Getting closer to the public you serve

Government To Citizens
[G2C]

A method for planning federal agencies' real estate footprints

Strategic

Data-driven

Multi-disciplinary

Modeled after private-sector innovation

Informed by internal and external stakeholders

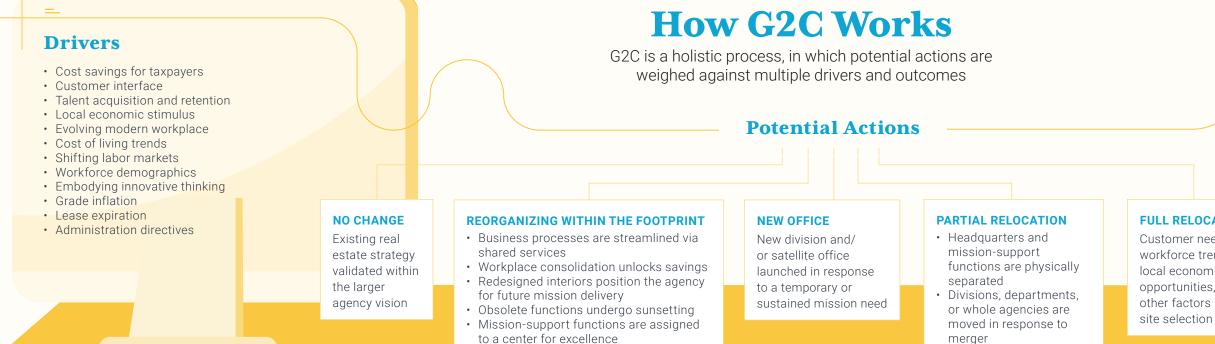### GUIDING PRINCIPLES

1. Real estate decisions should be integrated into a larger vision for improving mission delivery, supported by the expertise of OMB, OPM, DOL, and GSA.

2. Headquarter adapts in size to allow for the employment of shared services and increasing access to customers.

3. Workplace transformations catalyzes lasting organizational change.

4. Open communication fosters stakeholders' engagement in successful workplace solutions.

5. Decision making must take leasing authority and workplace-location legislation into account.

6. Collaborating on real estate across government generates shared services and other business solutions that allow each federal agency to focus on its most efficient allocation of resources.

7. G2C rethinks the location and design of the federal workplace to maximize an agency's service to the American people. An agency should reflect internally to identify opportunities, within both their operational and support functions, to create an integrated experience for those they serve. G2C empowers an agency to make data driven location decisions which can optimize front/back office processes, reach talent and provide efficient public service.

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

NOW G2C ensures that office consolidation, expansion, and other vital decisions about the federal workplace dovetail with diverse strategies for improving mission delivery —ranging in subject from customer service to community offerings.

How G2C Works

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

Drivers

- Cost savings for taxpayers
- Customer interface
- Talent acquisition and retention
- Local economic stimulus
- Evolving modern workplace
- Cost of living trends
- Shifting labor markets
- Workforce demographics
- Embodying innovative thinking
- Grade inflation
- Lease expiration
- Administration directives

Desired Outcomes

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

Potential Actions

NO CHANGE

Existing real estate strategy validated within the larger agency vision

REORGANIZING WITHIN THE FOOTPRINT

- Business processes are streamlined via shared services
- Workplace consolidation unlocks savings
- Redesigned interiors position the agency for future mission delivery
- Obsolete functions undergo sunsetting
- Mission-support functions are assigned to a center for excellence

NEW OFFICE

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

PARTIAL RELOCATION

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

FULL RELOCATION

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

The G2C Process

G2C follows a series of steps, in which each stage introduces a unique set of questions

Scan

Discover drivers of transformative change

- What is the direction of budget?
- How will our mission evolve?
- What workforce data is available?
- What executive-level policies are relevant?
- How might we leverage disruptive technology?
- How do we take lease expirations into account?
- What is the pace and appetite for change in your market/industry?

Identify

Clarify the problem or opportunity

- Does a workplace transformation clarify our mission or improve its delivery?
- What are our key priorities?
- What are our key drivers of change?
- What are our barriers to success?
- What is our timeline?

Research

Confirm the problem or opportunity

- Are there existing, proven strategies for stakeholder engagement?
- What new and existing data exists (e.g., portfolio, labor, & talent)?
- What risk is associated with this change?
- How will we measure our success?
- How will we communicate and deliver value to our executives?
- How does research reframe our problem or opportunity?

Envision

Articulate direction for the future

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

Validate

Identify resources for change

- What are the key external stakeholder outreach activities?
- To whom do we need to delegate project authority and planning responsibilities to?
- Do we have the correct approvals in place (e.g., waivers to relocate outside of a particular delineated area)?

Master Plan

Establish step-by-step implementation

- How will we match actions and phases to funding sources?
- What are the downstream dependencies?
- What might be delayed? How might funding shift?
- How can we continue to communicate our vision?
- What are our barriers to success?
- What is our timeline?
- How will we manage risks both known and unknown?

Advocate

Maximize stakeholder engagement

- How will we secure funding?
- How can Congress and SES-level employees advocate on the agency's behalf?
- How can we communicate near and long-term goals to employees?
- Why do we need to change now?
- Who are our strongest proponents?
- What is the counter-argument to the proposed action?

Program

Put the master plan into action

- How will we allow for possible changes in the real estate strategy?

A SERIES OF
FEEDBACK LOOPS

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

PROCESSES

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

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

PEOPLE

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

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

RESOURCES

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

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