



Social Security Administration

Real Property Efficiency Plan

FY 2019 – FY 2023

September 2018

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## INTRODUCTION

The Social Security Administration (SSA) has maintained a record of accomplishment in real property efficiency. We successfully met the requirements of the Reduce the Footprint (RTF) mandates. At the end of fiscal year (FY) 2017, our RTF portfolio consisted of 11,443,466 useable square feet (USF) acquired through over 400 occupancy agreements (OA) we have with the General Services Administration (GSA). Our reduction from FY 2016 to FY 2017 totaled 83,375 USF. Compared to our FY 2015 baseline of 11,701,596 USF, our total overall reduction through FY 2017 is 258,130 USF, or 2.2 percent.

We continue to focus on real property efficiency. In our 2017 RTF Plan submission, we anticipated reducing our footprint by 65,000 USF for FY 2018. As a result of a delay for our Dallas Regional Office consolidation to FY 2020, we are revising our anticipated reduction to 57,000 USF. Some highlights of our plan include the following initiatives:

- Vacate one teleservice center in Cleveland, OH;
- Vacate one card center in Las Vegas, NV;
- Consolidate two offices from leased facilities into the Harold Washington Social Security Center in Chicago, IL; and
- Return extra headquarters warehouse space in a leased facility.

The final tenet of our long-term RTF Plan stipulates an additional 170,000 USF reduction in office space from FY 2019 through FY 2023.

We prepared and submitted this plan in direct response to existing requirements mandated in the Office of Management and Budget's (OMB) Management Procedures Memorandum 2015-01, *Implementation of OMB Memorandum M-12-12 Section 3: Reduce the Footprint* (March 25, 2015).

We will use the following strategies to reduce our footprint and increase real property efficiencies:

- Continue our centralized space acquisition approval process;
- Continue to apply Space Allocation Standards (SAS) for all locations per our space standards policy; and
- Pursue field and hearing office collocation opportunities when it makes business sense.

### Agency Summary

We have more than 62,000 Federal employees and approximately 15,000 State employees who deliver services through a nationwide network of about 1,500 offices consisting of regional offices, field offices (including Social Security card centers), teleservice centers, processing centers, hearing offices (including satellite offices and national hearing centers), the Appeals Council, and our headquarters in Baltimore, MD.

Our field offices and Social Security card centers are the primary points of contact for in-person service with the public. Our teleservice centers primarily administer telephone calls to our National 800 Number.

Employees in our processing centers process Social Security retirement, survivors, and disability payments, and perform a wide range of other functions, including answering telephone calls to our National 800 Number.

We have strong partnerships with our 52 State disability determination services and depend on their employees to make disability determinations. Administrative law judges in our hearing offices and administrative appeals judges in our Appeals Council decide appeals of Social Security and Supplemental Security Income decisions, including post-entitlement workloads and overpayments. Most of our employees provide direct service to the public or support other employees that service the public.

## **ROLES AND RESPONSIBILITIES OF SENIOR OFFICIALS**

### *Office of the Commissioner*

In the Office of the Commissioner, the Commissioner provides high-level direction for our real property program. Our Chief Financial Officer (CFO) is a senior executive position within the Office of Budget, Finance, and Management (OBFM), who reports directly to me. The CFO oversees the agency's financial policy and budget programs and is responsible for ensuring the agency's real property program supports the agency's mission.

### *Office of Facilities and Logistics Management*

Our Office of Facilities and Logistics Management (OFLM) within OBFM oversees facilities agency-wide and provides products and services necessary for the agency to carry out its mission in a safe, healthy, and supportive work environment. OFLM delivers a wide range of services to the agency, including supply management, warehousing, transportation, maintenance, construction, and repair. OFLM also administers our national real property program, which includes planning and overseeing large scale building projects, developing and tracking the budget for all leased buildings and spaces, managing real property assets, and maintaining our headquarters Master Housing Plan and SAS.

### *Senior Real Property Officer*

The Senior Real Property Officer (SRPO) is an executive within OBFM who serves as the agency's real property asset manager. The roles and responsibilities of this position include developing, managing, and implementing our RTF plan.

