

# Doing More with Less: *Transforming the Federal Workplace*



## MODERATOR:

**Jonathan McIntyre, LEED AP**

Federal Architect, Planner and Senior Workplace Strategist  
Director, Center for Workplace Strategy

*GSA*

## SPEAKERS:

**Peter Brown, ASID, CID, LEED AP**

Associate Vice President,  
Principal, Director of Interiors

*AECOM*

**Bill Cords, P.E.**

Director of Infrastructure

*NAVAIR*



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# HOUSEKEEPING ITEMS

Take Note of Exits

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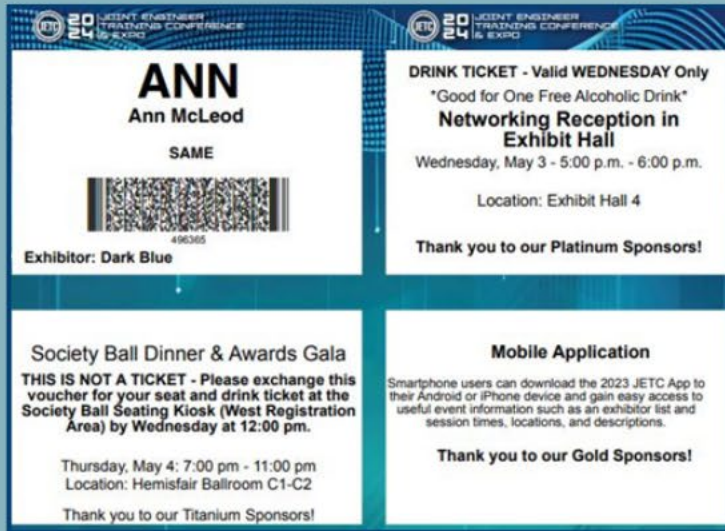
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# MODERATOR



## Jonathan McIntyre, LEED AP

Federal Architect, Planner and  
Senior Workplace Strategist

**GSA**

*Director, Center for Workplace Strategy*

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### FUN FACTS

- Lives only one ZIP Code number away from where he grew up
- Rowed (crew) on both the Potomac & Anacostia Rivers
- Played a Shark in production of West Side Story
- Nursery School level of Italian, Spanish and German

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# SPEAKER



## Peter Brown, ASID, CID, LEED AP AECOM

*Associate Vice President, Principal,  
Director of Interiors*

---

### FUN FACTS

- Enjoys hiking in the Blue Ridge Mountains with family and his two Bernese Mountain Dogs
- Has been to Hawaii more than 70 times
- Has become an avid pickleball player in the last year
- Currently learning to sympathize with Steve Martin's character in *Father of the Bride*

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# SPEAKER



## Bill Cords, P.E.

**NAVAIR**

*Director of Infrastructure*

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### FUN FACTS

- Wisconsin "Cheesehead"  
Green Bay Packers Fan
- Volunteer for "Warfighter Advance" supporting combat Veterans
- Granddad, World Traveler, "Foodie", Nature Lover

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*Live Content Slide*

**Poll: Let's see who is in the audience... Who do you represent?**

*Live Content Slide*

**Poll: In one or two words, what is your profession or role?**

# Background & Overview



2024

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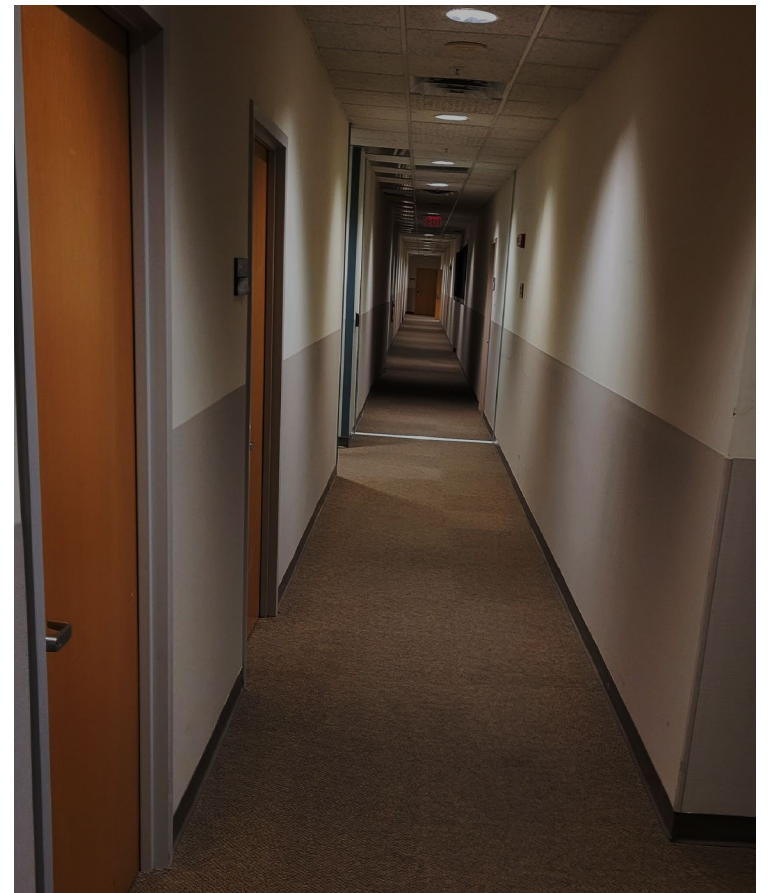
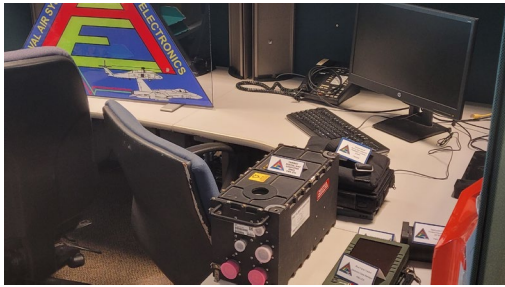
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REALIZATION OF NEED

# How did this all start?



# Tours and Engagement with GSA and AECOM

GSA'S CENTRAL OFFICE, WASHINGTON, DC



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# What were the key drivers?



## Modernize physical environment

- Address space resources “challenge”
- Reduce organization friction over space resources



## Transformation on a limited budget



## Enhance recruitment and retention — “Employer of Choice”



## Changing the legacy culture

- Enable hybrid work / flexible new way of working
- Shed the legacy of 1:1 assigned workstations and legacy support model
- Enable digital operations / technology woven into the process



## Enhance organizational performance

- How we work, supported by physical place and technology

# Pilot #1: PMA 205



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# General Observations and User Profile

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## Growth and space needs demanded a new approach

More smaller cubes; done twice already– “Out of Schlitz”

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## Prospects: Split team or move off-station away from HQ

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## PMA 205 Leadership open/committed to open/agile pilot

Saw as ‘essential’ for Organization’s future

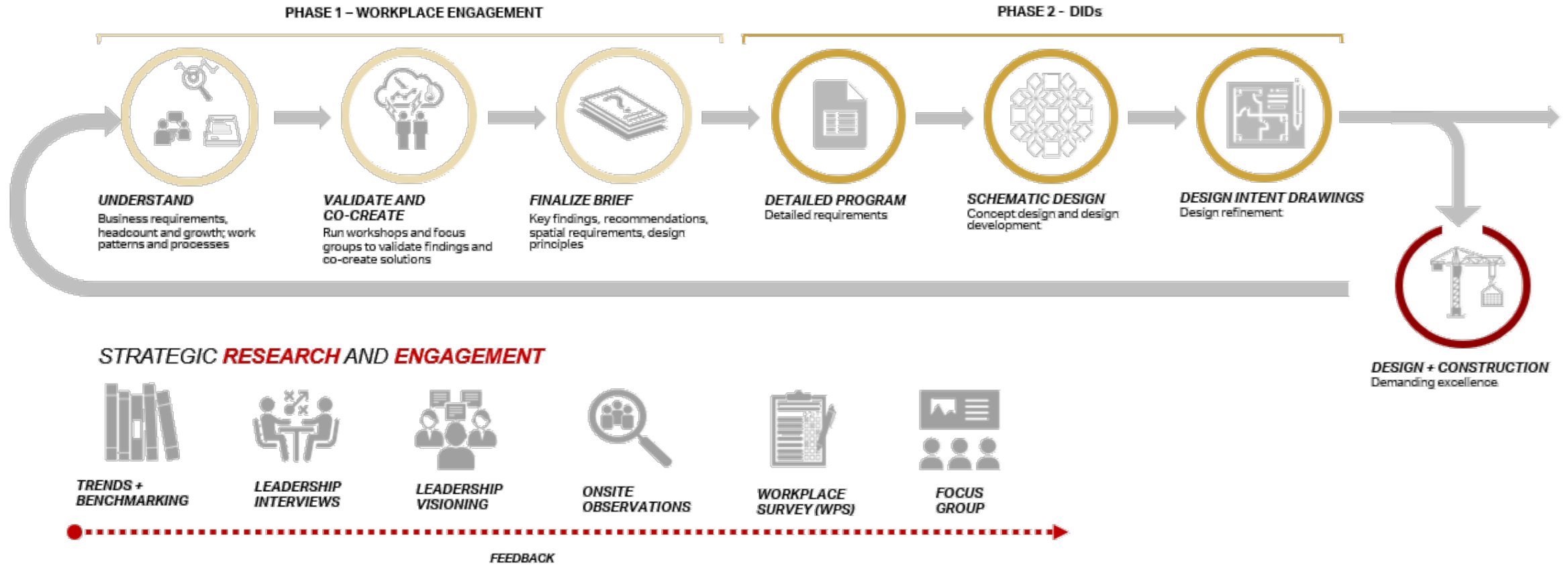
Congruent w/extension of workforce and digital activities (People, Place, Technology)

