State of New Jersey Space Assessment

Final Report for Treasury Distribution

September 2024

1. Context and introduction

The physical workplace has a significant impact on workforce wellbeing and productivity. As organizations increasingly shift towards hybrid work, the design, layout, and condition of their physical workplace have become even more critical. Given these and other evolving workplace norms, state governments across the nation are reassessing and refreshing their office spaces to better accommodate and attract a modern workforce – recognizing that improvements in ambient conditions such as air quality, lighting, and noise can increase productivity by up to 5 percent.[1]

Recognizing the evolving trend in workplace norms, in recent years, the State of New Jersey Department of the Treasury's Division of Property Management and Construction (DPMC) has undertaken an evaluation of the State's office space footprint. DPMC has focused on identifying overall efficiencies and opportunities to design spaces that will better serve the needs of a 21st-century workforce.

While DPMC began this work in early 2020, it paused the study due to the COVID-19 pandemic. In response to a requirement in the FY22 budget to examine office space, particularly in light of hybrid work, DPMC published a report titled "Executive Branch Office Space Review and Recommendations" in 2022. The report outlined the State's current office space and future considerations related to space management.

Building on that report, the Department of the Treasury engaged Boston Consulting Group (BCG) to conduct an in-depth assessment of the office space at the New Jersey Executive Branch.

The overarching objectives of the assessment were to 1) Evaluate current office space; 2) Understand space needs by department; and 3) Lay the foundation for future efforts to improve space efficiency, enhance space effectiveness to attract and retain talent in a competitive market, and improve employee outcomes.

2. Summary of findings and recommendations

The assessment finds that many of the State's current spaces do not fully serve the needs of the modern workforce. Moreover, there is sizeable opportunity to improve both space efficiency and effectiveness. BCG estimates that up to 25 percent of current office space could be reduced and / or repurposed in the long term, with appropriate investments of budget and resources, regardless of the future of the telework program. More than half of the potential impact comes from reducing the number of available seats to align with the number of budgeted employees. Capturing this value will require a long-term, sustained effort, especially given the typical term of property leases, the operational needs that departments face with regard to colocation, and the time required for construction.

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[1] Research by Cushman & Wakefield

Investing to pursue this value could lead to cost savings for the State and enable spaces to better serve department and employee needs. Needs include increased capacity in select buildings or floors; different types of space (e.g., meeting rooms, privacy booths, secure storage); and modern, better-maintained spaces.

Going forward, BCG recommends three categories of ongoing investments for the State of New Jersey:

1. **Develop a portfolio-wide space optimization strategy and action plan.** This includes articulating long-term goals, developing a detailed roadmap, tracking and reporting key space-related metrics, and having DPMC engage even more proactively with departments via an expanded strategic advisory role. These activities would enable statewide space to be effectively reduced, expanded, or repurposed as needed to meet evolving workforce needs.
    - **As part of the strategy, a detailed action plan** will be required, including a year-by-year view of leases to exit and buildings targeted for renovation or upgrades, as well as the required investments and associated cost savings. Dedicated funding will be required to improve building conditions for ongoing maintenance and the larger investments required to optimize across multiple buildings and departments.
2. **Improve space acquisition process.** This includes reviewing internal DPMC processes, improving department employees' experience during the space planning process, and considering options to streamline the State Leasing and Space Utilization Committee (SLSUC) approval process. These initiatives would enable longer-term and more effective space planning, which could reduce costs and improve space effectiveness.
3. **Invest in technology enablers.** This includes expanding the availability of technologies that enhance productivity and collaboration (e.g., A/V setup in conference rooms) and drive efficient space usage (e.g., workspace management software).

3. Scope and methodology

Scope: DPMC manages a total 13.3M square feet of owned and leased space. This effort focused on 4.6M square feet of office space across 63 buildings, of which 2.1M square feet is owned and 2.5M square feet is leased. This scope includes all DPMC-managed buildings for the Executive Branch departments that were identified to be used primarily as office space. These spaces represent $96M in total leased and owned costs ($74M leased costs and $22M owned costs).[2] Constituent-facing spaces and specialized spaces, such as warehouses and data centers, were excluded from this effort. See Appendix for a complete list of in-scope departments and buildings.

Approach and methodology: To inform this assessment, BCG conducted several qualitative and quantitative activities:

- Conducted initial interviews and multiple follow-up discussions with 25+ departments and divisions.

[2] Includes 19 buildings representing $25M in costs for the Department of Human Services, which did not provide headcount data. These buildings and associated square footage and costs were excluded from the analysis in this document, because they required Department-provided headcount data.