The SRPO is also responsible for formulating our annual real property budget. We incorporate the annual real property budget with the total agency budget request to create a comprehensive agency budget submission, which receives CFO approval.

## BUDGET ASSUMPTIONS AND IMPACT TO REDUCTION TARGETS

We issue a yearly budget assignment to all agency components to capture planned and prospective space changes for inclusion in the upcoming President’s Budget submission. We use this information to determine our budget changes and request funding. For areas that lack major space changes, we assume a minimal increase to account for rent and operating cost increases. We also consider any known projects and include them in our budget determinations. Using these methods, we have successfully accomplished agency initiatives, reduced our footprint, and maintained our spending levels within our requested budget allocations. In FY 2016, we achieved our first year over year reduction in total rent costs, realizing a 0.9 percent reduction in our billed rent costs from 2015 to 2016. Our FY 2017 total rent costs, while increasing slightly by 0.9 percent from the FY 2016 total, was approximately the same as our FY 2015 total rent. Our space reduction efforts have allowed us to maintain a comparatively steady rent cost over the past two years.

## PORTFOLIO STATUS

### Overall Agency Building Portfolio

As of September 30, 2017, our agency’s overall building (real property) portfolio consisted of 1,557 buildings comprised of approximately 24.9 million useable square feet (USF) obtained via OAs through GSA. Of the 24.9 million USF, 18 million is leased space and 6.9 million is Federally owned space. Of the Federally owned space, 17 buildings are delegated, which means that GSA has given us the authority to operate and maintain. We pay operation and maintenance costs for these buildings separate from GSA’s monthly rent bill. Over the last five years, our overall building portfolio size has decreased each year. We have realized a reduction in Federal space in our portfolio over the last five years, from 7.6 million USF in FY 2013 to 6.9 million in FY 2017. The size of our leased facilities has decreased as well, from 18.6 million USF in FY 2013 to 18 million in FY 2017.

We are responsible for administering critical programs that require direct contact with the public. The public contact necessitates that our facilities are located in areas that offer easy public access. Centrally locating our offices in business districts with access to public transportation, while factoring in our workload volumes, determines how many offices we need and the best location for each. With the possibility of workload and population changes, it is prudent for us to locate offices in areas with the greatest need for our services. These areas often fall in locations without Federally owned buildings, which contribute to our large number of leased facilities.

### **FY 2017 Overall Building Portfolio Summary per Federal Real Property Profile Submittal (All Property, including the RTF Baseline Properties)**

	<b>Direct Lease Space</b>	<b>Owned Space</b>	<b>OA Space</b>
<b>Office</b>	<b>0</b>	<b>0</b>	<b>10,830,352</b>
<b>Warehouse</b>	<b>0</b>	<b>0</b>	<b>613,114</b>
<b>All Other</b>	<b>0</b>	<b>0</b>	<b>13,457,390</b>

Status Relative to Reduce the Footprint Baseline Requirement

Our FY 2017 RTF portfolio shows that we occupy approximately 11.4 million USF in leased and Federally owned buildings (not including data centers or public facing facilities). The data centers and public facing facilities are excluded from the RTF portfolio due to classification of space by predominant use code. The RTF portfolio only includes space with a predominant use code of “office and warehouse” in GSA’s data dictionary. We obtain all space via OAs with GSA. We do not use tools, such as enhanced use lease authority, construction/purchase authority, or direct lease authority, to manage our portfolio.

The Reduce the Footprint Status chart summarizes our RTF status and compares our FY 2017 actuals to our FY 2015 baseline totals. From our FY 2015 baseline to FY 2017, we decreased our USF by 2.2 percent and increased our rent by 0.01 percent.

<b>Reduce the Footprint Status</b>		
<b>Fiscal Year</b>	<b>Useable Square Feet</b>	<b>Annual Rent Costs</b>
2015 (Baseline)	11,701,596	\$756,096,930
2017 (Actuals)	11,443,466	\$756,190,854
2017 Change from 2015	-2.2%	0.01%

Our total reduction from the FY 2015 RTF baseline to the end of FY 2017 was 258,130 USF. Most of our space reductions came from the following space actions:

- Closed leased warehouse space;
- Vacated teleservice centers in Indianapolis, IN and East Brunswick, NJ;
- Consolidated office space in Seattle, WA; and
- Consolidated offices in Washington, DC into one leased facility.