Representative of program *team* side of NAVAIR HQ/PEO



# STRATEGY APPROACH

## Discovery Process



# STRATEGY APPROACH

# Discovery Process

**EXECUTIVE SUMMARY** AECOM

### 1.2-1.3 Engagement Strategy/Methodology & Key Findings

#### 1.2 Engagement Strategy / Methodology

In an effort to gain a deeper understanding of the PMA205 organization, AECOM conducted a series of on-site engagements during the months of July and August, 2018. The **Leadership Visioning Session**, **Employee Focus Group**, and **Online Survey** were conducted with tools designed to obtain feedback from staff on the workplace experience and work patterns. Our findings were supplemented by **Leadership Interviews**, as well as an **On-Site Observation** of the PMA 205 office space located at NAVAIR HQ. The Workplace Diagnostic Report previously submitted is an outcome of those engagements, along with biweekly calls and planning sessions with key stakeholders.

#### Activities

- ONLINE SURVEY**  
July 23-August 3, 2018
- LEADERSHIP VISIONING SESSION**  
July 10, 2018
- LEADERSHIP INTERVIEWS**  
July 9-13, 2018
- FOCUS GROUP**  
August 8, 2018
- ON-SITE OBSERVATIONS**  
August 7-9, 2018
- EXECUTIVE OUT-BRIEF**  
August 9, 2018

#### 1.3 Key Findings

PMA205 is challenged in its current working environment on multiple fronts. Although the office can often be quite empty, the culture can be distracting due to conversations and teleconference calls taking place in an open environment. Workstations are out-of-date and not ergonomically sound, and there are no support spaces for staff beyond two meeting rooms. Meetings and collaboration between teams usually happen in workstations or in executive offices. While the issues of privacy and acoustic comfort can be improved, it will require a cultural transformation of the way the office is used, combined with fully integrated technology resources to support the future workplace. Yet, current information technology is restricted and limited. Due to security considerations, approval and procurement cycles, along with the lack of funding for infrastructure upgrades, it has been a challenge to keep up with the pace of modern technological change within NAVAIR and PMA 205.

The organization's teleworking policy allows staff to work remotely a maximum of 18 hours per week. This creates an opportunity to maximize desk sharing while at the office and also highlights the importance of reducing distractions to better support "focused work". The potential for PMA 205 to move to an activity based working environment is high as staff are already accustomed to working in a distributed way. In the PMA 205 team is a social group with a strong sense of identity and a resolute desire to align the workplace environment with the identity and mission of the organization.

**APPENDIX**

### 6.1 Survey Analysis: Background Information

#### Type of Individual Workspace and Supervisors

Workspace Type	Percentage	Count
Enclosed office	10%	7
Enclosed multi-person office	6%	4
Workstation that most people cannot see over when standing	10%	7
Workstation that most people cannot see over when seated	35%	24
Workstation that most people can see over when seated	38%	26
Open workspace with no partitions	1%	1

**83%** of respondents work at a workstation or cubicle with dividers, as their primary work location.

Among supervisors (10), 40% (4) use single or multi-person offices.

**WORKPLACE RECOMMENDATIONS** AECOM

### 2.1 Workstyles

#### Workstyle Development

Allocating square footage needs for individual and shared spaces requires research into daily work functions. This research drives workstyle development, which takes into consideration where employees primarily perform their work and how they interact with others at their desks. This data then informs the selection and arrangement of individual furniture systems, the design of team neighborhoods, the selection of supportive technology, and the planning and zoning of the office to augment organizational performance. This is a consistent and equitable methodology that generates insight into how people perform work and how their work can best be supported in the future.

Workstyles classify each worker's combination of collaborative pattern and mobility level. These influence decisions on Desk Sharing Ratios and Desk Assignments: individual space allocation, individual space standards, and desk sharing all play a role in customizing Activity Based Planning, to fit the need of each organization.

#### PMA 205 Observations

Data gathered from the staff survey, was analyzed and cross referenced with observations and engagement findings to provide current work patterns for the organization. These findings provide design criteria that allow for a new workplace approach such as incorporating desk sharing.

Current work patterns suggest the PMA205 staff is **heavily desk bound**, but also somewhat **collaborative**. Without many collaborative space options in the current environment, colleagues tend to use desks for impromptu meetings, phone calls (often on speaker), lunch, as well as concentrative work. People remain tethered to their desks for a variety of reasons - lack of available collaborative space, unresponsive Wi-Fi, an ineffective breakroom for eating, and a general misunderstanding of public space protocols. Staff members often resort to leveraging the group's telework policy, gaining concentration at home.

Collaboration Pattern	Mobility Level		
	Desk Bound	Moderately Mobile	Highly Mobile
Concentrative (C) 58%	Desk Bound Collaborative 9%	Moderately Mobile Collaborative 16%	Highly Mobile Collaborative 17%
Collaborative (CO) 42%	Desk Bound Concentrative 32%	Moderately Mobile Concentrative 19%	Highly Mobile Concentrative 7%
	<b>Desk Bound (28) 41%</b>	<b>Moderately Mobile (24) 35%</b>	<b>Highly Mobile (17) 24%</b>

- **DESK BOUND** These individuals spend 70-100% of their day at the desk. They may collaborate on the phone or work on concentrative heads down tasks.
- **MODERATELY MOBILE** These individuals spend 41-69% of their day at their desk and would benefit from a variety of spaces in which to do their work.
- **HIGHLY MOBILE** These individuals spend less than 41% of their day at their desk. They may be completely out of the office, in meetings around the building or base.

**CONCENTRATIVE:** 0-40 % of the day is spent collaborative in-person or on the phone collaboration

**COLLABORATION:** 41-100% of the day is spent collaborative in-person or on the phone collaboration

## STRATEGY APPROACH

# Technology Workshop

Compared IT initiatives for Pilot programs with two major networks:

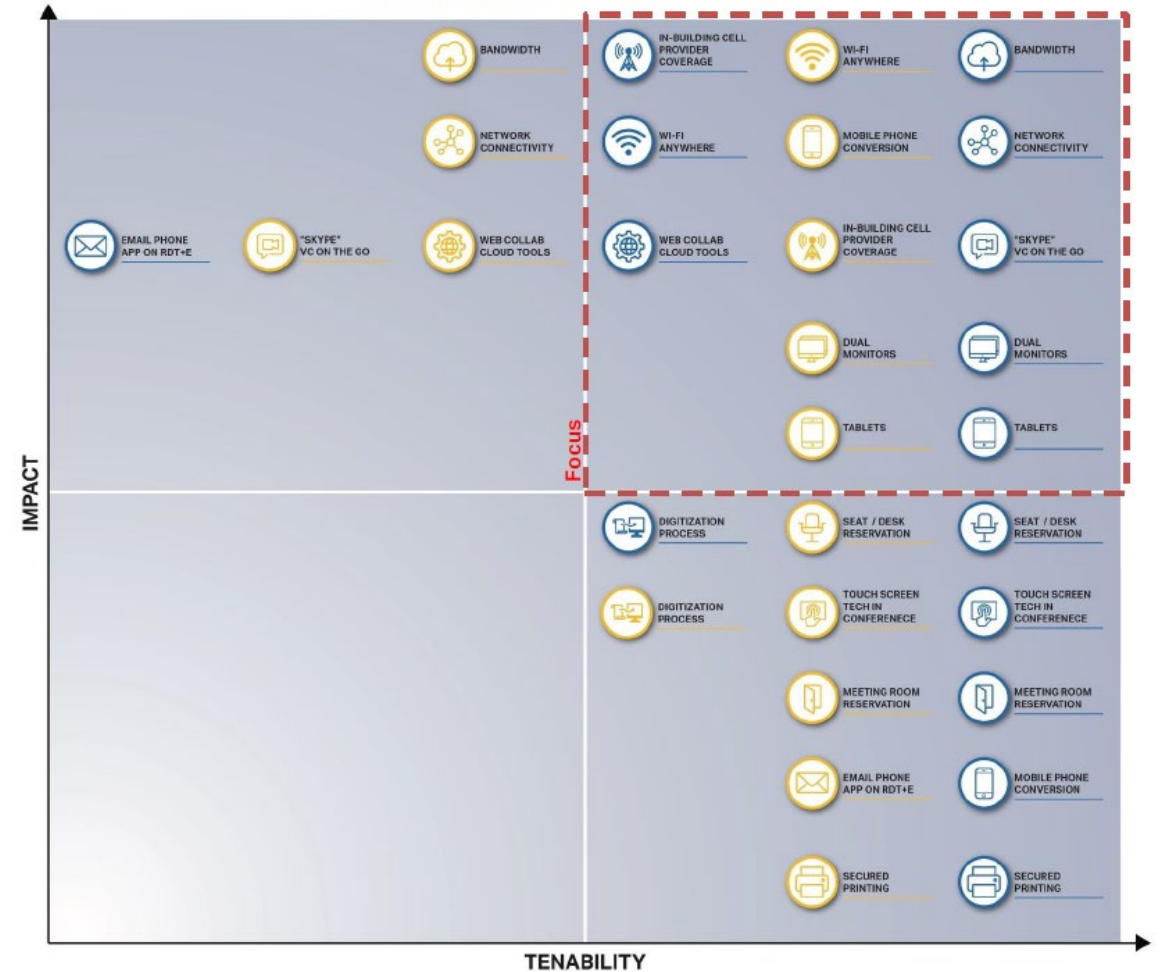
- RDT&E
- NMCI

Compared *Impact vs. Tenability* of each initiative

Analysis identified:

