property assets, compared against the FY 2012 baseline.²

OMB along with the General Services Administration (GSA) was charged with monitoring the agencies’ property management on an annual basis. GSA was selected to monitor this initiative because as the federal government’s landlord, GSA brokers lease deals for many federal agencies as well as owns and leases over 354 million square feet of space in 9,600 buildings.

As part of the *Freeze Your Footprint* policy, each agency must provide GSA a plan that demonstrates how it will maintain their total square footage for office and warehouse space over a three year time span. Each agency’s plan must include:

- How an agency will use consolidations, co-locations, and disposals to offset new construction projects and leases. At least three examples of planned changes that can be tracked publicly must be incorporated into the plan.
- Documentation of costs to show total amount spent on federal leasing and an analysis for how the agency will control leasing and other costs in the future.

- An explanation of the steps an agency is taking to increase efficiency of its current space, such as teleworking and mobile work strategies.
- A description of internal controls, including how the agency will execute offsets and the certification process for approving new leases or space to ensure no annual growth.³

PROVIDING SPACE UNDER THE FREEZE DIRECTIVE

As each federal agency develops their plan they must consider how they will comply with OMB's Freeze Your Footprint policy while still maintaining space for their current and future personnel. This can be a major concern, especially for agencies that are expecting growth in personnel, such as agencies with a law enforcement component.

While agencies cannot continue to expand their footprint to accommodate future staffing levels, they must provide adequate space for their personnel. According to the Code of Federal Regulations:

Executive agencies must provide a quality workplace environment that supports program operations, preserves the value of real property assets, meets the needs of the occupant agencies, and provides child care and physical fitness facilities in the workplace when adequately justified. An executive agency must promote maximum utilization of federal workspace, consistent with mission requirements, to maximize its value to the government. (41 C.F.R. 102-79.10)⁴

The conflict between needing more space for future staff while finding a way to freeze, and possibly shrink an agency's real estate footprint, lends itself to the opportunity of

mobile work and flexible workspace solutions.

WORK SPACE CHANGES

In traditional work settings, each individual has a dedicated workstation or office. In previous decades, this is the place a worker would come to in the morning, sat down, and turned on his or her computer. It was the one place where a worker had access to emails, would answer and place phone calls from, and would focus on individual tasks, such as reviewing files, writing a report or generating a spreadsheet. At the end of the day, the individual would turn off the computer, leaving his work product at the workstation or office.

This is not to say that people did not bring work files home to read and review. Rather it captures the idea that workers were most productive at their dedicated workstation because this is where they accessed their hard files and computer.

However changes in information technology have enabled office work to happen anytime, anywhere. It is not uncommon to see workers checking their smart phones while riding the train to and from work or accessing their work email at home by logging into a secure virtual private network (VPN) via their laptop computer. These are examples of mobile work—work an individual completes even though he is not at his desk or office.

Now consider the email an individual drafts while sitting in a conference room between meetings. Or the work one accomplishes while on business travel or at a client site. These are also examples of mobile work.

Mobile work is work that is completed even though an individual is not sitting at his assigned workstation or office. A recent GSA

study of real-time occupancy of work which observed 22 workplaces across five agencies for two-week periods found that employees are typically only at their desks one-third of the time, even though work is completed throughout the entire day.⁵ A changing landscape in the workforce is the main reason for this.

Over the past decade, there have been dramatic changes in technology, business practices, and the demographic profile of the U.S. workforce. Computer work has taken precedence over paperwork. No longer are employees storing paper files in drawers and filing cabinets. Electronic storage of documents and smaller, portable equipment means a person can work wherever their equipment is.

Team work has also grown in importance. Collaboration is recognized as a competitive advantage in both the public and private sector. More collaboration and team work means more time spent in conference rooms or meeting in small, informal settings.

Finally a greater geographic distribution of team members is now commonplace, rather than the exception. A larger percentage of the workforce teleworks which means those individuals spend even less time in their assigned workstation.

TELEWORKING AND MOBILE WORK PRACTICES

Teleworking does play a key role in flexible workspace solutions, but the concept of mobile work is much broader than simply teleworking. Teleworking is a work arrangement in which employees perform their work duties from home on a regular basis.