We continue to enforce our SAS in all office relocations nationwide and seek opportunities to collocate our field and hearings operations, wherever possible. Collocating our operations allows us to maximize the use of our resources and reduce operating costs by sharing conference rooms, information technology support space, restrooms, reception areas, security services, and equipment.

Maintenance of the Reduce the Footprint Baseline

We pursued several initiatives to implement our plan to reduce our portfolio beyond our FY 2015 baseline. The initiatives include space negotiations with our Unions, model field office proofs of concept with increased space efficiency, headquarters office space initiatives, collocation opportunities, and space sharing.

## *Union Negotiations*

Listed below are initiatives regarding space standards and space sharing that involve Union negotiations.

- I. **Pre-Decisional Involvement (PDI) for Space Standards** – the Office of Hearings Operations (OHO) began PDI with the Unions in January 2015 to discuss the Hearing Office Space Standards. The next step is bargaining the hearing office space standards.
- II. **National Treasury Employees Union (NTEU) Space Sharing** – our agency and NTEU reached agreement on procedures for office sharing when an employee teleworks more than two days per week.
- III. **American Federation of Government Employees (AFGE) Space Sharing** – our agency and AFGE reached agreement on space sharing for employees within components who currently telework more than two days per week.
- IV. **Office Furniture Improvements** – our agency continues discussions with the Unions on streamlined office furniture.

## *Model Offices*

We are working on several initiatives to test new field office models to improve office designs, while continuing to fulfill our duty to serve the public. In the Chicago and Philadelphia regions, we are designing model field offices to explore alternate options for serving the public beyond the standard field office model. These offices will create an environment for field offices to test emerging technologies and employ new furniture and office designs, as well as new and improved service delivery methods. The Chicago model field office opened to the public on November 15, 2017, and is operating normally. Additionally, the renovation to the Philadelphia model field office, which included an Innovation Lab, was completed in August 2018, and is also operating normally.

The Philadelphia and Chicago model field offices are both proofs of concept and, if successful, could result in further implementation to additional offices in the future. While the design models generally apply to field offices, which are public facing space, many of our field offices are located in buildings designated as predominantly office space. Therefore, this initiative may result in substantial reduction benefits to our RTF plan.

## *Headquarters Campus Initiatives*

We are in the process of re-evaluating the long-term need for additional leased space surrounding our headquarters campus in Woodlawn, Maryland. As a result, we are developing a long-term plan that maximizes the use of existing Federally owned and leased facilities to address our current and future housing needs. This plan seeks to reduce leased space and maximize occupancy within our Federally owned buildings. Specifically, we have several projects in construction, design, or planning phases at our headquarters campus that will lead to significantly improved space-utilization. Some of the highlights of are ongoing projects are:

(1) We are currently renovating a floor of our National Computer Center building, which we are working with GSA to rename as the Perimeter Building, repurposing this area from an information technology (IT) environment to office space. This project, scheduled for completion in calendar year (CY) 2018, will provide space for approximately 500 occupants moved from other headquarters buildings.

(2) We are currently in the design phase for a full modernization of the Altmeyer building, the oldest facility on our headquarters campus, with construction planned for CY 2018 through 2021. As of March 2018, we relocated approximately 475 occupants from the Altmeyer to other space within the headquarters campus. We achieved this relocation by identifying space within existing component boundaries and utilizing new, more efficient space allocations and office sizes. Working with GSA, we determined that we could improve our utilization rate (UR) of 200 USF/person all-in mandate for this renovation and are seeking a UR of 150 USF/person. Once complete in 2021, the Altmeyer building will house approximately 800 employees.

(b) (5) [REDACTED]

In addition to these major renovation projects, we plan to relocate staff between headquarters buildings by performing minor renovations using more efficient workplace standards, such as smaller offices and workstations, further maximizing our use of Federally owned space at our headquarters campus.