- Early/easily achievable initiatives
- Initiatives adding high value

Technology Assessment: *Impact vs Tenability*





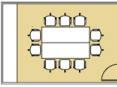
# STRATEGY APPROACH

# Recommendations

**WORKPLACE RECOMMENDATIONS** AECOM

### 2.7 Kit of Parts – Space Types

**MEETING & TEAM SPACE**

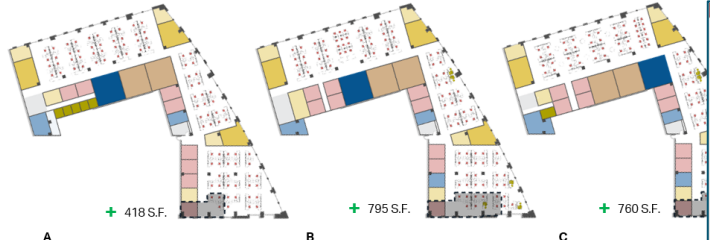
<p><b>FOCUS ROOM 48 sf</b> 1-2 People</p> 	<p><b>Allocation / Sharing</b></p> <ul style="list-style-type: none"> <li>One per every 20 employees</li> <li>Space for individual phone conversations, one-on-one conversations, or short-term focus, mostly to support staff occupying open workstations</li> </ul>	<p><b>Features</b></p> <ul style="list-style-type: none"> <li>Phone</li> <li>Optional: Dual monitors with easy plug-in capability with personal laptop. This will allow short-term focused work away from individual desks.</li> <li>Optional: Adjustable height desk</li> <li>Guest chairs</li> </ul>	<p><b>Recommended Uses</b></p> <ul style="list-style-type: none"> <li>Focus rooms are recommended for heavy phone activity, private conversations and concentration. While seemingly tight, when clear glass, the room feels more spacious than those working in enclosed, dry wall offices.</li> </ul>
<p><b>SMALL MEETING ROOM 120 sf</b> 3-4 People</p> 	<p><b>Allocation / Sharing</b></p> <ul style="list-style-type: none"> <li>One per every 20 employees</li> <li>Space for meetings up to 4 people</li> <li>Allows staff to meet quickly and easily, to conduct teleconferences or review projects / data on-screen</li> <li>Reservable via online system</li> </ul>	<p><b>Features</b></p> <ul style="list-style-type: none"> <li>Phone</li> <li>Writable surface</li> <li>Guest chairs</li> <li>Optional: HD screen</li> </ul>	<p><b>Recommended Uses</b></p> <ul style="list-style-type: none"> <li>The same 120 sf module works for the small meeting room Private Office. This size is ideal for 3-4 person meetings. This size is intentional in that it allows it to be converted to private office as the need arises. Transition becomes a furniture and not an architectural one, more cost effective and efficient long run.</li> </ul>
<p><b>MEDIUM MTG. ROOM 300 sf</b> 5-10 People</p> 	<p><b>Allocation / Sharing</b></p> <ul style="list-style-type: none"> <li>One per every 50 employees</li> <li>Space for meetings up to 10 people</li> <li>Can be used for meetings or trainings</li> <li>Reservable via online system</li> </ul>	<p><b>Features</b></p> <ul style="list-style-type: none"> <li>Polycrom</li> <li>HD screen(s)</li> <li>Writable surface</li> <li>Video conferencing equipment</li> <li>Ergonomic chairs</li> </ul>	<p><b>Recommended Uses</b></p> <ul style="list-style-type: none"> <li>PMIA 305 employees across report frequent meetings throughout the day requiring sufficient meeting space. Often times, collaboration and teleconference calls take place in open work areas causing disruption. Providing more meeting space will reduce noise levels in the office.</li> </ul>

16 | GSA | NAVAIR WORKPLACE STRATEGIC BRIEF

**CONCEPT DESIGN** AECOM

### 3.3 Iterative Process

**Concept Process**  
These studies demonstrate different arrangements based on the proposed program. Colors correlate to those used in the kit of parts section of this document.



A + 418 S.F.      B + 795 S.F.      C + 760 S.F.

**Legend**

- Future Expansion
- Break Room
- Copy/Storage
- Coat Room
- Agile Office
- Workstation
- Additional Program
- Large Conference
- Medium Conference
- Small Conference
- Focus Room
- Future Expansion Area


22 | GSA | NAVAIR WORKPLACE STRATEGIC BRIEF

**CONCEPT DESIGN** AECOM

### 3.4 Concept Plan – Design Principles

**Design Principle Hot Spots**

- Prioritize Choice
- Increase Collaboration
- Increase Shared Support
- Maximize Natural Light
- Accommodate Growth



The Plan has been color-coded in accordance with the design principles, to indicate where each concept takes hold. Space for additional growth, beyond the 130 headcount, dictated is available near the southeast corner of the plan.

23 | GSA | NAVAIR WORKPLACE STRATEGIC BRIEF

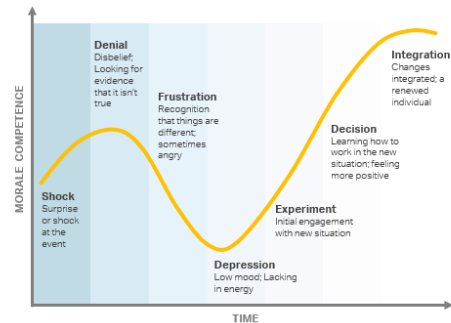
# STRATEGY APPROACH

# Change Management

## 5.0 Change Management

### Change Management

As the complexity and significance of a workplace change increases, so does the need to incorporate a change management program. A workplace change may start from a physical need to change the space, but will likely have significant impacts on intangible elements of **human performance**, business processes, and information technology initiatives. Further, workplace changes are rarely isolated to one area of an organization and impact how organizations and **individuals** employees interact with each other. Adapting to these changes can be difficult for both leaders and employees because they are moving in unfamiliar and uncharted territory.



Source: Kubler-Ross Change Curve

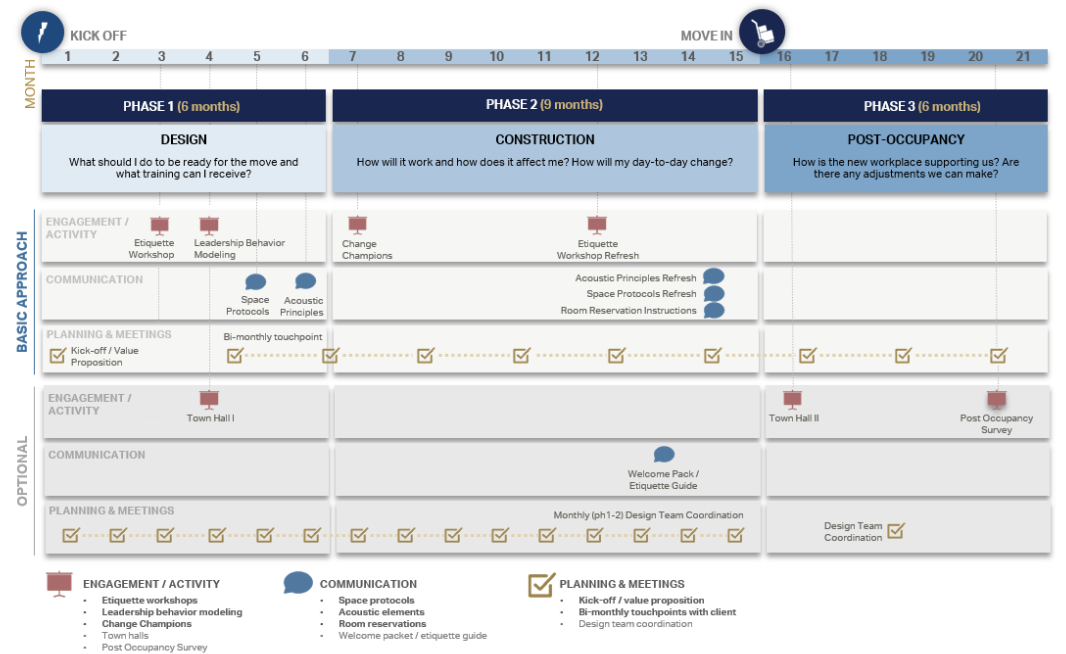
While strategic communications are effective in many situations, complex initiatives that aim to drive new ways of working require a more holistic approach to affect lasting change. When asking colleagues to modify their attitudes and change their behavior, they have to be actively engaged so that the process is a **participatory experience**. Given the scale of PMA205, change must be top-down, allowing pilot heads to lead by example.