- Synthesized five sources of data on buildings and employees:
  - Building square footage from DPMC's TRIRIGA database;[3]
  - Office & workstation counts from DPMC's Space Audit database;
  - Employee data provided by 12 departments;
  - Daily building occupancy, based on electronic Cost Accounting and Timesheet System (eCATs) data owned by the Civil Service and maintained by the Office of Information Technology; and
  - Building costs (including leased and operating expenses), based on TRIRIGA, AvidXchange, and DPMC FY23 budget.[4]
- Developed a quantitative model of space needs based on individual-level data for more than 16K employees across 12 departments.
- Conducted a space re-programming exercise with two departments to illustrate workplace design principles for reconfiguring and modernizing existing office spaces

4. Evaluation of space needs and opportunities

Quantitative analyses of the State's in-scope office space portfolio suggest that there is significant opportunity to improve space efficiency and effectiveness:

- **Excess (but unevenly distributed) capacity (see exhibit 1): Across the 63 buildings in this assessment, there are approximately 2,200 more seats available than budgeted employees.** Building-level data indicates that many buildings have small pockets of excess space that could be optimized in the longer term. On the other hand, certain buildings and departments have fewer seats than budgeted employees. Several factors may have contributed to this uneven distribution of capacity, including programmatic increases and subsequent decreases in workforce size, leading to areas with excess seats that cannot easily be carved out or repurposed.

- **Variable space efficiency (see exhibit 2): Many of the State's current spaces are laid out inefficiently or inconsistently. For example, nearly 20 percent of in-scope buildings exceed public sector benchmarks of 200 to 250 square feet per seat**. Buildings also show significant variation in space efficiency, ranging from less than 150 square feet per seat to more than 300 square feet per seat. Some of the variation is expected and is driven by Department-specific needs for specialized space (e.g., training rooms), available inventory for leasing in the local geographic market, and older State-owned space with less efficient space layouts. However, the high degree of variance suggests that there is an opportunity to optimize the layout of current spaces and / or re-balance how teams are distributed across spaces in the long term, particularly as leases come up for renewal.

- **Reliance on paper files: More than one in four employees rely heavily on paper files.** This results in a significant amount of space being allocated to file storage, which could be reduced through file clean-up and digitization. In addition to space savings,

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[3] TRIRIGA is an end-to-end real estate management solution.
[4] AvidXchange is an accounts payable automation software.

reducing reliance on paper files would also unlock benefits for employee productivity and collaboration both onsite and in a virtual / hybrid setting.

- **Sizeable field worker presence with 1:1 assigned seating**: Of the 16.5K in-scope employees, more than 2,000 (13 percent) are field workers. **Nearly all field workers have individually assigned desks despite being based primarily in the field. This points to an opportunity to "hotel" space for field workers,** which could alleviate space constraints and / or enable existing space to be repurposed.

- **Low building occupancy (see exhibit 3)**: **Under the telework program, 8 of 13 departments had building occupancy (defined as in-person employees / seats) below 60 percent, even on peak days.** This finding was based on data analyzed for the month of June 2023. A common concern raised by departments is that shifting some employees (e.g., field workers) to a hoteling model would not be possible because on peak days, all employees come to the office and require a seat. This data suggests that even if departments began to shift their field workers to a hoteling model (and the total number of workspaces was reduced accordingly), buildings would likely still have enough capacity to accommodate the in-person workforce on peak days.

This assessment also revealed that many of the State's current spaces do not fully serve the modern workplace needs of State employees. In addition to the quantitative findings above, interviews with more than 25 departments and divisions revealed a variety of unmet space needs, including:

- **Concern about sufficient workstations or offices** to accommodate current employees or expected future growth;[5]
- **Different types of space**, such as conference rooms, privacy booths, or secure storage, to accommodate different employee activities;
- **Better maintained spaces**, as many cited aging buildings with maintenance issues (e.g., HVAC, plumbing) that impact employee health and productivity;
- **Modern furniture and updated building infrastructure**, as many cited old furniture and building infrastructure as a limiting factor in their ability to reconfigure space; and
- **Safer or more convenient locations** for employees.

Better meeting these needs would enhance both employee satisfaction and productivity.

BCG developed an employee-level model for future space needs to estimate the scale of the potential opportunity at stake. The model is based on Department-provided data for more than 16K employees and includes consideration of employees' different office space needs in various roles, such as field workers, highly collaborative roles, and individual contributor roles. The data enables the model to estimate the impacts of several space optimization opportunities identified based on the quantitative findings above.

BCG estimates that with the appropriate budget and resources investments, up to 25 percent of current office space could be reduced and / or repurposed in the long term, regardless of the future of the telework program. More than half of this potential impact

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[5]While statewide, there are more seats than budgeted employees, some departments still expressed concern about sufficient seats for specific buildings, divisions, or floors.

would come from managing the number of excess seats (above budgeted employee counts) across the space portfolio. The remaining impact would stem from right-sizing offices and cubicles to align with modern public sector benchmarks, downsizing file storage space through file clean-up and digitization, and hoteling field workers. In addition to sufficient budget and resourcing, **realizing these impacts would require having the opportunity and flexibility to optimize space across the State. As many buildings are currently locked in long-term leases, doing so would require committed efforts over the medium- to long-term timeframe.**

If realized, these impacts could create cost savings (via cost reduction and / or cost avoidance) for the State and / or enable existing spaces to be repurposed to improve employee productivity, morale, and the ability to serve constituents. For example, BCG developed concept diagrams for how the office space in two existing buildings could be re-programmed to better serve their respective workforces. For one department, this meant adding 19 percent more individual workstations within the existing space, while creating more space for employees to collaborate. In this example, reprogramming would result in cost avoidance from not needing to expand or acquire a new lease to accommodate the 20 percent expected Full Time Equivalent (FTE) growth for the division. For the second department, the reprogramming exercise created more space for constituent-facing services and dedicated zones for employee collaboration and wellness within the existing footprint, improving employee morale, productivity, and the ability to serve constituents.