According to the U.S. Office of Personnel and Management approximately 25 percent

of eligible federal employees telework.⁶ This percentage has increased significantly since 2010 when President Obama signed the Telework Enhancement Act into law.

Yet of those eligible to telework, many indicate a fairly low rate of participation. More than half of those eligible to telework do so two or fewer days per week, and only 27 percent of teleworkers were reported as participating three or more days per week.⁷

Teleworking is a form of mobile work, however, it is only a small sub-set of mobility. While the percentage of those who primarily telework is low, the number of individuals who utilize mobile work practices—working inside the office in areas other than assigned workstations, working outside the office while traveling, or working in the field—is not.

In order to best accommodate these work patterns, as well as to reduce space needs and/or accommodate more staff in the same footprint, a flexible workspace setting should be adopted.

FLEXIBLE WORKSPACE SOLUTIONS

A flexible workspace is an environment that modifies the traditional work setting by divorcing a worker from his dedicated workstation or office. A flexible workspace instead provides a mobile work setting with a range of space types, both collaborative and focused areas, that support end-users when they are in office.

Currently federal workplaces have a high percentage of dedicated, individual spaces like private offices and assigned workstations. For some agencies, as much as 90% of the office is dedicated to private offices and assigned workstations, with the remaining 10% designed for collaborative spaces such as conference rooms.

Yet at any given time, roughly a third of employees are working in an outside location, while another third are in the building, but not at their desks. If only 30 percent to 40 percent of end-users with assigned desks in a given workspace are actually using them, why is so much space dedicated to these types of workspaces?

A flexible workspace not only changes the ratio of offices and assigned workstations to collaborative areas, but also creates a denser floor plate and introduces a higher utilization rate.⁸

Workstations

Organizing a federal workplace around mobility offers better space utilization by replacing some of the assigned desks with smaller, non-dedicated, non-permanent workstations. These workstations are used on an as-needed basis by mobile employees when they actually need a desk.

In order to accommodate a variety of workers, the shared workstations need to be easily adaptable in terms of ergonomics, storage, work surface, and power and internet access.

In traditional workplace settings, a workstation is typically an eight-by-eight feet (64 square feet) high-partitioned cubicle. Under the flexible workspace solution, workstations could range in size from 36 square feet to 54 square feet with low or no partitions.

The shared workstation is more open with little to no filing storage but plenty of work surface and easy access for charging electronics.

Focus Areas

In addition to having shared workstations where an end-user can touch down and

complete some individual work, a flexible workspace solution must incorporate focus areas where end-users have minimal distractions as well as acoustic privacy.

Small rooms, sometimes called “get-away booths,” can be placed through the office space for mobile workers to hold telephone and video-conferencing calls or complete solitary activities. To function effectively, these spaces need to be small, should be isolated from the noise of collaborative areas, and be designed as drop-in, as opposed to all-day, workspaces. Their purpose is to provide the opportunity for short-durations of individual, heads-down work or one-on-one meetings.

Collaborative Areas

The flexible workspace would allocate more space to shared activities that support collaborative work. Today’s mobile workers have many brief stand-up conversations, impromptu meetings, and planned meetings of various sizes. When mobile workers are in the office, they are more likely to take advantage of face time with colleagues.

Therefore, it is important that a flexible work environment have a variety of collaboration and knowledge sharing spaces for people to interact. Conference rooms, team rooms, and informal meeting areas are some examples of collaborative work settings.

Collaborative meeting areas need not be all partitioned, formalized rooms. In fact the use of circulation elements, such as stair landings, can be designed to encourage unplanned encounters that spark conversations.

LEVERAGING MOBILITY AND FLEXIBLE WORKSPACES

Adopting a flexible workspace solution is

not simply a way to slash real estate footprints. It is also an approach to find creative ways to use current space to better support the way in which today's employees work. The flexible workplace strategy can help an agency freeze or even reduce its footprint while still increasing the number of employees who work from that particular location.

For example, the GSA recently completed a modernization project at their headquarters in Washington, DC. The agency, which relies heavily on teleworking and shared workspaces, was able to shrink the amount of space required for individual workers.