### PMA205 Ten Commandments of Change\*

- Analyze the organization and its need for change.** AECOM conducted on-site research and diagnostic engagements.
- Create a shared vision and a common direction.** AECOM has developed this Workplace Strategic Brief to guide this conversation.
- Separate from the past.** PMA205 must identify cultures / behaviors from past commands to be discarded.
- Create a sense of urgency.** A design project schedule will prevent inertia from strangling progress forward.
- Support a strong leader role.** The NAVAIR Core Team and Captain Lopez can guide the way forward.
- Line up political sponsorship.** SES leaders such as Mr. Kutz should align expectations and champion the initiative.
- Craft an implementation plan.** AECOM has developed this Change Plan to steer the pilot program.
- Develop enabling structures.** Behavioral protocols, policy augmenting, and technological investment will help support the cause.
- Communicate, involve people, and be honest.** Expose colleagues to the intended communication and engagement strategy.
- Reinforce and institutional change.** Revisit the change periodically – done right, change is a continuous process!

\*List of Commandments inspired by: Kanter, Rosabeth M. "The Enduring Skills of Change Leaders." *Leader to Leader*. June 1999, 15-22.

## 5.2 Change Schedule



## DESIGN APPROACH

# Project Statistics

- Approx. 10,300 SF
- Headcount: 120 people
- Density 124 SF/pp
- Reduced footprint by 30%
- Designed to 65%
- Design-Build execution
- \$2.2M (\$208/SF)
- Provisions:
  - Comprehensive renovation
  - Collaborative Zone
  - Quiet/Focus Zone
  - Limited 'assigned' spaces
  - Varied space types and sizes
  - Social Hub



DESIGN APPROACH

# Image and Identity for a Cultural Change



DESIGN APPROACH

# Dynamic and Flexible Collaborative Areas





DESIGN APPROACH

# A “New Normal” in Collaboration



DESIGN APPROACH

# Quiet / Concentrative Areas



# Unique Factors



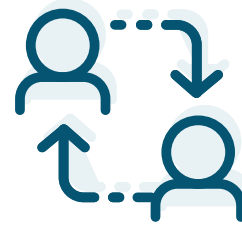
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**Covid-19  
Pandemic**



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**Design-Build  
execution  
through GSA**



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**Ongoing  
Change  
Management**



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**Visibility to  
returning  
NAVAIR  
workforce**



# Post Occupancy Evaluation/Lessons Learned



**Performance optimization**



**Health and wellness**

(changed peoples lives for the better... *"We feel better!"*)



**Pride and ownership in their workspace**



**Recruitment boom**

- External and internal within NAVAIR
- Workplace flexibility promoted attraction to PMA 205



**Became a model ("enabler") for future transformations**



**Reduce building reconstruction when possible**

- Mission critical / life safety only



**Glass walls need careful consideration**

- Adds to 'open' and fresh modern environment but limits flexibility of conference spaces with OPSEC considerations

# Pilot #2: Procurement Group



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# General Observations and User Profile

Organization spread across five separate WW2 Buildings and HQ

Covid “work from home” realities challenged pre-existing assumptions regarding telework, etc.

New collaborative tools/technologies enabled productivity

## Procurement Group

Motivation to build better future shifted mentality from “Naysayer” to “Champion/Leader” supporting new model

As contracting authority lead KO for NAVAIR, became their own “client” shifting KO from GSA to NAVAIR for Design-Build execution of overall project

Representative of *business* side of HQ NAVAIR/PEO

# Tailoring a Strategy for a New Organization



**PMA 205 strategy as  
NAVAIR ‘baseline’**



**User Organization just  
wanted a ‘furniture plan’**



**Provided range of options  
“High / Medium / Low”**



**Continuous change  
management was key  
throughout design  
process**



**User Organization erred  
on ‘overly austere’ –  
limited vision of possible**

## DESIGN APPROACH

# Project Statistics

- 13,531 SF
- Headcount: 240 people
- Density 95 SF/pp
- Reduced footprint by 47%
- Designed to 35%
- Design-Build execution
- \$2.4M (\$129/SF)
- Provisions:
  - High re-use of existing conditions
  - Collaborative Zone
  - Quiet/Focus Zone
  - Limited 'assigned' spaces
  - Varied space types and sizes
  - Focus on dynamic collaboration spaces





# DESIGN APPROACH

# Concept Design

## PROGRAM & CONCEPTS

### SPACE PROGRAM

NAVAIR provided AECOM with the following required program items and requested AECOM to recommend how to best allocate the meeting space requirements and configure the individual work settings:

- 7 Assigned Workstations
- 65 Unassigned Workstations
- 2 Assigned Private Offices
- 4 Unassigned Private Offices
- 2 Large Conference Rooms
- 9 Meeting Rooms

AECOM used the above requirements and developed the adjacent program budget in Phase 1 as a recommended program to achieve a true ABP workplace. It accommodates all seating and sharing ratio requests made by NAVAIR, along with additional facilities such as a library and cafe/break room. Other work and support spaces are also provided, with the remainder of the space maximizing meeting and collaboration areas, while still providing necessary support functions. Square footage allocations are based on guidelines provided in UFC 2-000-05N and recommended industry standards.

Supported Headcount	283	
Total Work Seats	80	Total Collaboration
Workstations	74	Open
Offices	6	Closed
Total USF	13,404	HC: Collaborative
USF/seat	168	

Programmed Spaces	GSIA	Sharing Ratio (people to seats)	Quantity	Headcount Supported	Total SF
<b>Assigned Workstations</b>					
Assigned Workstation	48 sf	1:1	7	7	336 sf
Unassigned Workstation	36 sf	4:1	65	260	2,340 sf
Touchdown Workstation	30 sf		2	2	60 sf
SEB / Flag Office	150 sf	1:1	0	0	-
Assigned Office	120 sf	1:1	2	2	240 sf
Hotel / Shared Office	120 sf	3:1	4	12	480 sf
Focus Room	60 sf		2	2	120 sf
<b>Collaborative Spaces</b>					
Open Collaborative Space (Hot)	80 sf	75:1	4	16	320 sf
Huddle Room (4 ppl)	120 sf	100:1	3	12	360 sf
Team Meeting Room (6-8 ppl)	150 sf	150:1	4	32	600 sf
Meeting Room (14 ppl)	250 sf	200:1	2	28	500 sf
Conference Room (25 ppl)	500 sf	150:1	2	50	1,000 sf
<b>Social Spaces</b>					
Break Room	2 sf/person				576 sf
<b>Support / Utility Spaces</b>					
Entry Area	500 sf		1		500 sf
Support Spaces					600 sf
Lockers (for unassigned meeting only)	0.75 sf/person		276		207 sf
Print / Copy Areas	150 sf		1		150 sf
Wellness Room	100 sf		1		100 sf
Library / Workroom	500 sf		1		500 sf

## PROGRAM & CONCEPTS

### DESIGN PRIORITIES

In order to support a new way of working in an ABP environment, the role of the office must evolve to meet the changing expectations of work. To achieve a successful office space, we must also consider specific design features and cost considerations that will create a space that best supports the mission of the Procurement Group. The following items have been identified as top priorities to be implemented into two concept plans.

#### TOP PRIORITIES

- **Satisfy Required Program** – Space types indicated in the program as “mandatory” are critical to Procurement’s mission and must be provided for.
- **Minimize Construction Cost** – Concept options that minimize required construction scope and costs must be investigated. These can be achieved through methods such as reusing existing wall configurations and/or reusing architectural elements where possible.

In order to meet these priorities, AECOM has developed the following two concept approaches:

- **Option 1: MINIMUM CONSTRUCTION / BUDGET COST** – Existing building features are retained to the greatest extent possible, new construction is avoided unless absolutely required, existing ceiling and lighting is maintained, and available existing furniture in enclosed meeting rooms and private offices is reused.

#### ADDITIONAL PRIORITIES

- **Acoustic Quality** – Provide acoustical control through workstation features and materials to help mitigate auditory distractions throughout the space.
- **Quiet / Collaborative Zones** – Provide areas for “heads-down” focused work that are separated from collaboration zones.
- **Meeting Spaces** – Maximize number of meeting spaces, provide a variety of meeting space types, and locate meeting spaces close to the main entry.

## ZONING & BLOCK PLANS

### MINIMUM CONSTRUCTION

- Renovate Northeast office into additional required exit
- Add cased opening between suites
- Patch ceiling as needed.
- New furniture for open office spaces and larger conference rooms. Existing furniture to be reused in Office/Meeting spaces

SPACE	PROGRAM QUANTITY	OPTION QUANTITY	DELTA	PROGRAM AREA	OPTION AREA	DELTA
Assigned Workstations	7	8	+1	336 SF	384 SF	+48 SF
Unassigned Workstations	65	67	+2	2,340 SF	2,412 SF	+72 SF
Library	1	1	0	500 SF	595 SF	+95 SF
Conference Rooms	2	2	0	1,000 SF	1,061 SF	+61 SF
Office (6) / Meeting Rooms (6)	15	14	-1*	1,880 SF	2,325 SF	+1,045 SF
Print Copy	1	2	+1	150 SF	162 SF	+12 SF

\*Additional meeting spaces can be provided by collaborative areas within the library.