5. Recommendations for space management and modernization

This assessment provides a point-in-time snapshot that suggests significant opportunity for space optimization. However, for the State of New Jersey to realize this opportunity and to continue to provide efficient and effective workplaces, BCG recommends the following three categories of investments to address these obstacles and enable an enhancement of statewide space and space management.

5.1 Develop a portfolio-wide space management strategy and action plan

To effectively coordinate and plan for long-term space optimization, it will be critical to 1) develop a portfolio-wide space management strategy and action plan; 2) secure appropriate funding to support the strategy; and 3) set up the underlying data infrastructure and department engagement model to execute on that strategy.

Historically, there has not been a **unified and cohesive space strategy across departments.** This has led to a 'patchwork' of office space across the State. While DPMC is tasked with addressing individual space requests, it has been limited in its ability to take a more holistic, forward-looking approach due to a lack of a specific, shared strategy or action plan.

Strategy and action plan: Building on the findings from this assessment, **DPMC should articulate an overall strategy for the future that includes clear, measurable outcomes and timelines**. For example, the strategy could include a projection of the total amount of space needed, a set of workplace design principles to shift towards, and a long-term vision for how statewide space should be shared or consolidated across departments to improve collaboration and efficiency. Along with the strategy, a detailed action plan should be executed, and would need to include:

- A year-by-year roadmap of leases to exit, department moves and office consolidations, upgrades to the existing portfolio, or new construction required; and
- A detailed assessment of financial implications, including both savings from reduced space and the investment required for construction, upgrades, reprogramming, and maintenance.

Once defined, this strategy and action plan **should be shared with executive leadership for endorsement to empower DPMC to execute**. Then, the plan should be shared with each department, along with department-level implications (*see case study in sidebar*).

Funding: In the current model, there is no dedicated funding for upgrades and maintenance. This has led to departments making their own trade-offs against programmatic priorities and subsequent variation in quality of space based on department budgets rather than need. As part of the space management strategy, **sustained budgetary investments will be required to execute the strategy appropriately** and realize identified cost and productivity benefits.

Data: To measure progress against the strategy, DPMC would need to set up the data and analytics infrastructure to track key space-related metrics (e.g., square feet per seat, building occupancy rate, annual change in costs) at the department and building levels. As part of this one-time effort, BCG compiled and synthesized data from five different sources to enable new views of space efficiency and effectiveness that had not been previously accessible.[6] For example, combining department-provided headcount data alongside DPMC-maintained workstation counts led to the insight that there are many small pockets of excess space across the State that could be optimized in the long-term.

BCG conducted this study at a specific point in time, and it is important to recognize that programmatically driven expansions and retractions by agency will continue to influence the State's geographic footprint. Given that the

Case Study: Tennessee's Alternative Workplace Solutions

In 2011, Tennessee launched the Alternative Workplace Solutions (AWS) program – a multi-year effort to eliminate underutilized space, modernize workplaces for state employees, and introduce hybrid work policies.

Since then, AWS has transformed the State's office space landscape, from many fragmented leases to the current centralized State-owned campus. The State of Tennessee Real Estate Asset Management Division (STREAM) worked with a team from the Governor's Office to set high-level goals and outline a strategy. They then secured public endorsement from the Governor, set a property expense reduction target for each department, and partnered closely with each department to achieve their target. $18.5M was provided by the legislature to remodel offices and upgrade IT infrastructure.

Tennessee rolled out the program to 16 departments, with 6K employees participating. In the early pilot, rental costs dropped by $7M. In the years after rollout, 60% of managers reported higher employee productivity and 80% of employees reported better work-life balance.

[6] Data sources outlined in Section 3: Scope and Methodology

State's needs will continue to evolve, moving forward, **DPMC should continue to collect, synthesize, and analyze this data on an ongoing basis** to identify opportunities and inform space planning decisions. To support this, DPMC could consider setting up an internal portfolio analytics team that collects and maintains data, identifies trends in key metrics, and synthesizes insights. For key metrics, outward-facing reporting processes could also drive further accountability and transparency. For example, the Georgia State Properties Commission, which manages real estate for the State of Georgia, publishes an annual portfolio report that includes key metrics such as square footage per employee and square footage by department.[7]

Strategic advisory: DPMC can leverage these space-related metrics – along with its expertise in real estate and space planning and design – to proactively engage departments and influence their approach to space planning. This would mean leaning into a strategic advisory role to provide resources and shape departments' longer-term decision making. For example, DPMC could act as the "center of excellence" for space planning best practices, share learnings across departments, and provide consultative services on re-programming spaces to incorporate modern workplace design principles.

