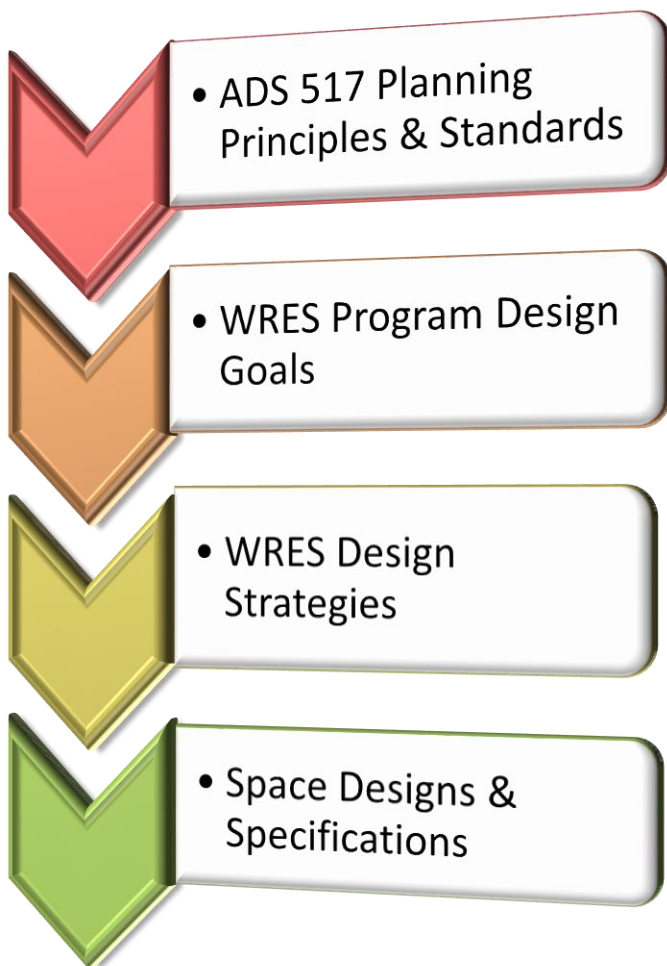




Washington Real Estate Strategy Program Design Goals and Strategies

A Mandatory Reference for ADS Chapter 517

New Edition Date: 11/06/2017
Responsible Office: M/MS/HMD
File Name: 517mac_110617



The USAID/Washington Real Estate Strategy (WRES) seeks to reduce its domestic real property footprint, consolidate USAID offices from four buildings into two buildings, and modernize its headquarters operations. The WRES Program is guided by the direction of Agency leadership, the Space Executive Steering Committee (ESC), and Agency policies and standard set forth in ADS 517. The WRES Program Team draws on the expertise of the U.S. General Services Administration (GSA) to develop plans for the modernization of USAID office space. GSA's work requires guidance on USAID real estate policies, standards, program goals, and design strategies.

The WRES Program Team, in consultation with GSA, has developed the attached set of WRES Program Design Goals and Strategies

that support and further elaborate ADS 517 policies, planning principles, and standards. These Design Goals and Strategies are intended to guide the work of USAID and GSA in the development of workplace designs and solutions. They are also used by the WRES Program Team and the WRES Design Review Committee (DRC) to evaluate USAID Bureau and Independent Office (B/IO) requirements, workplace plans, and contractor deliverables (e.g., program of requirements, performance specifications, test fits, schematic to progressive designs). The DRC will interpret, adapt and apply these design strategies consistent with Design Goals and ADS policies, planning principles and standards. The DRC may seek further clarification and approvals from the Space ESC on matters not explicitly addressed in these Design Strategies or when value engineering may require tradeoffs or changes to the application of Design Strategies.

ADS 517 Workspace Principles:

Acoustic Comfort: The workspace should be configured and constructed to ensure appropriate speech privacy, consistent with the recommendations put forth in GSA Sound Matters.

