



# Applying Asset Management Concepts to Improve Federal Operations



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# GAO and Asset Management: A Refresher



**Establishing formal policies and plans**



**Maximizing an asset portfolio's value**



**Maintaining leadership support**



**Using quality data**



**Promoting a collaborative organizational culture**



**Evaluating and improving asset management practices**



# GAO Continues to Apply Asset Management Concepts Widely



United States Government Accountability Office  
Report to Congressional Addressees

September 2022

## FEDERAL REAL PROPERTY

GSA Could Further Support Agencies' Post-Pandemic Planning for Office Space Use

GAO-22-105105



United States Government Accountability Office  
Report to Congressional Requesters

September 2021

## U.S. POSTAL SERVICE

Better Use of Climate Data Could Enhance the Climate Resilience of Postal Facilities

GAO-21-104152



United States Government Accountability Office  
Report to Congressional Committees

July 2022

## NATIONAL HIGHWAYS

Analysis of Available Data Could Better Ensure Equitable Pavement Condition

GAO-22-104578



United States Government Accountability Office  
Report to Congressional Requesters

November 2020

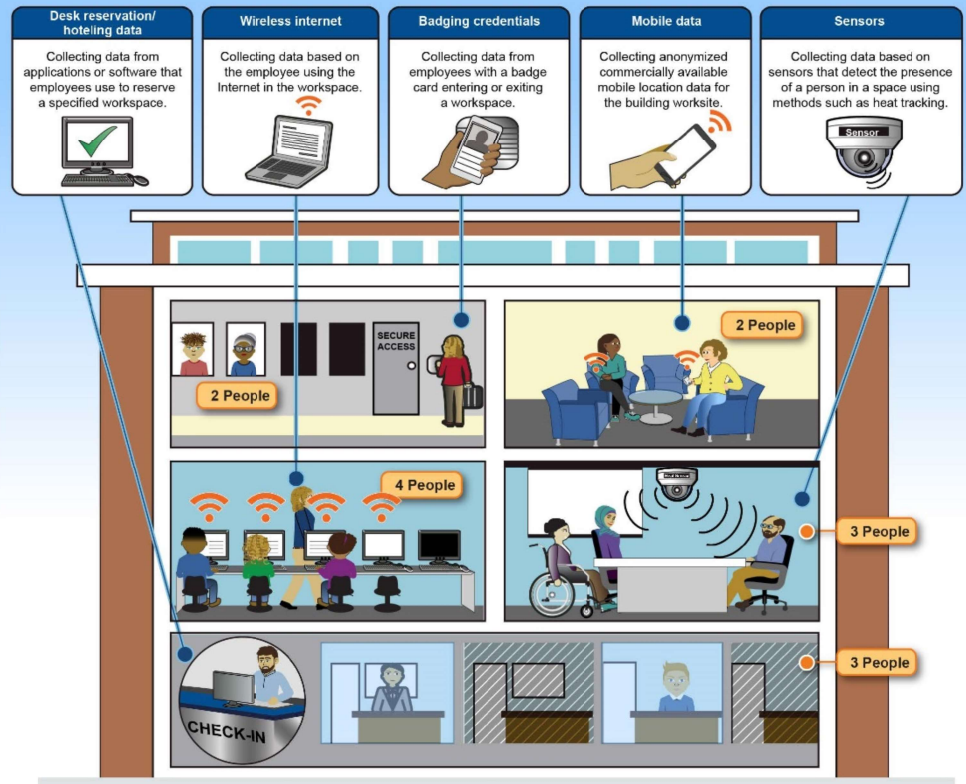
## AIR POLLUTION

Opportunities to Better Sustain and Modernize the National Air Quality Monitoring System

GAO-21-38

# Collecting Quality Data to Reassess Post-Pandemic Federal Footprint

Space utilization data can help agencies understand how many employees work in buildings on a daily or hourly basis. This data could help agencies determine which facilities are fully utilized. Several technologies can collect space utilization data.