5.2 Improve space acquisition process

Several operational improvements could facilitate DPMC's interactions with key stakeholder groups while enabling DPMC to manage the State's overall space portfolio more effectively.

Internal processes: Based on feedback from departments and landlords, there are several opportunities for DPMC to streamline and modernize its processes to better serve stakeholders:

- **Simplify internal forms and processes –** review paperwork requirements and identify any outdated sections or unnecessary steps that could be eliminated;
- **Migrate collaborative materials to a Cloud platform –** start by identifying processes and materials managed by email, especially those involving multiple parties and offline edits;
- **Educate bidders** by providing checklists, FAQs, and example forms – create and share reference materials and regularly update instructions as needed; and
- In the long term, the State could also consider **larger-scale digitization efforts**, such as transitioning to a digital bidding process for landlords, exploring different data vendors, and investing in backend systems integrations for more effective data management.

Department engagement: In interviews with departments, several expressed their desire for proactive space planning and greater transparency in the Space Planning Request (SPR) process. DPMC could address these needs in several ways:

- **Set up quarterly reviews** with each department to discuss upcoming space renewals, current lease compliance, and maintenance needs. DPMC could also use these conversations to provide updates on ongoing SPRs and discuss future space needs.
- **Support departments in completing SPR paperwork** by providing resources and examples.
- **Improve Department visibility into progress of ongoing SPRs** by creating a collaborative progress-tracking tool (e.g., an internal dashboard).

[7] Georgia State Properties Commission FY2023 Portfolio Report

Legislative approval process:

Currently, the State Leasing and Space Utilization Committee (SLSUC) must review and unanimously approve all leases proposed by DPMC. **A review of benchmarks suggests that this legislative approval process is unique to New Jersey.** Of eight benchmarked states (MA, IL, TN, CA, PA, CT, VT, FL), none require legislative approval for all leases that are centrally procured; MA and GA require additional lease oversight only for leases that exceed a certain cost threshold.

Departments and landlords shared that many recent challenges would be mitigated if SLSUC meetings were conducted more frequently and predictably. Recent challenges include delayed relocations and the need to extend leases in subpar or unsafe spaces beyond lease expiration dates due to unpredictable and lengthy (18+ months) timelines for legislative approval. For landlords, the current, unpredictable meeting cadence creates financial risks and can lead to significant re-work of existing agreed-upon proposals and the need to refresh expired paperwork. These challenges can deter landlords from working with the State and thus reduce the availability of cost-effective and appropriate office space in the future. Difficulties in the process can also affect the relationships between departments, landlords, and DPMC; this can hinder DPMC's effectiveness in managing statewide space and make it difficult to conduct longer term space planning.

There are several potential options to improve the efficiency and outcomes of the process:

- **Establish a predictable approval cadence** (e.g., quarterly meetings like those the State House Commission holds) and **empower DPMC to set agendas** based on operational needs. This would help bring the time to process space acquisition in line with other states and ensure that agencies have the appropriate space to work effectively in the service of the State's constituents.
- **Consider a minimum threshold for SLSUC approval** (e.g., above 10K square feet) to allow SLSUC to prioritize higher-value leases.
- **Explore removing the legislative approval process in line with benchmarked states**. Doing so will expedite the process without necessarily sacrificing oversight, which already exists via other bid requirements and could be increasingly taken on by Treasury and DPMC as part of developing a more robust centralized space management function.

5.3 Invest in technology enablers

Investments in technology are critical to unlocking the full value from space optimization and modernization. Having the right technologies in place not only improves productivity and collaboration – it can also enable departments to understand and make the most efficient use of their space. Based on department interviews and a systematic catalog of each department's technology usage, BCG finds that the current level of technology adoption varies greatly between departments. Across departments, BCG recommends ongoing investments in four types of workplace technologies and technology-related practices:

1. **Core enablers**: Foundational tools to enable hybrid work, such as laptops and digital communication apps (e.g., Microsoft Teams):
    - *Minimum*: State-provided laptops for telework participants.

   - *Best practice*: Laptops as standard single device for all employees.
2. **File clean-up and digitization**: Processes and vendors that support file disposal, off-site storage, and / or digitization of papers and processes:
   - *Minimum*: Clarify record retention guidelines, including which files can be disposed of, stored off-site, or kept as digital-only copies.
   - *Best practices*: Institute department-wide quarterly file clean-ups and shift vast majority of paper files and processes to digital.
3. **In-room and at-desk technology**: Hardware setup such as docking stations, individual headsets, and A/V for conference rooms:
   - *Minimum*: Headsets for all employees; speakerphone for all conference rooms.
   - *Best practice*: Universal docking stations for all employees; full A/V setup for all conference rooms, including large screens, cameras, and control panels.
4. **Workplace space management**: Systems that enable desk and room reservations and may enable departments to manage space utilization:
   - *Minimum*: Online reservation system for meeting rooms.
   - *Best practice*: Sophisticated workspace navigation system that enables individual desk and room booking; occupancy sensors to detect activity in office.