Spatial Equity: The workspace should be configured and used in a way that ensures a balance of privacy and interaction for all, provides equitable access to daylight and views, and supports mobile work for all eligible employees.

1. **Design Goal:** The workspace provides access to natural light, air quality, acoustic comfort, and sufficient privacy while supporting enhanced teamwork, mobile work, and office operations.

1.1. Design Strategies:

- 1.1.1. Sound absorption surfaces in acoustical ceiling tile, workstation fabrics and carpets.
- 1.1.2. Sound deadening in furniture systems, panels, partitions and screens.
- 1.1.3. Sound masking and attenuation technologies to reduce distracting conversations and ensure speech privacy at generally-accepted industry benchmarked levels.
- 1.1.4. Provide views and access to the outdoor environment for all occupants to the maximum extent possible within the constraints of building design.
- 1.1.5. Enclosed office spaces close to the core of the building and open spaces near windows.
- 1.1.6. Glass panels with translucent features for enclosed offices and meeting rooms on at least one wall oriented to natural light where possible.
- 1.1.7. Workstation configurations allow workers variable views for visual relief and to reduce perception of crowding when possible.

ADS 517 Workspace Principle:

Health, Safety and Security: The workspace is designed to provide for the health and well-being of all individuals using the space and ensure that accessibility, safety, and security needs are met.

2. Design Goal: The workspace is ergonomically designed to promote human performance, health, wellness, work-life balance and social participation in an accessible, safe and secure environment through innovative workplace designs and services.

2.1. Design Strategies:

- 2.1.1. Carpet, paint, furniture and other workplace finishes with low counts of particulates, gases or volatile organic compounds (VOCs).
- 2.1.2. Construction managed to prevent contamination of equipment, ductwork, and surfaces.
- 2.1.3. Recirculated air is filtered and sanitized using industry standard purification techniques and technologies.
- 2.1.4. Ventilation is demand controlled and the system is tested and balanced.
- 2.1.5. Chemical supply storage (i.e. cleaning supplies, copier ink) is in enclosed direct vented spaces and stacked for efficiency.
- 2.1.6. Workspace designs provide easily perceived information with methods of operations that are intuitive and clear, while contributing to wellness, social integration and personalization.
- 2.1.7. Create a simple pattern of circulation that helps people with orientation and wayfinding, and avoids straight dead-space corridors.
- 2.1.8. Easily accessible floor-to-floor stairs and directional signage / wayfinding cues using static elements and programmable technologies that provides visual, tactile and auditory features where appropriate.
- 2.1.9. Adjustable chairs, workstation lighting, computer equipment placement, and sit-to-stand desks to allow individuals to adjust their workspaces to support good posture, body mechanics and work techniques for the tasks to be accomplished.
- 2.1.10. Easily accessible workstation desktop data and power ports and adjustable monitor arm.
- 2.1.11. Use activity-based or task-based areas that encourage workspace circulation and optimize frequency and flexibility of uses.
- 2.1.12. Access to fitness center, showers, and bicycle storage.
- 2.1.13. Enclosed wellness rooms that can be accessed for lactation and quiet reflection.
- 2.1.14. Direct airflow circulation, zoned temperature controls, and individual controls in enclosed offices and meeting rooms when feasible.
- 2.1.15. Controllable or responsive window coverings or treatments to maximize sunlight and temperature control.