***Reported Projects Status***

Our FY 2015 RTF submission included three projects with planned reductions to office and warehouse space that we could track publicly. The projects included the closing of our Preston Gateway Warehouse, the collocation of our Saddlebrook, NJ teleservice center with our Hackensack, NJ field office, and the reconfiguration and reduction of space in our Hartford, CT field office.

Of the tracked projects listed above, we have completed two: closing the Preston Gateway Warehouse and collocating the Saddlebrook, NJ teleservice center and the Hackensack, NJ field office. We added two new projects last year for tracking purposes: the consolidation of our Washington, DC headquarters offices and the reconfiguration and reduction of our Boston Office of Quality Review (OQR) office.

Our Hartford, CT field office space reduction remains from our prior year list. Since the last submission, GSA conducted a cost analysis and noted that there would be significant savings in moving this office into a Federal facility. GSA re-categorized and removed this facility from our current RTF plan because the office is a public facing facility. However, once the office moves into another Federal facility, it is likely that the office will be re-categorized back to office space (depending upon the predominant use code of the other occupying agency) and may be returned



to our RTF list. The projected move for this office is at the end of FY 2019. Any delay would cause this facility move to occur in FY 2020.

We are currently working to consolidate our Washington, DC offices into a single leased facility to improve our space utilization and reduce our overall USF. We plan to vacate the International Trade Commission building on 500 E Street in FY 2019 and move to a new facility, which will reduce our portfolio by approximately 17,000 USF. In FY 2017, we were able to vacate one of our OAs in Washington, D.C., furthering our efforts to consolidate space.

We developed a plan to save space in our Boston OQR office by implementing our new national space sharing policy. In our Boston office, we anticipate saving approximately 8,000 USF when completed in FY 2019.

## REDUCTION TARGETS

### Reduction Targets for Office and Warehouse Space

To ensure that we meet our annual reduction targets, the SRPO reviews and approves all space requests. To align with the President’s Budget process, we compile data from regional-level offices that report any moves, closures, relocations, and other space changes for the current year, and two years into the future.

We are not required to set a warehouse reduction target because we do not have more than 200 warehouses in our portfolio.

Based on our national portfolio of expiring leases, we will apply our SAS to right size our facilities and further reduce our footprint as estimated in the table below. These estimates include all net planned reductions of office space included in our RTF baseline.

**Domestic Office and Warehouse USF Reduction Targets FY 2019-2023**  
(Rounded down to nearest five thousand)

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total FYs 2019 - 2023
Office Target* (Net USF Reduction)	25,000	115,000	10,000	10,000	10,000	170,000
Warehouse Targets* (Net USF Reduction)	N/A	N/A	N/A	N/A	N/A	N/A

\*Reductions are reported as a positive value.

The attached *SSA Final RTF Template September 2018* spreadsheet provides details about the space changes shown in the table above. Many of our office moves are procurement sensitive and, therefore, we do not track them publicly. Our estimated reduction in RTF includes significant projected savings from our offices in Dallas, Chicago, and headquarters buildings

located in Washington, DC. For example, in Chicago, we plan to consolidate multiple leases into the Harold Washington Social Security Center, saving approximately 59,000 USF in FY 2020. Currently, we do not have any large site reductions planned for FY 2021 through FY 2023, but do anticipate overall reductions during those years based on smaller office relocations. Funding to support the plan is included in our FY 2019 President’s Budget request.

Disposal Targets for Owned Buildings

Our agency does not have any owned buildings.

Use of Performance Benchmarks to Identify Reduction Opportunities

**Benchmark Metric Summary for Social Security Administration**

<b>Benchmark Metric</b>	<b>FY 2015</b>	<b>FY 2017</b>	<b>Change</b> (To be shown as an increase or decrease)	<b>Government-wide Average</b>
SF per person Direct Lease Office	N/A	N/A	N/A	N/A
SF per person Owned Office	N/A	N/A	N/A	N/A
SF per person GSA OA Office	301.05	310.3	9.25 SF/person	272.38
Rent per SF Direct Lease Office	N/A	N/A	N/A	N/A
Rent per SF GSA OA Office	27.16	20.09	-7.07/SF	27.51
O&M/SF Owned Office	N/A	N/A	N/A	N/A
Rent per SF Direct Lease Warehouse	N/A	N/A	N/A	N/A
Rent per SF GSA OA Warehouse	6.24	6.17	-0.07/SF	10.60
O&M/SF Owned Warehouse	N/A	N/A	N/A	N/A
Percent of Owned Portfolio SF with Facility Condition Index of 85 or greater	N/A	N/A	N/A	N/A