Note that these technology-related recommendations apply regardless of the future of telework. Specific implementations would be subject to approval by the Office of Information Technology (OIT), Office of Homeland Security and Preparedness (OHSP), and cybersecurity protocols.

6. Conclusion and next steps

These recommendations are intended as a first step in a longer journey to enhance workforce productivity, improve the employee experience, and attract and retain talent across the State's workforce.

Going forward, the State will need to evaluate which of the above recommendations to pursue, and how quickly – and ensure that sufficient funding and resources are available to execute on agreed priorities.

BCG recommends prioritizing three next steps:

1. **Leverage space assessment findings to inform the overall long-term strategy and action plan for the space portfolio**. This would require:
   - Articulating and aligning a long-term vision for space across Executive Branch.
   - Developing an action plan, including a roadmap of moves required to realize strategic goals, along with financial implications (both potential savings and investment required).

   Note that DPMC is preparing to conduct a separate evaluation of parking space availability and usage, which may become a part of long-term space optimization.

2. **In the meantime, consider pursuing moves** that can improve space efficiency and effectiveness in the shorter term. These include:
   - **Supporting departments to invest in cleaning up paper file storage** – including clarifying record retention schedules and sharing approach to classifying files.

- **Using new space requests as opportunities** to evaluate whether space is aligned to employee headcount and workspace standards and encourage implementation of best practices for workplace layout.

3. **Begin to implement operating model changes** to DPMC internal processes and engagement model with departments, as outlined in Section 5.2.