GSA | NAVAIR WORKPLACE STRATEGIC BRIEF

## ZONING & BLOCK PLANS

### ALTERNATE CONSTRUCTION

- Renovate Northeast office into additional required exit
- Remove partition between suites
- New ceiling and lighting throughout
- Add breakroom
- Replace carpet, base and paint with higher finish level
- New furniture for entire suite

SPACE	PROGRAM QUANTITY	OPTION QUANTITY	DELTA	PROGRAM AREA	OPTION AREA	DELTA
Assigned Workstations	7	8	+1	336 SF	384 SF	+48 SF
Unassigned Workstations	65	65	0	2,340 SF	2,340 SF	0
Library	1	1	0	500 SF	384 SF	-116 SF
Conference Rooms	2	2	0	1,000 SF	1,061 SF	+61 SF
Office / Meeting Rooms	15	14	-1*	1,880 SF	2,325 SF	+645 SF
Print Copy	1	2	+1	150 SF	181 SF	+31 SF
SUGGESTED SPACES						
Break Room	1	1	0	568 SF	744 SF	+176 SF

\*Additional meeting spaces can be provided by collaborative areas within the library and open seating at the breakroom.



GSA | NAVAIR WORKPLACE STRATEGIC BRIEF

# DESIGN APPROACH

# Schematic Design

## ENGINEERING NARRATIVES

### ELECTRICAL / TELECOM / AV

ELECTRICAL	TELECOM	AV
<ul style="list-style-type: none"> <li>Current lighting fixtures are to be replaced with LEDs.</li> <li>Equipment, lights, lighting controls, receptacles, and branch circuits unaffected by new layout will stay existing to remain.</li> <li>Existing electrical equipment, lighting controls, and devices with associated branch wiring, conduits, and junction boxes are to be salvaged and stored for re-use in coordination with architectural and interior design layout where possible, otherwise new equipment will be used.</li> <li>Power will be distributed through columns where possible but will use surface mounted floor boxes otherwise.</li> <li>Conference rooms will use flush mounted fire rated pole-throughs.</li> <li>One circuit will be used for every new conference room and 1 receptacle per wall.</li> </ul>	<ul style="list-style-type: none"> <li>Replace all existing telephone and network cables in areas affected by new layout.</li> <li>Replace all existing telephone and data outlets in areas affected by new layout.</li> <li>Match copper and fiber cables to existing network system for compatibility.</li> <li>New cabling shall be tested per TIA/EIA standards.</li> <li>Data will be distributed through columns where possible but will use surface mounted floor boxes otherwise.</li> <li>Equipment unaffected by layout will stay existing to remain, otherwise new equipment will be used.</li> <li>Wireless access points will be provided as required.</li> </ul>	<ul style="list-style-type: none"> <li>AV equipment including sound masking, televisions, microphones, and speakers is to be replaced with new equipment.</li> <li>New AV equipment shall be field matched with existing AV system components for compatibility.</li> <li>All equipment, devices, cables, and wiring are to be re-installed and re-circuited in coordination with architectural and interior design layout.</li> </ul>

ELECTRICAL	TELECOM	AV
<ul style="list-style-type: none"> <li>Equipment, lights, lighting controls, receptacles, and branch circuits unaffected by new layout will stay existing to remain.</li> <li>Existing lighting fixtures, electrical equipment, lighting controls, and devices with associated branch wiring, conduits, and junction boxes are to be salvaged and stored for re-use in coordination with architectural and interior design layout where possible, otherwise new equipment will be used.</li> <li>Power will be distributed through columns where possible but will use surface mounted floor boxes otherwise.</li> <li>Conference rooms will use flush mounted fire rated pole-throughs.</li> <li>One circuit will be used for every 2 new conference and 1 receptacle per wall.</li> </ul>	<ul style="list-style-type: none"> <li>Replace all existing telephone and network cables in areas affected by new layout.</li> <li>Replace all existing telephone and data outlets in areas affected by new layout.</li> </ul>	<ul style="list-style-type: none"> <li>AV equipment including sound masking, televisions, microphones, and speakers is to be replaced with new equipment.</li> </ul>

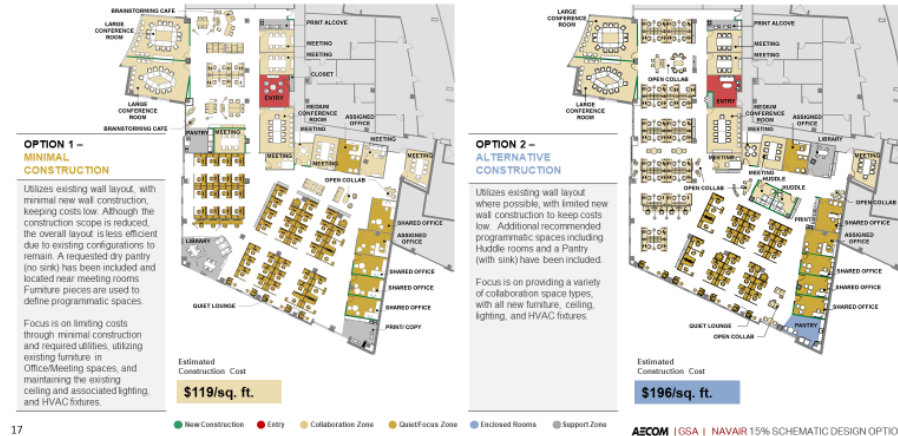
MODERATE COST

BUDGET COST

54

## SCHEMATIC DESIGN

### PHASE 2 SCHEMATIC PLAN COMPARISONS



## PLANNING

### COST ESTIMATES

An initial summary of cost estimates for the Minimal Construction and the Alternate Construction options is shown. Areas of construction include Suite 535 and 536.

Highlighted items indicate the four categories with the highest cost differential between the two options.

#### OPENINGS

- Min. Construction: Solid walls with painted solid wood doors.
- Alternative Construction: Glazing at large conference rooms. Sidelites at office/meeting rooms.

#### FINISHES

- Min. Construction: Maintain existing ceiling, new carpet, base, and paint.
- Alternative Construction: All new ceiling grid and tiles, new carpet, base, and paint.

#### SPECIALTIES

- Min. Construction: No Updates.
- Alternative Construction: New equipment in breakroom.

#### ELECTRICAL

- Min. Construction: Relamping as needed.
- Alternative Construction: New Lighting throughout.

#### PLUMBING

- Min. Construction: No Updates.
- Alternative Construction: Plumbing for

DIVISION	MINIMUM CONSTRUCTION (BUDGET COST)	ALTERNATE CONSTRUCTION (MODERATE COST)
1 General Requirements	\$ 55,545	\$ 55,545
2 Existing Conditions	\$ 30,302	\$ 74,012
8 Openings	\$ 21,612	\$ 33,600
9 Finishes	\$ 163,903	\$ 421,089
10 Specialties	\$ 1,378	\$ 20,471
11 Equipment	\$ -	\$ 11,251
12 Furnishings	\$ 5,231	\$ 36,250
21 Fire Suppression	\$ 19,533	\$ 22,566
22 Plumbing	\$ -	\$ 22,882
23 HVAC	\$ 1,827	\$ 105,440
26 Electrical	\$ 89,807	\$ 208,983
27 Communications	\$ 58,738	\$ 61,346
28 Fire Alarm	\$ 11,107	\$ 13,218
<b>TOTAL BARE COST</b>	<b>\$ 458,983</b>	<b>\$ 1,080,653</b>
Markups incl. GC OH&P	202,219	440,355

Construction: New open offices and office furniture (min. of entry at commercial grade).  
 Construction: All new furniture of mid to premium (commercial grade).

Design contingency is lower in the minimal construction level of required construction activity. Totals may differ due to rounding error.

## SCHEMATIC DESIGN

### THREE-DIMENSIONAL RENDERING

#### MINIMAL CONSTRUCTION – OPEN COLLABORATION AREA



# DESIGN APPROACH

# Design Standards

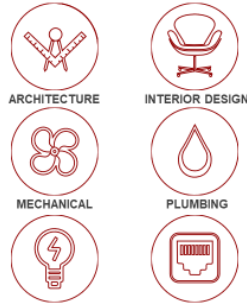
## INFRASTRUCTURE CONCEPTS SUMMARY

The following infrastructure concept narratives communicate design and engineering intent to assist future design and/or construction entities in completing this project. The information and direction contained herein was developed based on information received to date from NAVAIR regarding existing building infrastructure, programmatic needs collected from user representatives, and current building code requirements.

These narratives address the **MINIMUM CONSTRUCTION** approach and the **ALTERNATE CONSTRUCTION** approach presented in the Schematic Design. As the Procurement Group's top goal is to keep costs low, many of the infrastructure concepts are similar between the two approaches. However, there are a few key differences between the concepts that are explained in detail.

The information that follows is organized in discipline-specific sections for each concept option. These sections detail each discipline's approach to the design, their underlying code and standards assumptions, and the anticipated scope of work for the project.

While the Procurement Group directed AECOM to move forward with the **MINIMUM CONSTRUCTION** approach on 12 May 2021, information relative to the **ALTERNATE CONSTRUCTION** approach has been maintained in this report for reference only.