We use the performance benchmarks and dashboard to help us identify and prioritize real estate projects. We also use internal and external databases to make data-driven decisions. These tools

help us identify opportunities for real property efficiencies and improvements and reduce the size of our inventory by prioritizing actions to collocate and dispose of unneeded properties.

For example, FY 2017 FedStat benchmarking indicated that we have a high UR compared with other agencies, prompting us to review our space utilization and factors that influence our UR. We calculated approximate averages of public facing functions in our field offices and discovered that, on a relatively consistent basis, approximately 45 percent of these spaces are dedicated to public use. The variance we identified between our UR and rates reported by other agencies is due to most of our space being devoted to field offices serving the public. We discussed our space usage classifications with OMB and GSA and negotiated a more appropriate and accurate way to measure our space utilization. Our discussions resulted in GSA revising its space classification codes to include a public facing category to more accurately reflect our UR.

We continue to use the Benchmarking Initiative website and the Asset Consolidation and Real Property Management tools available on the OMB Max portal website to review URs. However, relying on URs alone is not the only indicator of opportunities for space savings. Aside from URs, we must also consider the office use (i.e., whether the office includes public facing space to deliver mission critical services or special space, such as interactive video teletraining studios). We will use these criteria to perform an ongoing analysis of our portfolio to identify additional opportunities for reducing our real estate portfolio.

#### *Space Design Standard for Future Reductions*

In April 2012, we implemented a space design standard, known as the revised SAS, for both field offices and large facilities, which reduced the amount of space we request from GSA. Our SAS policies ensure consistency in space requirements submitted to GSA across regions and from one office to another. Our design standard incorporates the office space design standard of 200 USF per person (employees and contractors) for all non-public contact space as an achievable target goal for future space actions. As of August 2016, we have fully integrated the space design standard of 200 USF into the agency's internal policy and documented it via our Administrative Instructions Manual System, which is accessible to all employees on our intranet.

The 2012 field office SAS establishes the size of individual field offices based on current staffing levels. As technology changes the way we do business, we recognize that we can do the same job with less space. Thus, the field office SAS takes into account changes in technology and workflows and provides reduced space requirements for personnel and support areas. For example, since we began using electronic storage, the standard provides less storage space for paper files. We anticipate that continued virtualization of data would further reduce storage needs for both paper files and data equipment. The field office SAS requires efficient space planning for employee workspaces and support space.

The agency's initiative to test new model field offices supports the revised SAS. Our offices will incorporate new, GSA-influenced furniture and office designs, as well as new service delivery methods, such as self-help kiosks, to reduce face-to-face interaction and crowding in offices. As previously noted, the focus of the model field offices is on improvements to service delivery, not the reduction of space.

The revised field office SAS also reflects improvements in employee safety and service to the public. Our SAS for newly occupied field office space requires the construction of a barrier wall to separate public areas from employee areas. When we renew a lease for existing space, we require tenant improvements to add a barrier wall and to address other employee security requirements. In addition, we must increase space in reception areas to meet the needs of the public, including protecting their personally identifiable information (PII). We recently enhanced our reception areas to include larger interviewing areas for the public with improved acoustical properties to ensure that we provide maximum protection of our claimant’s PII. Although areas for the public are larger, we will continue to reduce our footprint through FY 2023.

Our revised SAS for large facilities (known as large site SAS) applies to all our headquarters facilities, including the main complex in Woodlawn, MD; the Office of Analytics, Review, and Oversight and Office of Hearings Operations in Falls Church, VA; our 10 regional offices; processing centers; and mega-teleservice centers. To optimize utilization, the revised standard reduces office sizes and redefined support spaces, such as computer equipment rooms and circulation space. For our larger facilities, we will focus on conforming to an all-in design standard of 200 USF per workstation on prospectus projects.