7. Exhibits

Exhibit 1 | Excess (but unevenly distributed) capacity

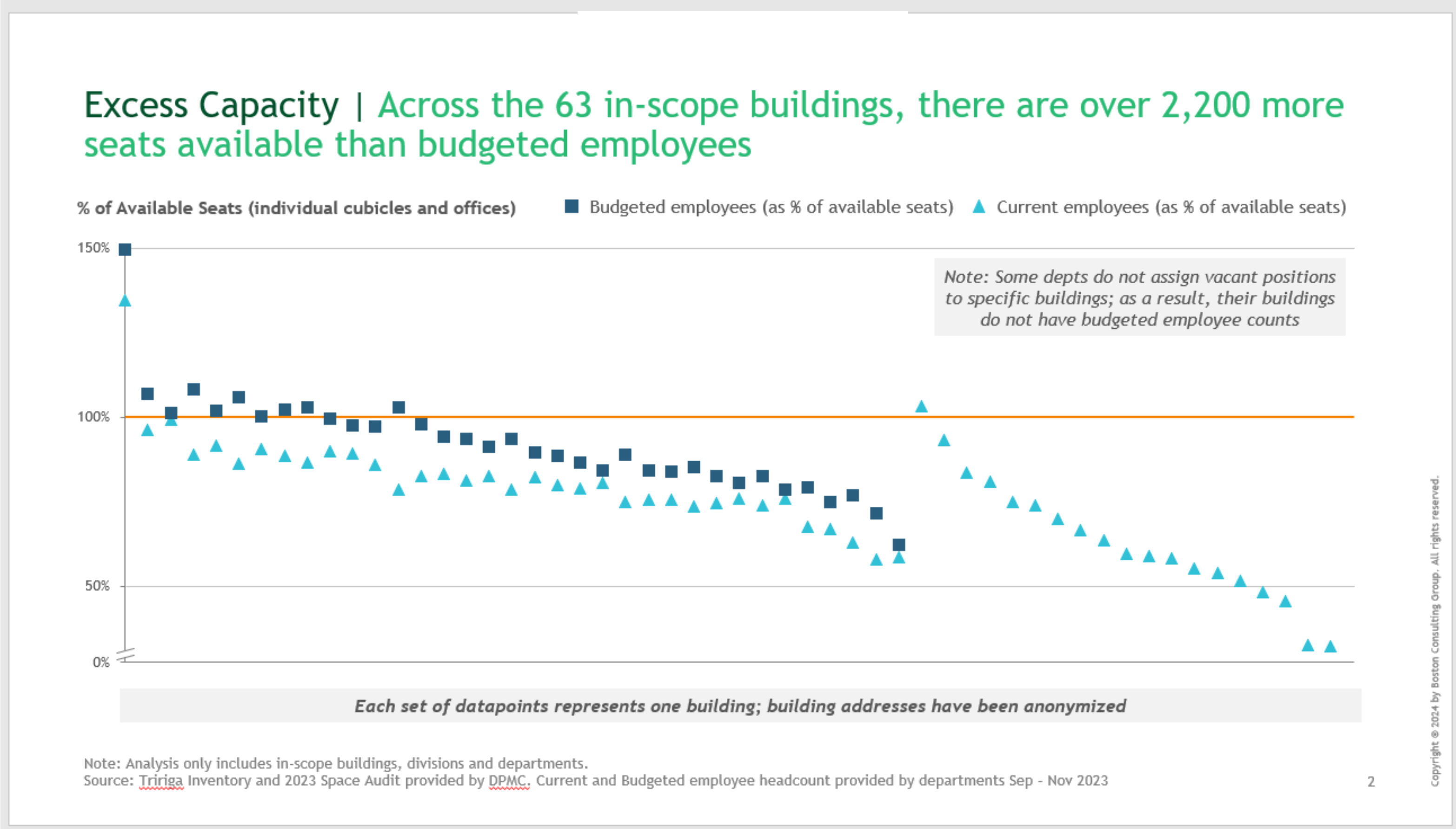


Exhibit 2 | Variable space efficiency

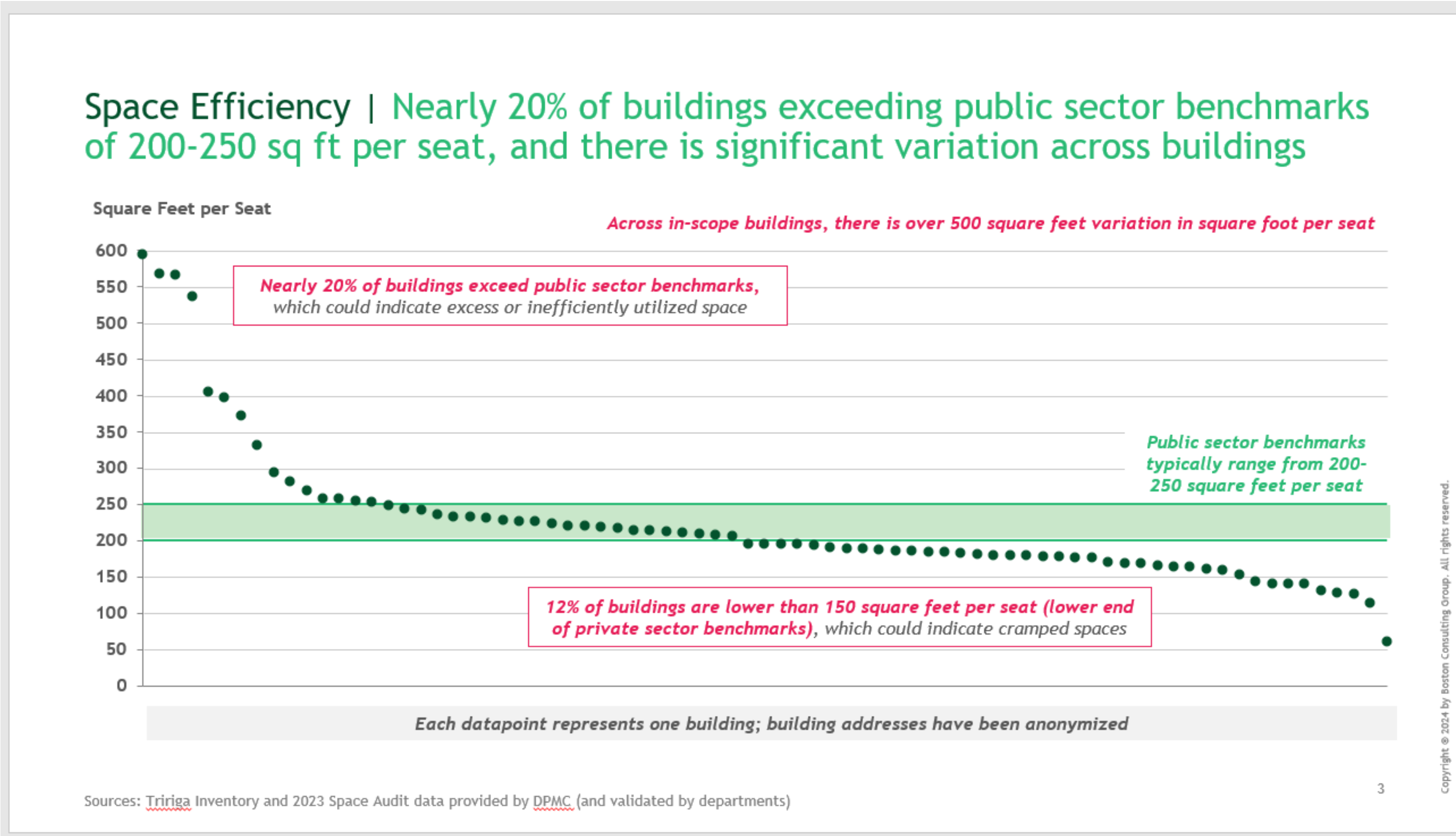
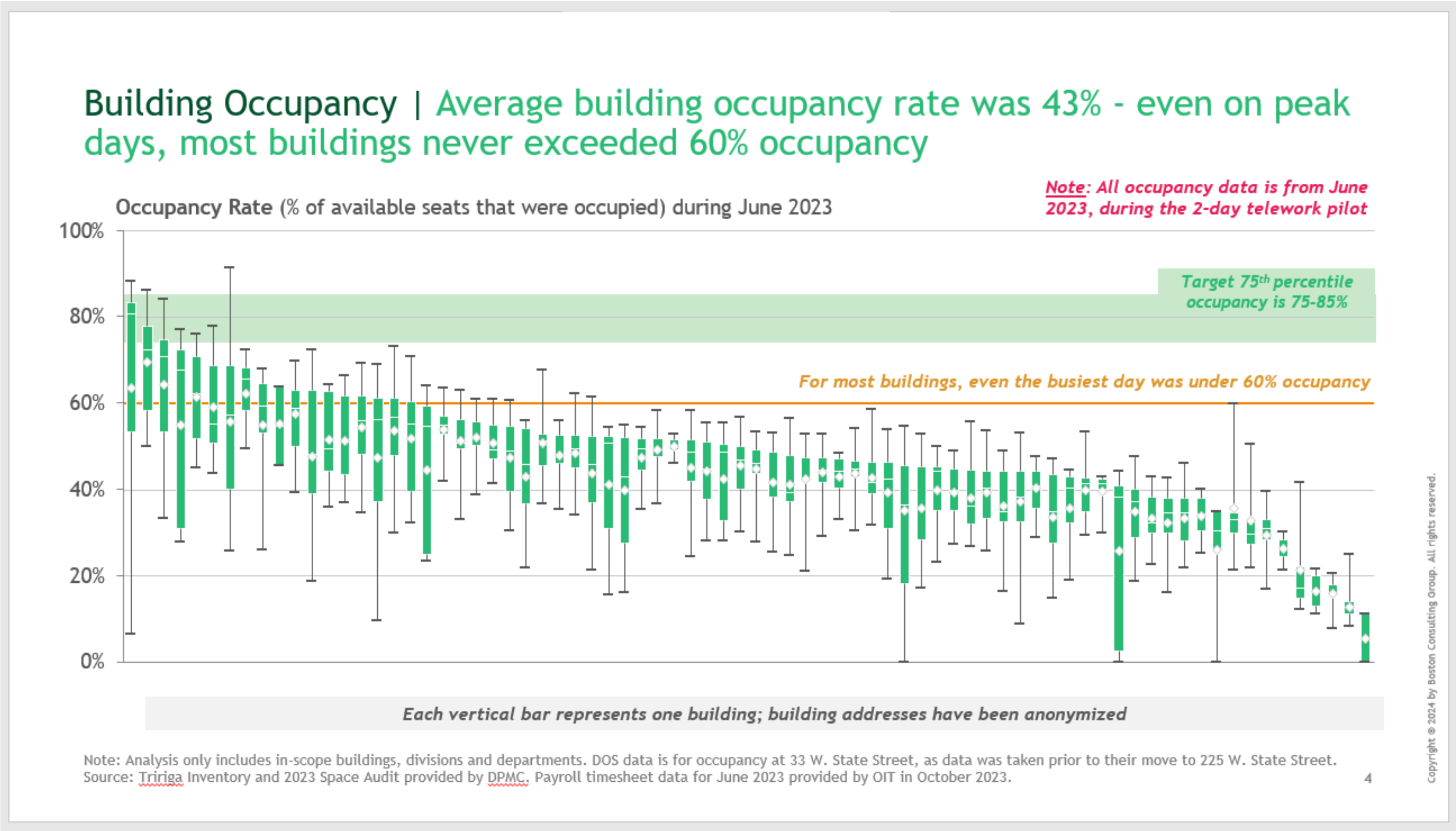