## PROJECT MANAGEMENT

## COST ESTIMATES – FINAL SCHEMATIC DESIGN

A summary of cost estimates for the revised **Minimal Construction** option is shown. Areas of construction include Suites 535 and 536. Cost estimates for Option 2 Alternate Construction can be found on page 61.

DIVISION	DETAIL	MINIMUM CONSTRUCTION (BUDGET COST)
1	General Requirements	\$ 55,545
2	Existing Conditions	\$ 36,391
8	Openings	\$ 28,305
9	Finishes	\$ 180,506
10	Specialties	\$ 1,895
11	Equipment	\$ 7,539
12	Furnishings	\$ 11,013
21	Fire Suppression	\$ 26,088
22	Plumbing	\$ -
23	HVAC	\$ 1,827
26	Electrical	\$ 119,213
27	Communications	\$ 79,549
28	Fire Alarm	\$ 11,107
<b>TOTAL BARE COST</b>		<b>\$ 558,977</b>
Markups incl. GC OH&P		242,903
Bond		
Design Contingency*		
<b>SUBTOTAL</b>		<b>New</b>
<b>FF&amp;E</b>		<b>New</b>
<b>TOTAL</b>		<b>Price Per SF</b>

\*Design contingency is lower in the minor.  
 \*\*Costs for FF&E items required to furnish.  
 Note: Totals may differ due to rounding.

## FF&E KIT OF PARTS INTRODUCTION

The intent of the Kit of Parts is to provide a menu of workplace settings that are configured based on the research and findings AECOM observed throughout the diagnostic and strategy exercises with the Procurement Group. The Kit of Parts shown in Phase 1 has been further refined to provide a detailed explanation of the recommended furniture components for each setting. Furniture items shown have been selected to provide specific features that will promote a successful work environment per setting. Furniture settings are shown for each of the **Minimum Construction** option, the **Alternate Construction** option, or both options. Settings indicated for the **Alternate Construction** option are included in this section for reference only.

**Cost Estimate Ranges**  
Budget to Moderate pricing for furniture setting. Pricing will adjust based on materials selected for furniture finishes.

**Applicable Furniture Option**  
Not all settings are utilized in each schematic design option. Highlighted bars will indicate whether the setting is utilized in the **Minimum Construction** option, the **Alternate Construction** option, or both options.

**Representative Imagery**  
Imagery to represent the suggested furniture. Finishes and features are not an exact representation of selected product.

**FF&E KIT OF PARTS WORKSTATION – COLLABORATIVE**  
COST RANGE FOR INDIVIDUAL WORKSTATION TYPE: \$3,200 – \$3,700

**Space Type**  
Color represents a Kit of Part item associated with the following zones on the schematic design plans:

- QUIET / FOCUS SPACES
- COLLABORATIVE SPACES
- SOCIAL SPACES
- SUPPORT SPACES
- VISITOR SPACES

**Plan & Axon Views**  
Plan views indicate how the setting is represented on floor plan. 3D axon views provide a more informative view of the setting.

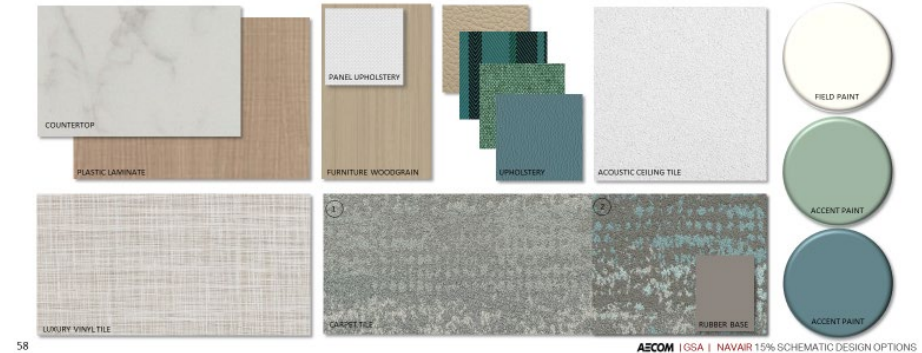
**Government Furnished, Government Installed (GFGI) Technology**  
List represents AV and IT items anticipated for each setting.

AECOM | GSA | NAVAIR 15% SCHEMATIC DESIGN OPTIONS

## MATERIALS AND IDENTITY FINISH AND MATERIALS CONCEPTS

### PALETTE B

The muted teal and green accents of land seen from the air enliven this warm, neutral palette. Earth toned carpet tile, off-white walls and white acoustical ceiling create an ageless backdrop for teal and green accent walls and upholstered furniture applications. The Pantry incorporates a highly durable and cleanable luxury vinyl tile with a woven visual, light woodgrain plastic laminate casework and a natural stone inspired quartz countertop.



AECOM | GSA | NAVAIR 15% SCHEMATIC DESIGN OPTIONS

# DESIGN APPROACH

# Design Intent Drawings

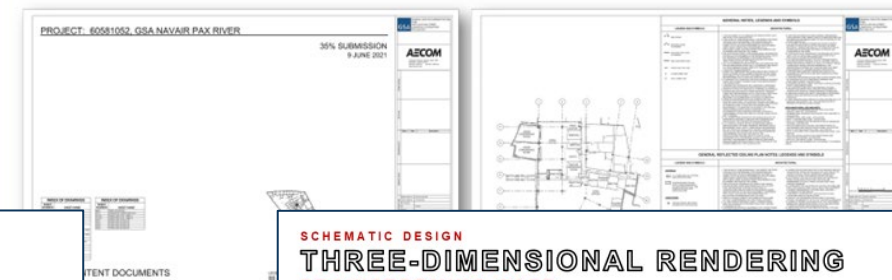
## 35% DID DELIVERABLE DOCUMENTS BASIS OF DESIGN NARRATIVE

A Basis of Design Narrative has been developed to provide additional information to the Design Build Contractor on the processes and engagements that have occurred during Phase 1 and Phase 2 of this Workplace Engagement Process. This Narrative will provide insight on the programming and planning process, the requirements for FF&E items, as well as detailed technical information describing requirements in regard to structural, fire protection, life safety, interior architecture, mechanical, electrical, telecommunications, plumbing, technology and AV features in this scope of work. Appendices of this document include a complete DID set, a copy of the 15% Schematic Design Options Report, as well as detailed Parametric Cost Estimates.



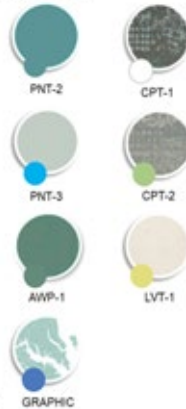
## 35% DID DELIVERABLE DOCUMENTS DRAWINGS

A Design Intent Drawing (DID) set has been developed to further communicate the design and features of the complete NAVAIR Procurement Workplace Renovation project. This drawing set will aid in the bidding process and serve as a bridge set for the selected Design Build Contractor to continue to develop. Reference Appendix A of the Basis of Design Narrative for the complete drawing set.



## DESIGN INTENT DRAWINGS FINISH PLAN

5<sup>TH</sup> FLOOR LEGEND



## SCHEMATIC DESIGN THREE-DIMENSIONAL RENDERING BRAINSTORMING CAFE



# Post Occupancy Evaluation/Lessons Learned



**Providing low – high range options good for strategic evaluation**



**Conference rooms – protect visibility to displays**



**Reconfigurable / multi-purpose collaboration zones successful**

- Library / meeting area
- Lunch seating / impromptu meeting / training area



**Ceilings: reuse grids then change tiles and lighting, maximizing low-cost solution**



**Develop a standard approach for window blinds/shades**

# Headquarters Schematic Design



2024

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# Scope and Approach for HQ Schematic Design

---

**Approximately  
4,100 employees**

---

**456,000 GSF**

---

**Over 45 individual  
user organizations  
(Groups, PEOs, and  
PMAs)**

---

## Provide:

- Existing conditions facility assessment
- Needs assessment and detailed space program
- Design standards for finishes and FF&E
- Concept plans and FF&E concepts
- 15% schematic design with supporting narratives and cost estimates

# Facility Assessment

Investigate and report existing building conditions to inform the schematic design approach, including:



**HVAC and plumbing**



**Ceilings and layouts**



**Slab to slab partitions (firewalls, security, SCIFs)**



**Electrical and lighting**



**Ceiling heights, and structural clearances**



**Fire suppression and life safety**



**Security systems**



**IT/network provisions**



**Restroom conditions and capacities**





# User Group Programming



## Client: Program Validation Questionnaire

Meeting name: xxx  
 Subject: Detailed Program Validation  
 Meeting date: xxx  
 Project name: xxx  
 AECOM project number: xxx  
 Prepared by: Marina Miers

This questionnaire has been completed by:

Name: [redacted] Email: [redacted] Date: [redacted]

Name of Group/PEO: [redacted] PMA/Subgroup: [redacted]

Area Group/PEO/PMA is assigned to: [redacted]

### Program Review

- Recap of Phase 1 (Please reference recommended program in the appendix of this document.)
  - Confirm Seating Requirements Per Subgroup

Name of Subgroup	SES Offices	Assigned Offices	Unassigned Offices	Workstation Assigned (6'x6')	Workstation Unassigned (6'x6')	Touchdown Station (2.5'x6')

- Are there any specific team/groups/individuals that will be frequently interacting with visitors that need dedicated space to accommodate a visitor above and beyond a meeting space?