We are also engaging in a new furniture initiative to reduce complexity, cost, and workstation size by reducing the number of furniture prototypes. Once achieved, we will use an "off-the-shelf" model that eliminates customization and optimizes size by applying modern storage and equipment requirements. This model will allow the agency to reduce the real property footprint, given that workstations comprise a significant amount of our space requirements.

In addition to smaller workstations, we are employing significantly reduced office sizes for executives and managers in designs for the Altmeyer building. These new, more efficient layouts will serve as a prototype for office sizes in the future, while assisting us in successfully meeting or exceeding our 200 USF goal in future projects.

Utilization Rates

<b>Social Security Administration Utilization Rate</b>	
<b>Headquarters/Bureaus</b>	<b>Administrative Office UR</b>
Social Security Administration	310 USF per person

We are committed to an UR of 200 USF per person or better, excluding public or special space, for all prospectus level projects. Additionally, for new office space projects, we are introducing smaller workstations and office sizes on a case by case basis. We estimate that implementing these changes on a larger scale could have a substantial effect on our UR. However, it will take time as we renovate space for these changes to become apparent over the larger portfolio.

With the addition of the new predominant use code in GSA’s data dictionary, we re-categorized our offices that serve the public to the new “public facing facility” predominant use code. With

this change, our RTF FY 2017 baseline numbers in the benchmarking submission show an office space UR of 310 USF per person. While this change does show our UR in a more accurate manner for our office space, there are still many public facing facilities counted as office space in our RTF baseline. These facilities still cause some deviations to our UR.

## GSA CONSOLIDATION PROGRAM

We received funding for three projects through GSA consolidation funds: offices in West Palm Beach, FL; Richmond, VA; and Pittsburgh, PA. We completed the office in Palm Beach, FL in FY 2017. Design and construction funding totaled \$5.4 million, of which \$2.6 million was consolidation funding. We are working toward completing a project for our Office of Hearings Operations in Richmond, VA, and a project for our Office of Operations in Pittsburgh, PA. For the Richmond project, we received consolidation funds totaling \$2 million out of the total project cost of \$3.1 million. The project is in the design phase with expected completion in FY 2018. The Pittsburgh project is projected to cost \$4.7 million, of which \$2.7 million will come from consolidation funding. We expect to complete and occupy the Pittsburgh space by early FY 2019.

(b) (5)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

### GSA Consolidation Program Funding Request FY 2019-FY 2023

<b>Consolidation Project Building Name and Number</b>	<b>FY Submission (e.g., FY 2019, 2020, 2021, 2022 or 2023)</b>	<b>Consolidation Type (e.g., Leased to Owned, Owned to Contraction, or Owned to Consolidation)</b>	<b>Consolidation Impact (Net SF Reduction)</b>	<b>Total Consolidation Funds Requested</b>
CT3403	FY 2021	Leased to Owned	7,768 USF	\$1,637,673

## COLLOCATION OPPORTUNITIES

Operationally, we are able to collocate all our field locations into buildings with other agencies, provided the collocated space meets the agency’s needs. SSA requires offices to be in specific areas based on many factors, including population and demand for services. If there is a need for an office in an area that another Federal agency has available space, we would explore the opportunity to collocate within that building. Currently, we are exploring options to collocate services with the following initiatives:

### ***Internal Revenue Service (IRS) Collocation Pilot***

Our Office of Operations is piloting a proof of concept in four field offices where we allocate space to house IRS employees to meet with scheduled taxpayers. IRS is reimbursing our agency the full space and administrative costs. The pilot started on January 23, 2017, and we expect it to last several years. This pilot will afford us an opportunity to better utilize space under long-term leases and, if successful, allow IRS to permanently close some of its standalone Taxpayer Assistance Center locations. We added a fifth office to test a modified check-in process for IRS taxpayers to clear our security protocols. Our goal is to establish a process that reduces the administrative burden, until IRS can consistently provide the Social Security number for its customers in advance of the appointment through its scheduling system.

### ***United States Postal Service (USPS) Collocation***

Our Office of Operations is exploring potential opportunities for collocation with the United States Postal Service. We are analyzing potential SSA office sites that may be compatible with USPS public facing functions.