The project reduced GSA's occupied space by approximately 38 percent. The building now accommodates 4,500 workers—almost 2,000 more than before the project.

This project enabled the agency to bring more workers from off-site locations into the headquarters building, thereby eliminating lease payments. The flexible workspace solutions implemented at GSA has significantly reduced its utilization rate to 80 useable square feet (USF) per person, which is well below the federal government's target of 170 USF per person.⁹

Using its own project as a guide, GSA is helping other agencies adopt flexible workspace solutions. In 2011, the Bureau of Land Management approached GSA to help it develop solutions to realize cost savings by decreasing its footprint while improving and reinventing its workspace.

The project is currently under construction, but when the consolidation is complete, the office footprint will be reduced by 41,000 rentable square feet, close to 20% of its

campus' space. This space reduction will result in direct rent savings totaling more than \$445,000 annually. The space consolidation will be gained by emphasizing the use of modern, flexible workspaces and mobility for the end-users.

As mobile work and flexible workspace solutions become more popular with the federal government, so too does the use of teleworking solutions. The United States Patent and Trademark Office (USPTO) has one of the most successful telework and mobility programs in the federal government. Agency-wide, the USPTO has 7,485 employees working from home between one and five days per week—equating to 87% of eligible positions teleworking.¹⁰

When it first began the telework program, the USPTO started an exchange initiative. Employees, who are primarily attorneys, accustomed to large, private offices, would relinquish their office space to work from home full time. This initiative has enabled the USPTO to relinquish about three floors, or 47,000 square feet of office workspace.

The USPTO has also embraced a flexible workspace environment for when those employees do come to the office. The office has a reservation system which allows its lawyers to reserve workspace in advance. This system allows roughly five workers to share one office. As a result, the USPTO estimates it saves approximately \$1.5M each year in rent and operating costs.¹¹

These examples show significant rent and operating cost savings after implementing a flexible workspace environment. In fact, according to the GSA white paper "Leveraging Mobility, Managing Places," if 95% of an agency's employees mobile work at least three days a week, the agency can achieve a

30% reduction in real estate. The federal government would be able to shed 106 million square feet of real estate from GSA's portfolio alone.¹²

FLEXIBLE WORK ENVIRONMENT BENEFITS

As noted in the above examples, two of the main benefits of a flexible work environment are

(1) a reduction in space (or at the very least containment of the current footprint), which is the *Freeze Your Footprint* federal policy requirement, and

(2) significant cost savings, which can then be used to hire more workers, offset budget cuts, or be repurposed for other agency initiatives.

Two other benefits of a flexible work environment are worker satisfaction and environmental efficiencies.

Worker Satisfaction

The link between worker satisfaction and teleworking has been documented in many surveys. Both public and private sector employees indicate that they perceive themselves as more productive when they telework as they are better able to control their work flow.

As reported in the *2012 Federal Employee Viewpoint Survey*, federal employees who telework had higher global satisfaction and engagement scores when compared to their non-teleworking counterparts.¹³

However as previously mentioned, teleworking is only a sub-set of mobile working. Even individuals who work in a flexible workspace environment indicate a higher level of satisfaction.

As part of a *WorkPlace 20•20 Projects Evaluation Study*, GSA surveyed the end-users of six federal workplace projects which implemented flexible workspace solutions. The survey found that more than 60 percent of the end-users said their new workspace increased their pride in the organization, their sense of well-being, and their overall worker satisfaction.¹⁴

Key design features that influenced this positive result included access to a range of amenities and settings conducive to new work styles, the quality of furnishings and finishes, and sustainable measures, such as good indoor air quality and access to daylight and views.

The same group of respondents also had a favorable response to how their workspace affected their individual work effectiveness. More than half of those surveyed said that the new space was better for individual work effectiveness, personal productivity, and concentration.

Key workplace design features that influenced the responses on improved individual work effectiveness include:

- lower partitions that reduce distraction by increasing personal courtesy (i.e., people who are loud are more aware of the impact on their conversations to others so they lower their voices);
- a range of settings that are easily accessible for informal meetings; and
- specific places for focused work, phone calls, and other meetings requiring acoustic privacy.¹⁵

Environmental Efficiencies

Mobility can reduce the environmental

impact of commuting, as well as reduce energy consumption and the associated greenhouse gas (GHG) emissions. This connection can be easily seen with teleworkers.