- 2.1.16. Space layout maximizes access and penetration of natural light while avoiding excessive heat loss, heat gain, and glare.
- 2.1.17. Color, graphics, artwork, patterns or textural changes to create a visually appealing and stimulating work environment that also promotes workplace practices and workstyles and identifies circulation areas, zones, and the changing character of space.
- 2.1.18. Minimize uniformity and long corridors or paths.
- 2.1.19. Ambient lighting at the work surface is designed to enhance visual acuity for focus work through consideration of average light intensity, lighting zones, and task lighting while overall lighting considerations seek to maintain a balance between power conservation with time-out sensors and luminance/brightness across floor areas and workspaces.
- 2.1.20. Restricted areas are minimized to only those essential areas requiring storage, processing, discussion and handling of classified material in order to minimize impact on workforce mobility, the use of wi-fi, and security clearance level to access workspace.
- 2.1.21. Restricted areas are “vertically stacked” floor-to-floor, to the extent feasible, to achieve ease of constructability.
- 2.1.22. Workspace zones designated as restricted areas are enclosed by fixed walls with PIV enable access controls and wayfinding.
- 2.1.23. When possible, restricted areas are shared by multiple offices.
- 2.1.24. Workspaces requiring handling of controlled but unclassified information will be accommodated through isolation in low traffic areas, provision of technology solutions to control visual access to information, use of lockable file storage areas, and, if required, isolated in a workspace zone with fixed walls with PIV enable access controls.
- 2.1.25. Provide direct access from service elevator to spaces that receive deliveries.

ADS 517 Workspace Principle:

Efficiency & Effectiveness: All workspaces should be planned in accordance with the Agency's long range Washington Real Estate Strategy. The overall occupancy of space will conform to a Utilization Rate (UR) of 160 usable square feet per person or less.

3. **Design Goal:** Agency headquarters operations are consolidated into two modernized buildings to deliver efficient, effective, sustainable workplace solutions that supports the mission of the Agency while reducing its real property footprint.

3.1. Design Strategies:

- 3.1.1. ADS 517 enclosed office space, workstation, collaboration spaces, and other support space standards and uniformly applied but may vary slightly to address floor configurations, column spacing, and future reconfiguration of workspace to achieve optimum flexibility.
- 3.1.2. Workspace designs provide sufficient employee workstations and enclosed offices for onboard, approved vacancies, and employees on the complement within agreed-upon workforce levels for each B/IO.
- 3.1.3. Flexible reconfiguration of selected enclosed office and collaboration spaces to allow for larger meeting spaces or conversion of space types.
- 3.1.4. Offices, group support functions, and other fixed elements are clustered on the floor to allow flexible blocks of space for workstations.
- 3.1.5. Space utilization rate targets drive workplace layouts.
- 3.1.6. Utilize equipment with ENERGY STAR labels.
- 3.1.7. Utilize high efficiency lighting and lighting controls, application of daylighting, and use of occupancy sensors.
- 3.1.8. Utilize high-efficiency HVAC equipment when required in special spaces.
- 3.1.9. Provide access to vehicle charging stations, where applicable.

ADS 517 Workspace Principles:

Suitability of Purpose: The workspace should be designed to support both group and individual needs for interaction and for focus/privacy, providing access to appropriate work settings.

Shared Use of Resources: Copy centers, galleys, and other common spaces should be shared resources for use by anyone. Most meeting rooms should be reserved by the centralized conference space reservation system.

4. **Design Goal:** Workstations and enclosed offices are designed to support the needs of individuals for focus/privacy; collaboration spaces are designed to support the needs of groups for sufficient shared meeting rooms; and common areas increase opportunities for interaction, teamwork, and productivity.

4.1. Design Strategies:

- 4.1.1. Provide varied work settings, equitably distributed to support a variety of work functions and workstyles for focused work, collaboration, learning, and socializing.
- 4.1.2. Provide sound masking, headsets when required, sit-to-stand desks, and zones of privacy for work with high levels of concentration and focus work.
- 4.1.3. Provide storage tower in workstations for seasonal wardrobe and personal items with LED task lighting, and lateral working file units or alternate secure storage cabinets when needed.
- 4.1.4. Foster communication and interaction through the design and location of informal meeting areas, circulation pathways and a generally open character throughout the building.
- 4.1.5. Orient individual workstation openings or desk positions where feasible to minimize views into others' workstations while seated to support protection of sensitive information.
- 4.1.6. Provide opportunities for privacy and concentration when needed using quiet rooms, phone booths and focus rooms conveniently accessible throughout the workplace.
- 4.1.7. Separate or enclose collaboration spaces and other noisy spaces from work areas where concentration is important.
- 4.1.8. Incorporate translucent visual privacy screens in open workstations along high traffic walkways and when adjoining adjustable-height work surfaces impact privacy.
- 4.1.9. Install a space reservation system providing scheduling access to the majority of collaboration spaces and designated workstations.
- 4.1.10. Distribute common-use spaces (e.g., copy/print rooms, break rooms) equitably and evenly to ensure convenient access for all users.