Exhibit 3 | Low building occupancy



8. Appendix

8.1 Departments participating in space needs assessment

To inform our assessment, we conducted interviews with 16 Executive Branch departments. DPMC manages space (and maintains building data) for 13 of these 16 departments; of those 13 departments, 12 provided the employee-level data needed for the quantitative space needs assessment (all except the Department of Human Services). As a result, the estimates of the quantitative space needs assessment (detailed in Section 4) reflect only those 12 departments.

Department or Office	Interviewed?	Included in quantitative space needs assessment?
Department of Agriculture	Yes	Yes
Department of Banking & Insurance	Yes	Yes
Department of Children & Families	Yes	Yes
Department of Community Affairs	Yes	Yes
Department of Education	Yes	Yes
Department of Environmental Protection	Yes	Yes
Department of Health & Senior Services	Yes	Yes
Department of Labor & Workforce Development	Yes	Yes
Department of Law & Public Safety	Yes	Yes
Department of State	Yes	Yes
Department of Treasury*	Yes	Yes
Motor Vehicle Commission	Yes	Yes
Department of Human Services	Yes	No (No employee data received)
Office of Homeland Security	Yes	No**
Office of Secretary of Higher Education	Yes	No**
Department of Corrections	Yes	No**

*We also conducted interviews with 12 divisions of Department of Treasury: Division of Property Management and Construction (DPMC), Division of Lottery, Office of Management and Budget (OMB), Division of Purchase & Procurement (DPP), Division of Taxation, Division of Revenue & Enterprise Services (DORES), Division of Investments, Division of Unclaimed Property, Division of Administration, Division of Pensions, Office of Public Finance, and Division of Risk Management
**These departments and offices were not included in the quantitative space assessment because their space is not under the authority of DPMC. However, they were interviewed for various reasons: The Office of Homeland Security is affiliated with the Department of Law and Public Safety. The Office of the Secretary of Higher Education occupies a small space in the Department of Labor building. The Department of Corrections collaborates with DPMC on construction projects.