Teleworking reduces workers' commutes thereby reducing transportation energy consumption. The National Science Foundation (NSF) found that the average teleworking NSF employee can save 60 hours and \$1,200 in commuting costs per year.¹⁶

Applying this to the eligible telework population of this federal agency, the National Science Foundation estimates it saves more than \$700,000 in commuting costs and spares the environment more than 1 million pounds of emissions.

Federal agencies are not yet fully calculating their carbon footprint and how teleworking impacts it. But consider this. The National Science Foundation is classified as a medium size agency with only 1,250 employees.

Assuming the NSF results could be extrapolated across agencies, consider the environmental impact teleworking might have with some of the large size agencies, such as the Department of Health and Human Services with 63,000 employees or the Department of Justice with 125,000 employees.

Here again, teleworking is only a sub-set of mobile working. Environmental efficiencies can also be gained in simply adopting a flexible workspace solution. A mobile work environment that reduces the federal footprint also has a direct impact on greenhouse gas (GHG) emissions.

Nearly 40% of GHG emissions are attributed to the design, construction, and operation of buildings.¹⁷ To reduce this statistic and transition to renewable energy sources, President Obama issued Executive Order

13514—Federal Leadership in Environmental, Energy, and Economic Performance—which required all federal agencies to reduce their GHG emissions by setting agency targets to meet the goal of a 28% reduction.

A key strategy for federal agencies for reducing their carbon footprint and complying with EO 13514 is to reduce their footprint in federal and leased buildings. A well designed mobility program would accomplish just that.

FLEXIBLE WORK ENVIRONMENT COSTS

There is an old cliché that states “it takes money to make money.” This is certainly the case when transforming a traditional office into a flexible workspace solution. Whether the office is downsizing within its existing footprint or relocating to a different office footprint, be it in the same building or a different building, an agency will encounter construction costs, one time relocation costs, and technology costs.

Construction Costs

Converting a traditional office into a flexible workspace environment requires demolition of the private office walls, removal of office and larger, assigned workstations, and redesign of walls and partitions to create smaller private offices, more collaborative spaces, focus spaces, and open, non-assigned touch-down desks.

These demolition and redesign costs are known as construction costs and are typically paid to the landlord. In the case of many federal agencies, these construction costs are paid to GSA, the federal government's landlord. GSA hires contractors to complete the construction and oversees the entire construction process.

Construction costs vary depending on the

size of the project, but converting a traditional office to a flexible workspace environment typically requires a redesign of the entire space. It is difficult to achieve the efficiencies of a mobile environment if only a portion of the traditional office is affected.

Oddly, the more aggressive an agency is with their mobile strategy the less it pays in construction costs. This is because construction costs are actually based on the cost per square foot. The smaller the footprint, the less square feet and the fewer dollars spent on construction cost. This may seem counter-intuitive—many assume that if a traditional office is reduced by only 10% as opposed to 25% it will cost less.

Federal agencies typically pay for construction costs in the form of tenant improvements that are amortized in their monthly rent charges. If an agency has a current outstanding tenant improvement balance on their rent bill, possibly from a recent construction project, at the time it decides to convert its office to a flexible workspace environment, then the agency will have to pay off the amortized tenant improvement in a lump-sum payment.

Prior to committing to a flexible workspace solution project, an agency should determine if it has outstanding amortized tenant improvement costs and how much the lump-sum payment would be.

One Time Relocation Costs

In addition to construction costs and possibly tenant improvement lump-sum payments, an agency will also incur one-time costs that may or may not be paid to the landlord (e.g., GSA) during construction. These one-time costs may include updating the security system, running new voice and data cables, and converting to a new tele-

phone system that works in a mobile environment.

The telephone system needs to interact seamlessly with mobile technology by rolling to cell phones or ringing for the same person in different locations as the individual moves about the office.

Moving costs and furniture costs are also a one-time cost of transitioning to a flexible workspace environment. Furniture plays an important role in the mobile work solution. The size and configuration of workstations and private office furniture must change, resulting in the purchase of new furniture.