## **OPERATIONAL EFFICIENCIES**

We recently came to an agreement with GSA to change our standard firm term lease from 5 to 10 years. GSA collected data which showed that the government gets better lease rates and more competition when we advertise a longer firm term. GSA also indicated that its data showed that most agency tenants tend to stay in their space longer than five years, which conforms with our typical office needs. In the future, unless there are compelling reasons why the longer lease term does not make good business sense, we will pursue 10-year firm term leases as standard practice.

We are also currently in the process of digitizing data stored on microfiche film in two of our facilities. This process should result in reduced storage needs at these facilities. We are evaluating the spaces in which the microfiche is held to determine if it can be converted to office space to improve space utilization. We are also assessing if we have the capacity to vacate the leased space, which would reduce our overall real property footprint.

Further, we are modernizing the Building Information Management (BIM) system for our headquarters main complex buildings, with an estimated completion in CY 2018. We are converting all our building AutoCAD drawings to Revit 3D models to ensure that we have accurate and current building information. Moreover, we are coupling this effort with the use of software that will enable us to quickly and accurately identify all space types within our buildings (office, workstations, conference, etc.) and to identify vacancies. We will use this data to improve space utilization, referenced in Space Design Standard for Future Reductions.

We continue to work internally to create tools to assist the agency in monitoring our real estate portfolio. Recently, we created an internal database, REALT, which uses our GSA billing and property information to process the financial aspect of our real estate portfolio, while providing a platform to process space changes. We have also created a database that matches SSA-specific office designations to the corresponding GSA building. Both of these applications allow us to determine proper billing, track our portfolio, and answer space inquiries.

## ***Space Sharing Policy***

We have established a new policy for nationwide application that stipulates space sharing for offices with employees that telework more than two days per week. This policy outlines guidance on when we implement desk sharing to reduce future space needs. We are currently developing space sharing concepts that we will employ in one of our Boston offices after the current lease expires. We are also implementing space sharing at our headquarters campus for employees teleworking more than two days per week. These efforts will utilize desk sharing to allow us to accommodate more people in the space, increase efficiency, and provide valuable lessons learned for future implementation.

We will continue to analyze our telework practices and seek opportunities to utilize our space more efficiently.

## **COMPLIANCE INTERNAL CONTROLS**

In FY 2012, we modified delegations of space acquisition authority from our 10 regional offices to a single signatory for all requests for space. Consequently, our SRPO reviews and approves all requests for space before submission to GSA. We established a headquarters-based team to work with our regional offices and GSA to monitor the increases and decreases in office and warehouse space. This centralized process allows us to:

1. closely monitor our real estate portfolio against the established baseline;
2. consider collocation opportunities;
3. prioritize legitimate competing space requests across our portfolio, based on business case justifications, cost benefit analysis, and planning needs; and
4. ensure compliance with our SAS to confirm efficient space use.

We currently use an internal tracking system, REALT, to manage all space requests. The process for evaluating space requests includes the following tasks:

1. OFLM provides our regional counterparts with a list of leases expiring in the next 36-40 months to ensure that we submit requirements to GSA in a timely manner. Approximately three years before a lease or OA expires, a regional representative prepares a space request package and submits it electronically to OFLM.
2. The space request package includes a space computation worksheet based on the appropriate SAS, information related to the current OA, and pertinent background information.
3. An OFLM analyst reviews the space request package for SAS compliance and evaluates the impact of the request on our real property footprint, including our best business case and cost benefit analysis.
4. The analyst makes a recommendation to, and requests approval from, the SRPO.
5. With SRPO approval, the OFLM analyst submits the request for space to GSA.
6. OFLM analysts continue to monitor the space acquisition process to ensure regional and GSA actions conform to our standards and appropriate approvals.

In addition to the process for evaluating space requests, we regularly request space acquisition data from the 10 regions to track upcoming projects. We compare the data to our headquarters database and data obtained from GSA, to ensure that we adequately capture all upcoming projects.