ADS 517 Workspace Principles:

Flexibility of Space: The workspace should be flexible and adaptable over time enabling the agency to respond quickly to emerging world events as required.

Workspace Zoning: The workspace should be configured to cluster similar activities and provide appropriate separation between dissimilar activities, particularly when planning for noisy/quiet areas.

5. **Design Goal:** The workspace is designed to cluster similar activities, separate dissimilar activities, and provide flexibility to respond to changes in work patterns, technology, workforce, organization, and development assistance requirements.

5.1. Design Strategies:

- 5.1.1. Design workspace layouts to place employees in close proximity to their supervisors to the maximum extent possible for divisions and offices.
- 5.1.2. Allocate the number of seats for each type of workstation to a B/IO using ratios based on the mix of current employee types, approved vacancies, projected changes in the workforce, space standards, and minimizing workplace reconfigurations.
- 5.1.3. Allocate collaboration and support spaces using ratios relying on B/IO seating, flexible space solution approaches, conform to general practices in USAID headquarters office space, and fit within the constraints of floor configurations and column spacing.
- 5.1.4. Develop a standard pattern for the arrangement of services, offices and work areas that are easy to understand and are adaptable to evolving mission and functions.
- 5.1.5. Install supporting infrastructure (e.g., cabling, ductwork, outlets) so that equipment can be added when the use of the space changes due to changes in work patterns and space utilization requirements.
- 5.1.6. Seat workers near those with similar work patterns where possible.
- 5.1.7. Isolate multi-function devices, shared printers, shredders, and other support equipment from workstations to minimize distracting noise.
- 5.1.8. Separate general spaces from spaces that generate significant noise or odors (i.e. kitchens, freight loading, janitorial, restrooms) using techniques such as negative pressure, hallways, interstitial rooms, self-closing doors, etc.
- 5.1.9. Create activity centers by placing support spaces adjacent to “neighborhoods” to create collaboration opportunities.

ADS 517 Workspace Principle:

Integrate technologies: The workspace should support increased acceptance and use of technology as integral to the work, with an emphasis on enabling mobility.

6. **Design Goal:** Integrated and flexible office technologies that support mobile solutions, alternate work arrangements, way-finding, space reservation and the audio/visual collaboration at headquarters and worldwide.

6.1. Design Strategies:

- 6.1.1. Promote intuitive, efficient, seamless, compatible, and secure technology to enable mobility and efficient work in all work settings with a focus on collaboration spaces.
- 6.1.2. Provide laptops, mobile devices, and Voice-Over-Internet Protocol telecommunication and/or softphones that allow workers maximum flexibility in work settings in and outside of the office.
- 6.1.3. Enhance ability to power laptops and mobile devices, access network services and make a voice calls in any unrestricted area in the office.
- 6.1.4. Provide desktop and mobile technologies (e.g., teleconference, video conference, web conference, instant messaging, social media and other tools) that allow workers to connect and collaborate more effectively at headquarters and worldwide.
- 6.1.5. Enable access to electronic files, productivity tools and corporate applications in any work setting in and outside of the office.

ADS 517 Workspace Principle:

Sense of Place: The workspace should convey the right image for the Agency, both among employees as well as external stakeholders.

7. **Design Goal:** The workspace conveys the Agency’s mission, values, culture of innovation, and role as the U.S. Government’s leading international development and humanitarian assistance agency.

7.1. **Design Strategies:**

7.1.1. Incorporate branding, awards and recognition in a visible way.

7.1.2. Organize work spaces into “neighborhoods” to minimize overcrowding, foster team identity and create a sense of place.

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