Collaborative spaces which will, for the most part, be new additions to the space will also require furniture that is conducive to impromptu meetings. Furniture needs to be easily reconfigured to hold anything from a one-on-one meeting to a larger in-person meeting to an individual conducting a video conference.

Information Technology

Like furniture, technology in a flexible workspace environment needs to be fluid and easily adaptable. Mobile employees depend on a reliable information technology system for communication and individual work. Equipment for the employees must include a laptop, a smart phone, and virtual communication technologies.

Within the office suite, IT considerations include networks, secure virtual private networks, and investment in virtual communication including conference and video calling systems, smartboards (i.e., white boards with interactive capabilities), and screen-sharing technologies.

While some may say the upfront IT cost is

too high, the cost of providing the technology to support a mobile work environment is typically only a fraction of the annual IT budget. In addition the investment is one that has a quick rate of return. According to the *Telework Technology Cost Study*, GSA found that if an agency invests \$16 million over three years for basic telework and mobile work solutions for a staff of 100,000, the potential rent on investment can be up to \$36 million over the same time period.¹⁸

The role of technology cannot be underestimated in the success of a flexible workspace solution. For example prior to implementing a mobile work environment, agents at the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) needed to go to the office in order to fill out paperwork and collect and analyze electronic intelligence. As most of their day was spent completing investigations in the field, the commute back and forth to the office seemed like a wasted effort. The implementation of a mobile work environment allowed the ATF agents to accomplish these tasks either in the field or at their homes. The office footprints were downsized and dedicated workstations were eliminated. Agents now only come to the office when they need to collaborate with team members.

Technology played a significant role in the success of the ATF's mobility program. Agents needed high-performing yet light-weight laptops, data storage, and other support services. Security was of particular importance and resources were spent to ensure the agency maintained a highly secure exchange of information while mobile.

Break Even Point

The cost of converting a traditional office to a flexible workspace solution does not come without cost. However, the upfront cost

is often quickly offset by the reduction in annual rent and operating costs or at a minimum, the avoidance of future rent on expansion space. The relationship between annual rent savings and up-front costs can best be described by the project's break-even point. The break-even point or return on investment can be calculated by taking the construction and one-time relocation costs and dividing by the amount of annual rent savings. The resulting value is the number of years it will take to recoup the initial investment.

Agencies should target converting those offices with a low break-even point and a high level of space savings. This will offer compliance with the Freeze Your Footprint policy quickly and will offer the agency maximum cost savings that can then be re-allocated to other agency initiatives.

Organization Change

As this article has shown there are many benefits of adopting a flexible workspace environment. Not only can an agency meet the requirements of the *Freeze Your Footprint* policy but it can accommodate future growth simply by increasing the ratio of the number of staff that share a workstation. A mobile office layout is specifically designed to allow an agency to easily adapt to changes in headcount because it is flexible in work locations and space sharing.

However fundamental organizational or cultural issues in the workplace cannot be overcome by workplace design alone. It is critical to employ change management techniques and invest in cultural and social connections in order for a flexible workspace environment to be successful.

Mobility requires a shift in management style. Middle managers are the most resis-

tant to adopting a mobile work environment. Some managers worry that their employees will be less productive if they telework or do not have a dedicated workstation. Seeing an employee at his desk is a common way for managers, especially middle managers, to determine whether an employee is being productive.

Mobile work however shifts managers' attention from activities to deliverables. Managers can no longer manage by "walking the halls." Instead the approach of managing by outcomes must be adopted. Managers must focus on work product instead of physical presence as the performance standard.

Change management is also needed for the employees working in a flexible workspace environment. In one of the projects examined in GSA's *WorkPlace 20?20 Projects Evaluation Study*, there were two groups who were physically separated under their old design but who needed to work together.

These two groups were co-located under the flexible workspace environment however interactions showed little change between these two groups after the redesign of their space. The work practices and cultures of the two groups persisted after they moved in to the new space, creating continued obstacles to collaborative work.¹⁹

It is critical to educate employees about the redesign prior to implementing a flexible workspace environment. Explaining the intent of the design features and guiding occupants in fully utilizing the new workspace is necessary. In the case above explaining how low partitions provided higher visibility and a central circulation route increased the likelihood of encounter might have aided the two groups in changing the way they interacted.