- How should private offices be distributed to best support the open office environment (e.g. assigned offices/ managers vs. team neighborhoods)?

## PROGRAMMING SUMMARY PROGRAMMING PROCESS

### Interview 1 11 January

#### Summary of Target Requirements

Personnel Spaces	Quantity
Assigned Workspaces	7
Hoteling Workstations	91
Touchdown Stations	21
SES Offices	6
Assigned Offices	9
Hoteling Offices	14

### Interview 2 12 January

#### Summary of Target Requirements

Personnel Spaces	Quantity
Assigned Workspaces	4
Hoteling Workstations	17
Touchdown Stations	2
SES Offices	0
Assigned Offices	4
Hoteling Offices	0

### Interview 3 13 January

#### Summary of Target Requirements

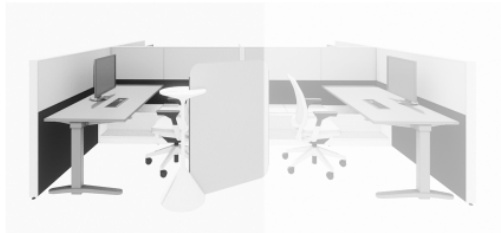
Personnel Spaces	Quantity
Assigned Workspaces	2
Hoteling Workstations	0
Touchdown Stations	0
SES Offices	2
Assigned Offices	40
Hoteling Offices	0

# Design Standards

## FF&E KIT OF PARTS

# WORKSTATION – COLLABORATIVE ZONE

COST RANGE FOR INDIVIDUAL WORKSTATION – \$3,300 – \$3,600



### Collaborative Workstation (1)

- 6' x 6' L-shaped workstation with a panel height of 42"H
- Powered height adjustable worksurface finished in plastic laminate
- Painted metal open storage cabinets with a plastic laminate continuous top along the return
- Integrated power at panel base to provide two (2) duplexes at each station, one below worksurface and one above with USB convenience outlet. Integrated cable management through panels to provide two (2) telecommunication drops per stations
- Dual monitor arms

### Task Chair (1)

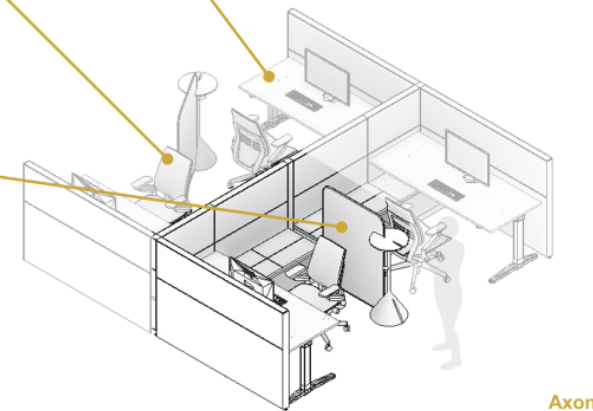
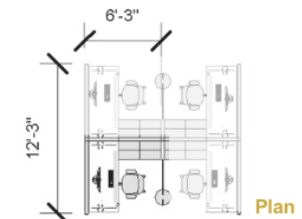
- Ergonomic task chair with adjustable seat depth and pneumatic seat height adjustment
- 4D adjustable, non-upholstered arms
- Fully upholstered seat and back
- Adjustable lumbar support
- 5-star aluminum base on carpet casters

### Screen (1)

- Freestanding acoustic and tackable screen with magnetic edge (for free standing ganging of multiple screens), and radiused corners
- Podium stand to support single screen
- 47"H x 35.5"W

### GFGI Technology To Be Supported

- Monitors (dual)
- Personal keyboard and mouse
- Docking Station
- Headsets for VOIP



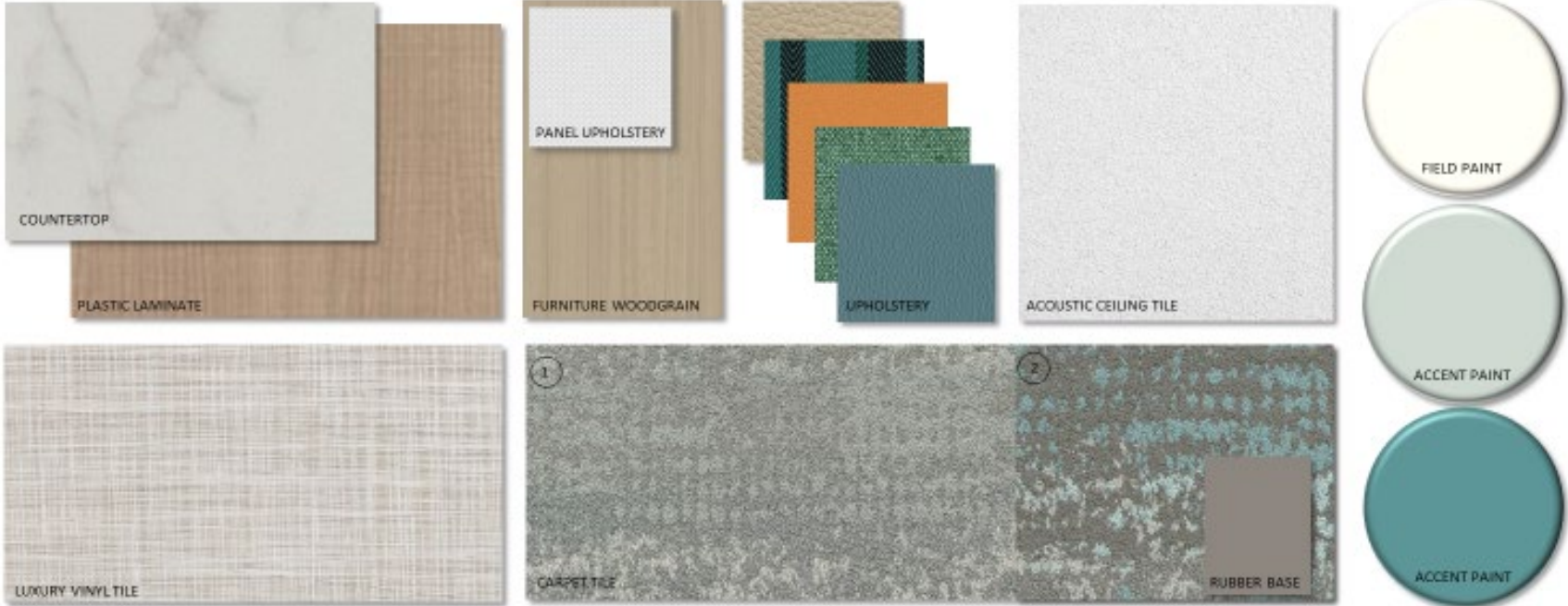
# Design Standards

## MATERIALS AND IDENTITY

# FINISH AND MATERIALS CONCEPTS

### SELECTED PALETTE DEFINED IN PHASE 2A

The muted teal and green accents of land seen from the air enliven this warm, neutral palette. Earth toned carpet tile, off-white walls and white acoustical ceiling create an ageless backdrop for teal and green accent walls and upholstered furniture applications. The pantry incorporates a highly durable and cleanable luxury vinyl tile with a woven visual, light woodgrain plastic laminate casework and a natural stone inspired quartz countertop.



# Schematic Design and Adaptive Reuse

## PROGRAM & SCHEMATIC DESIGN

### SUITE 537-539 SCHEMATIC DESIGN OPTIONS

The Schematic Design options shown are the original solutions AECOM proposed for suite 539 on March 17<sup>th</sup> 2022. The plans were intended to provide a variety of budget sensitive options for the large Group suite to achieve different work settings that support the organization's new operating procedures. A hybrid approach to the **OPTION 2A – MINIMUM CONSTRUCTION** layout was selected as the preferred option to develop further in design and refinement.



OPTION 1 - EXISTING REUSE



OPTION 2B - MINIMUM CONSTRUCTION

#### SELECTED PLAN



OPTION 2A - MINIMUM CONSTRUCTION

#### Requested Plan Modifications:

- Use the Reception layout from Option 1
- Relocate the Print/Copy space from between suites 537/538 to a central area in 539.
- Provide mostly solid demountable partitions around the C-Suite Multi-Purpose Room.
- Provide flexible meeting furniture within the C-Suite Multi-Purpose room and no lounge style furniture.
- Provide a Multi-Purpose Room in Suite 549.

# Technical Narratives/Cost Estimating Approach

## PROGRAM & SCHEMATIC DESIGN INFRASTRUCTURE CONCEPTS ARCHITECTURE

Applicable codes and criteria include but are not limited to the following:

International Building Code (IBC), 2018, as modified by UFC 1-200-01

International Existing Building Code (IEBC), 2018

Unified Facilities Criteria (UFC) 1-200-01 DoD Building Code, 8 October 2019 with Change 1, October 2020

Unified Facilities Criteria (UFC) 3-101-01 Architecture, 16 December 2020 with Change 1, 5 January 2021

Architectural Barriers Act (ABA) Accessibility Standard for Department of Defense Facilities, 31 October 2008

Department of Defense Manual 5200.01, Volume 3, February 24, 2012, Incorporating Change 2, March 19, 2013

Reuse existing partitions except where noted or required by new construction. Replace existing ceilings and grids in all areas except in the MIC Conference Room. Construct new typical partitions consisting of metal stud and gypsum board extended to the underside of the ceiling grid. Construct new partitions at suite 539 secure multipurpose room consisting of insulated metal stud cavity and gypsum extended to the concrete deck and stud cavities filled with batt insulation. At existing boundary wall between 542 and 541, add new furred wall with insulation and extend insulated wall to deck to mitigate sound transmission between the two areas.