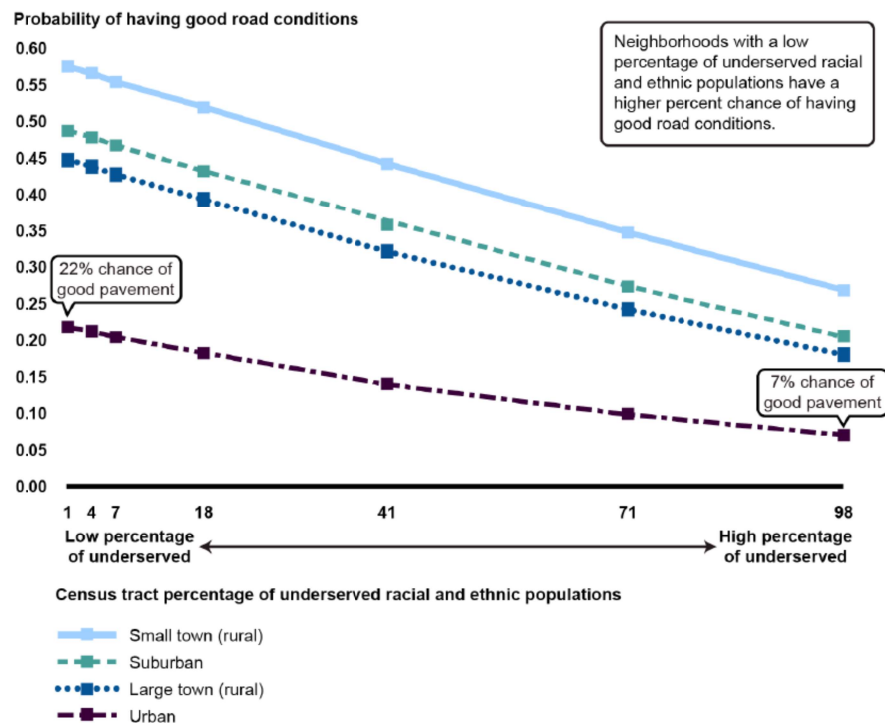


- Opportunity to reassess federal footprint
- But little to no data on space utilization
- GSA piloting new efforts—it should broadly share results with others
- Could lead to more informed decisions



# Analyzing Pavement Condition Data to Build in an Equity Lens

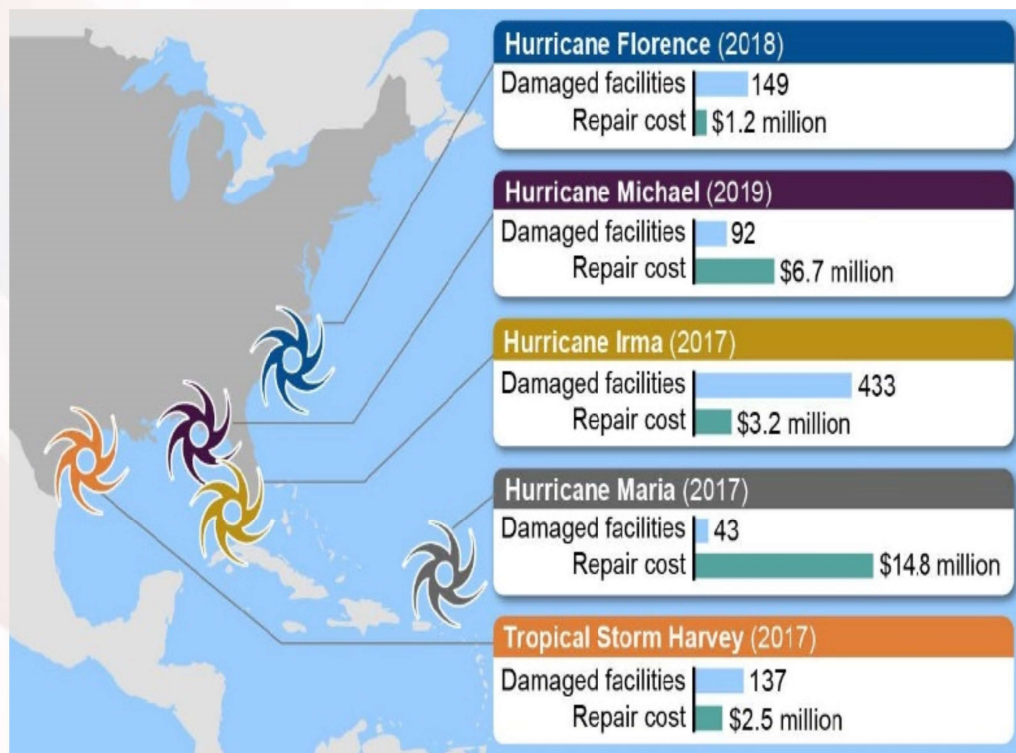
- Pavement conditions vary widely across/within states
- Pavement less likely to be good in areas with certain community characteristics
- FHWA only analyzes state-level data and may miss risks to its equity goals
- More granular analysis could build in an equity lens to managing this asset



Source: GAO analysis of Federal Highway Administration, U.S. Census Bureau, National Aeronautics and Space Administration, and U.S. Department of Agriculture data. | GAO-22-104578

Note: In this figure, we controlled for poverty rate, underserved racial and ethnic population, population density, traffic density, climate/weather, and whether a road is on the Interstate System.

# Ensuring Climate Resilience is Factored Into Asset Investment Decisions



Source: GAO analysis of U.S. Postal Service electronic Facility Management System data; Map Resources (map). | GAO-21-104152

- USPS faces financial and operational risks from extreme weather
- Incorporated resilience into its policy/procedures
- But USPS isn't following these policy/procedures
- USPS should assess climate data early in the facility investment process

# Applying Asset Management to Monitoring and Helping Improve Air Quality

- Air quality monitoring system is a national asset
- It's an aging system that's trying to do more with less
- EPA actions to address this have been inconsistent
- EPA could better target limited resources with asset management framework





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# GAO Will Continue to Apply Asset Management Concepts in Future Work

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- Ongoing work on deferred maintenance projects for federal real property
- Update to High-Risk List in February 2023:
  - Managing Federal Real Property
  - Limiting Fiscal Exposure to Climate Change Risks



# Questions?

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