Change management is also important in

helping employees change their behavior to minimize distractions in an open office environment. Since mobile workers are both working independently as well as holding a variety of meetings in the space, it is important to communicate how different settings can best help them accomplish these tasks.

Sensitizing employees to the need to hold meetings, even impromptu ones, outside of the main work area will go a long way to helping others focus on their individual work when working in a flexible workspace environment.

CONCLUSION

Federal agencies have not widely embraced mobility thus far. However, trends in the private sector, workforce demographics, and technology all indicate that agencies will likely increase their implementation of mobility. With the onset of OMB's *Freeze Your Footprint* policy, federal agencies will have to find creative ways to do more with less, at least in terms of real estate.

As the largest owner of real estate in the country, the federal government has the opportunity to manage its real estate efficiently. Even small improvements to the space utilization and environmental footprint across the entire real estate portfolio have significant impacts.

By embracing a flexible workspace environment agencies can not only freeze or reduce their footprint, they can realize cost savings in terms of rent avoidance in the future.

Adopting a flexible workspace environment can provide significant benefits to federal agencies. It can help agencies reduce real estate, improve satisfaction and productivity, and reduce their carbon footprint.

In order to be successful an agency must invest in redesigning its space by integrating new types of spaces, including focus areas and collaborative spaces, and capitalizing on new furniture layouts that support multiple types of users.

In addition an agency must invest in technology, shift its management approach, and support the notion that mobile work is more than simply working from home.

NOTES:

¹“Presidential Memorandum—Disposing of Unneeded Federal Real Estate,” The White House, accessed May 24, 2013, <http://www.whitehouse.gov/the-press-office/presidential-memorandum-disposing-unneeded-federal-real-estate>.

²“Implementation of OMB Memorandum M-12-12 Section 3: Freeze the Footprint”, Office of Management and Budget, accessed May 24, 2013, <http://www.whitehouse.gov/sites/default/files/omb/financial/memos/implementation-of-freeze-the-footprint-guidance.pdf>.

³Ibid.

⁴“Code of Federal Regulation,” Government Printing Office, accessed May 25, 2013. <http://www.ecfr.gov/>.

⁵“Leveraging Mobility, Managing Place,” GSA Public Buildings Service, accessed May 16, 2013, http://www.gsa.gov/graphics/pbs/Leveraging_Mobility_508_complaint.pdf.

⁶“2012 Status of Telework in the Federal Government,” Office of Personnel Management, accessed July 1, 2013, http://www.telework.gov/reports_and_studies/annual_reports/2012teleworkreport.pdf

[es/annual_reports/2012teleworkreport.pdf](http://www.telework.gov/reports_and_studies/annual_reports/2012teleworkreport.pdf)

⁷Ibid.

⁸A utilization rate is the total office square footage divided by total personnel. The federal government has set a target utilization rate of 170 useable square feet per person.

⁹“Workspace Utilization and Allocation Benchmark,” General Services Administration Performance Measurement Division, accessed June 20, 2013, http://gsa.gov/graphics/ogp/Workspace_Utilization_Benchmark_July_2012.pdf.

¹⁰“Telework Thrives at U.S. Patent and Trademark Offices,” ASTD, accessed June 20, 2013, <http://www.astd.org/Publications/Magazines/The-Public-Manager/Archives/2013/Spring/Teleworking-Thrives-at-US-Patent-and-Trademark-Office>.

¹¹Workspace Utilization and Allocation Benchmark.

¹²Leveraging Mobility, Managing Place.

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¹⁵Ibid.

¹⁶“Telework Benefits Employers, Employees, and the Environment,” National Science Foundation (NSF), accessed June 20, 2013, http://www.nsf.gov/news/news_summ.jsp?cntn_id=111252.

¹⁷Brian Theodor, “Greenhouse Gas Emissions in Federal Buildings,” Whole Building Design Guide, accessed on June 20, 2013, <http://www.wbdg.org/resources/greenhousegasemissions.php>.

¹⁸“Telework Technology Cost Study,” GSA, accessed June 20, 2013, http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA_BASIC&contentId=22385.

¹⁹The New Federal Workplace.