Provide new wood doors with hollow metal frames where typical new doors are indicated. Provide mechanical lever lockset hardware at typical new doors and rim mounted exit hardware at the relocated doors egressing from the MIC. At new suite 549 secure multipurpose room door, provide doors and hardware in accordance with Department of Defense Manual 5200.01 volume 3 (see "Security").

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## COST ESTIMATES 5th FLOOR SUITES

A summary of cost for the revised final **MINIMUM CONSTRUCTION** approach is shown below. Areas of construction include Suites 537-538-539, 545-546-547, 548-549, and 542.

DIVISION	DETAIL	TOTAL COST
DIVISION 1 - General Requirements		\$37,698.32
DIVISION 2 - Existing Conditions	Demolition, temporary construction	\$65,143.63
DIVISION 8 - Openings	Solid partitions, painted wood doors, secure hardware	\$12,088.43
DIVISION 9 - Finishes	Provide new ceiling tiles, ceiling grid, carpet, wall base, and wall paint. C-Suite office carpet to remain.	\$459,089.09
DIVISION 10 - Specialties	New signage. Provide demountable partitions at C-Suite	\$27,340.05
DIVISION 11 - Equipment	None	\$0.00
DIVISION 12 - Furnishings	Plastic laminate cabinets and countertops and coffee bars	\$4,593.63
DIVISION 21 - Fire Suppression	Reconfigure sprinklers as required for new work and new ceiling grid	\$10,108.63
DIVISION 22 - Plumbing	None	\$0.00
DIVISION 23 - HVAC	Adjust locations of existing ceiling air devices as required for new ceiling grid, z-ducts at floor to deck walls.	\$71,814.23
DIVISION 26 - Electrical	Provide new LED Lighting	\$295,835.83
DIVISION 27 - Communications	Provide communications connections as required for new construction and new displays.	\$146,580.92
DIVISION 28 - Fire Alarm	Adjust locations of existing ceiling air devices as required for new ceiling grid	\$3,106.97
<b>TOTAL BARE COST</b>		<b>\$1,133,379.71</b>
Markups Inc. GC OH&P		\$471,743.63
<b>SUBTOTAL</b>		<b>\$1,605,123.35</b>
BOND	1%	\$16,051.23
<b>SUBTOTAL</b>		<b>\$1,621,174.58</b>
DESIGN CONTINGENCY	15%	\$243,176.19
<b>SUBTOTAL</b>		<b>\$1,864,350.77</b>
CONSTRUCTION CONTINGENCY	5%	\$93,217.54
<b>SUBTOTAL</b>		<b>\$1,957,568.31</b>
FF&E *	Provide all new furnishings in all spaces in scope.	\$1,593,866.91
<b>TOTAL</b>		<b>\$3,551,435.22</b>
<b>PRICE PER SQUARE FOOT</b>		<b>\$172.12</b>
<b>TOTAL IF EXISTING CEILING GRID AND LIGHTS ARE MAINTAINED</b>		<b>\$3,147,527.84</b>
<b>COST PER SQUARE FOOT IF EXISTING CEILING GRID AND LIGHTS ARE MAINTAINED</b>		<b>\$152.54</b>

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\*FF&E Numbers have been adjusted to represent open market budget pricing with a conservative 50% discount only, as well as a 5% inflation rate. Once an SA contractor has been selected, pricing is anticipated to improve by approximately 10% or more.

AECOM | GSA | NAVAIR 15% FINAL SCHEMATIC DESIGN

# Implementation Approach – Iterative and Incremental

## Line of Effort 1:

Space cleanup /  
clean-out and  
maximize telework  
DON'T WAIT

## Line of Effort 2:

On-site operations:  
Space requirements  
for short-term focus  
(safety, health, agile-  
lite) DON'T WAIT

## Line of Effort 3:

Long-term future  
state plan: space  
optimization plan to  
fully mission capable

Develop universal road map  
for standards (finishes, colors,  
ceilings, lighting, furniture)

Don't wait LOE 1 and LOE 2  
GO FAST JUST DO IT

HQ groups built first –  
predominately off-site work;  
most leveraged 1:5 seating  
ratio GO FAST

PEO Groups phased  
approach; predominately on-  
site work phased roll-out by  
organizational readiness and  
resourcing LEADERS LEAD

*Learning from both Pilots paid huge dividends*

# Observations & Lessons Learned



20  
24

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# Observed “Value of Design”

## External assistance from GSA and AECOM was invaluable

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Highly specialized design support

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Organizations don't have the capability (even if they think they do)

---

Assisted in navigating the change management / transformation

---

Encouraged deadline-based decision making and accountability

---

Specialized experience brought best-practices to the table

---

Process enabled creative solution utility orders of magnitude over and above expectations



# Reduction of Space Utilization

## Eliminating off-base commercial leases

More effective and higher value space utilization

## Elimination of failed World War II admin conversions

*“Nothing is as permanent as a temporary World War II building.”*



# Modernized Approach to Mobility



**No assigned seating  
for anyone as a  
starting point**



**Ensure that flexible  
support spaces are  
available for primary  
work styles**

*Cube, Office, Conference Room*



**Leaders lead by example**  
*"If I can do it, anyone can do it."*



**IT and network  
applicability**



**Non-secure vs. secure  
working areas**

# Value of Pilots



## Personalized test subject

Low risk investment,  
Tailored solutions



## Highly visible

Builds interest, momentum, and  
support



## Top leadership commitment is key

*“We are going to do this.”*

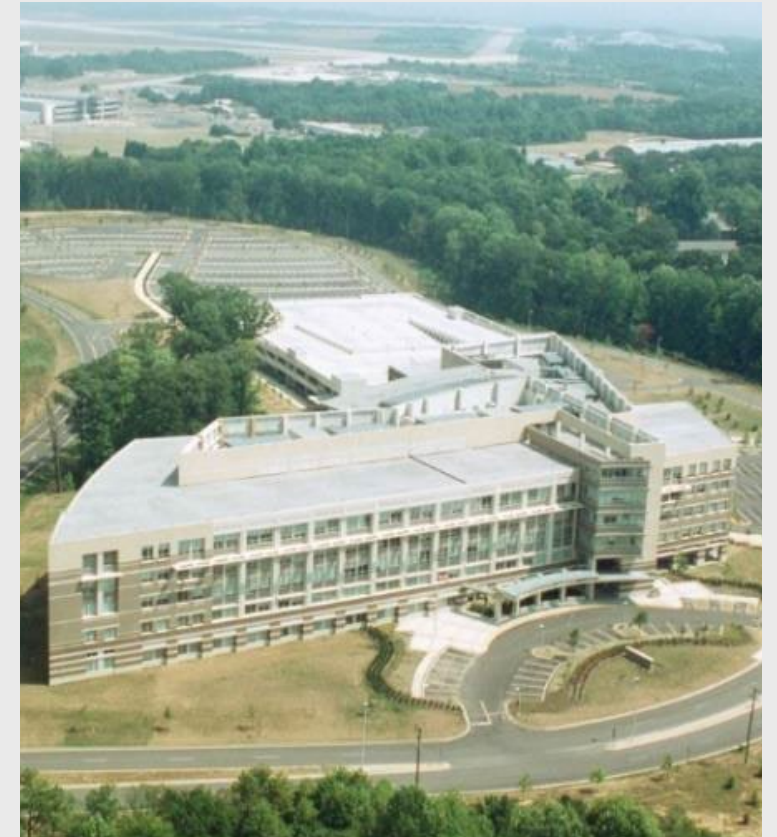
# Tangential Benefits

## Moffett Building now serving as a transformative example for Pax River

Navy's footprint  
becoming more efficient  
without a need for as  
much real estate.

## NAVAIR serving as an example to other DoD customers

Supporting technology  
changing attitude toward  
flexibility.



# Key Takeaways



**Built environments impact occupiers' mental, intellectual, and physical health**



**Good design and a holistic strategy take time**



**Culture eats strategy for lunch**



**Workplace transformation *can* be achieved on a budget**

**Doing More with Less:**  
*Transforming the Federal Workplace*

# THANK YOU

Please take a few minutes to complete a short survey about this session. Your feedback will help us improve future programming for JETC.

 **conferences i/o**



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# Doing More with Less:

*Transforming the Federal Workplace*

# Q&A

- Jonathan McIntyre, [jonathan.mcintyre@gsa.gov](mailto:jonathan.mcintyre@gsa.gov)
- Peter Brown, [peter.brown@aecom.com](mailto:peter.brown@aecom.com)
- Bill Cords, [william.f.cords.civ@us.navy.mil](mailto:william.f.cords.civ@us.navy.mil)