There are instances where it makes better business sense for us to deviate from the standard office space design requirement. Examples include an office that is over-sized for its current location per our SAS, but would cost the agency more to move the office than to pursue a new lease in the current location. To determine the best course of action, we perform a standardized cost benefit analysis during the initial space request process before sending it to the SRPO for approval. Our analysis helps to ensure that we are making the best use of Government funds.

We conduct annual reviews of field offices to assess service delivery and determine if any changes are necessary to serve the public more effectively. Our reviews consider projected changes in workloads, local populations, demographic trends, and area-specific factors that may affect staffing and service levels. The focus of the reviews is to align anticipated staffing growth rates with workload and population trends.

Although our continued presence is necessary in numerous locations across the country, we are making concerted efforts to restrain real property growth. We evaluate potential collocations and pursue them where it makes business sense and does not adversely affect customer service. In addition, we work diligently to avoid lease overlaps (i.e., double rent) when moving an office from one location to another. We continue to work with GSA to investigate potential collocations with other Federal agencies. Collocating allows us to share amenities, such as reception areas, restroom facilities, back end office areas, and security functions, while serving the public at a single, rather than multiple, locations.

## **FRPP DATA QUALITY IMPROVEMENT**

We are not required to report directly to the FRPP because we obtain all our real property through GSA via OAs. We work with GSA to verify that our data is correct before GSA submits the OA directly to the FRPP.

## **CHALLENGES AND IMPROVEMENT OPPORTUNITIES**

We have several challenges to achieving further reductions to our 2015 RTF baseline, including our community-based infrastructure and need to serve the public in person; the classification of some of our offices; and our labor obligations.

Our community-based infrastructure and the need to serve the public in-person present challenges to achieving further reductions. While technology and online services are part of our focus in reaching the public, we still require a physical presence across the country to offer face-to-face services. Due to the continuing need to serve the public face-to-face, our agency has a relatively high space UR. Our FY 2015 benchmarking data indicated that our agency had an UR of 301 USF per occupant. During FY 2015, we were approximately 44 percent above the median. We have over 1,200 field office sites and over 160 hearings office sites, which



represent most of our footprint. These offices require public space, which increases our overall USF per person as an agency. Our larger sites do not have the same public space requirements and, therefore, do not face the same UR challenges, but represent a much smaller fraction of our footprint.

When revising any of our office space policies or design standards, we must meet labor obligations with three separate Unions: AFGE, NTEU, and International Federation of Professional and Technical Engineers. Ensuring we collaborate appropriately with our labor partners adds to the time required for implementing new space standards.

We continue to focus on footprint reductions by optimizing opportunities as they become available. We plan to review properties and use lease expiration opportunities to right size our offices to conform to the revised SAS requirements. We will endeavor to identify opportunities for improved space sharing, including desk sharing and hoteling. We will also continue to collocate agency offices where available and with other Federal partners when it proves operationally and economically beneficial.

## ATTACHMENTS

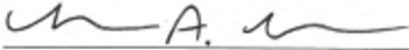
Attached is the following Microsoft Excel template:

- Office and warehouse portfolio changes

## AGENCY CERTIFICATION

Please submit RTF plans and accompanying spreadsheets to (b) (6) and to (b) (6).

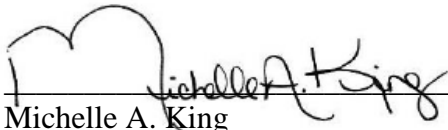
The signatories below certify that the information in our FY 2019 through FY 2023 Real Property Efficiency Plan: Reduce the Footprint Policy Implementation is complete, accurate, and complies with existing policy.



\_\_\_\_\_  
Marc Mason  
Senior Real Property Officer  
Associate Commissioner for Facilities and  
Logistics Management  
Social Security Administration

9/11/2018

\_\_\_\_\_  
Date



\_\_\_\_\_  
Michelle A. King  
Chief Financial Officer  
Deputy Commissioner for Budget, Finance,  
and Management  
Social Security Administration

9/18/2018

\_\_\_\_\_  
Date



\_\_\_\_\_  
Nancy A. Berryhill  
Acting Commissioner  
Social Security Administration

9/21/2018

\_\_\_\_\_  
Date