8.2 In-scope buildings for space needs assessment, by department

As outlined in Section 3, the scope of this effort focused on DPMC-managed buildings that are primarily office space. In-scope space was identified in partnership with the leadership of each department and excludes any constituent-facing spaces (e.g., DOL One Stops, DCF local offices, MVC agencies) and specialized spaces (e.g., warehouses, data centers, labs).

Across the 13 departments that have DPMC-managed space, 63 unique buildings were identified as in-scope – collectively spanning 4.6M square feet of office space (2.5M square feet leased, 2.1M square feet owned). The table below shows the full list of spaces considered to be in scope for each department. Note that several buildings appear multiple times because they house multiple departments. For each row, the listed square footage refers specifically to the amount of office space allocated to that department within that building.

Department	Building address	Type	Square footage
Department of Agriculture	200 Riverview Plaza	Leased	26.6K
	S. Clinton & E. State Street	Leased	22.0K
Department of Banking & Insurance	20 West State Street	Owned	130.3K
	1 Apollo Drive	Leased	5.1K
	5 Executive Campus	Leased	4.1K
	153 Halsey Street	Leased	3.3K
Department of Children & Families	50 E. State Street	Leased	246.1K
Department of Community Affairs	101 South Broad Street	Owned	148.6K
Department of Education	100 Riverview Plaza	Leased	100.0K
	200 Riverview Plaza	Leased	42.6K
	7 Glenwood Avenue	Leased	11.3K
Department of Environmental Protection	401 E. State Street	Owned	388.2K
	S. Clinton & E. State Street	Leased	97.9K
	25 Arctic Parkway	Leased	62.7K
	428 E. State Street	Leased	51.4K
	7 Ridgedale Avenue	Leased	26.4K
	7 Ewing Street	Leased	19.4K
	440 E. State Street	Leased	18.3K
	2 Riverside Drive	Leased	10.7K
	436 E. State Street	Leased	9.6K
	516 East State Street	Leased	6.8K
Department of Health & Senior Services	55 North Willow Avenue	Owned	184.9K
	135 E. State Street	Leased	65.0K
	120 S. Stockton Street	Leased	57.5K
	25 S Stockton Street	Owned	10.9K
	153 Halsey Street	Leased	9.8K
Department of Human Services	1 Quakerbridge Plaza	Leased	265.8K
	222 South Warren Street	Owned	124.5K
	153 Halsey Street	Leased	51.0K
	5 Commerce Way	Leased	50.2K
	100 Hamilton Place	Leased	27.7K
	100 Daniels Way	Owned	20.6K
	1B Laurel Drive	Leased	19.0K
	2 Echelon Plaza	Leased	18.8K
	5218 Atlantic Avenue	Leased	18.6K
	3499 Rt. 9 North	Leased	18.5K
	2201 Route 38	Leased	16.2K
	852 S. Whitehorse Pike	Leased	13.2K
	45 Kilmer Road	Leased	12.4K
	110 E. Fifth Street	Leased	14.1K
	140 E. Front Street	Leased	7.4K
	75 Veterans Memorial Drive	Leased	6.6K
	2 Riverside Drive	Leased	6.3K
	1300 Atlantic Avenue	Leased	3.8K
	199 E. Broadway	Leased	0.7K
Department of Labor & Workforce Development	1 John Fitch Plaza	Owned	308.9K
	71 West Park Avenue	Leased	18.3K
	3499 Rt. 9 North	Leased	16.4K
	4800 Broadway	Leased	15.0K
Department of Law & Public Safety	25 Market Street	Owned	260.1K

Department	Building address	Type	Square footage
	124 Halsey Street	Leased	189.5K
	140 E. Front Street	Leased	84.0K
	153 Halsey Street	Leased	45.5K
	1300 Atlantic Avenue	Leased	34.7K
	1325 Boardwalk	Leased	28.5K
	1 Apollo Drive	Leased	23.1K
	5 Executive Campus	Leased	20.4K
	31 Clinton Street	Leased	15.9K
	820 Bear Tavern Rd	Leased	14.8K
	830 Bear Tavern Road (DCJ)	Leased	7.6K
	1601 Atlantic Avenue	Leased	6.3K
Department of State	225 W. State Street	Owned	38.6K
Department of Treasury	3 John Fitch Way	Owned	192.4K
	50 W. State Street	Leased	167.6K
	33 W. State Street	Leased	136.7K
	200-300 Riverview Plaza	Leased	130.8K
	20 West State Street	Owned	39.6K
	1 Lawrence Park	Leased	22.5K
	22-08 Route 208	Leased	17.0K
	124 Halsey Street	Leased	10.9K
	2 Paragon Way	Leased	9.4K
	153 Halsey Street	Leased	9.0K
	157 W. Whitehorse Pike	Leased	8.9K
	2 Riverside Drive	Leased	8.3K
	75 Veterans Memorial Drive	Leased	7.4K
	102 First Street	Leased	7.3K
Motor Vehicle Commission	225 E. State Street	Owned	296.8K