

III. PROGRAMMATIC REQUIREMENTS AND DESIGN PARAMETERS

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Overview

As a major GSA undertaking this Master Plan is guided by the principles of GSA's Design Excellence Program. That program has certain guiding principles that apply to all projects:

- Use federal development in ways that consider community development goals and efforts;
- Satisfy federal security requirements in a manner that remains sensitive to neighboring communities;
- Preserve, to a practicable extend, the natural context of the site;
- Promote sustainable development to achieve a "Silver" Leadership in Energy and Environmental Design (LEED) rating; and
- Facilitate an open and inclusive process.

For this particular site the major stated goals are to:

- Achieve a maximum build out for federal use;
- Maintain the National Historic Landmark character of the West Campus; and
- Provide a world-class federal workplace created by the nation's leading architects.

GSA/DHS Mission

The General Services Administration has acquired the St. Elizabeths West Campus with a focus on three major policy goals:

1. Meet the National Capital Region demand for housing federal agencies requiring a secure setting;
2. Maintain and augment the location of major government agencies within the District of Columbia;
3. Maintain and preserve St. Elizabeths as a National Historic Landmark.

Within these goals the major objectives of the Master Plan are to provide a first class working environment for the federal government, a maximum build out to provide an economically feasible development including restoration and reuse of historic structures and landscape, a development that will serve a particular tenant agency,

and also a reasonable real estate strategy for changes of tenants in the future.

With these goals and objectives in mind GSA selected the St. Elizabeths West Campus as the best site to meet and support the Department of Homeland Security's 4.5 million GSF requirements for a unified headquarters location.

The Department of Homeland Security, established by act of Congress in 2002, has as its central mission the protection of the nation against both terrorist and natural disasters by maintaining programs and initiatives that will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation.

A major strategic goal for the department since its inception has been to create a culture that promotes common identity, innovation, mutual respect, accountability and teamwork to achieve efficiencies, effectiveness, and operational synergies.

As a result, the Department of Homeland Security (DHS) has a requirement of approximately 4.5 million gross square feet to be co-located on a secure federal campus with very limited access by the public. The concept of operations for the secure campus calls for critical DHS components to be housed together in a single location to improve both operational effectiveness and organizational efficiency. A united and effective department is the critical requirement. The master plan must allow the optimum functional and physical relationships of the various facilities to be housed on the campus.

DHS Program Requirements

DHS has a programmatic need to house the critical elements of its constituent components. Those identified components are (A) DHS Headquarters, (B) the Transportation Security Administration, Customs and Border Protection, Immigration and Customs Enforcement, (C) the Federal Emergency Management Administration, and (D) the United States Coast Guard.

The specific space programs for these components are as follows:

Component A	DHS Headquarters	583,000 GSF
Component B	Transportation Security Administration	345,000 GSF
	Customs and Border Protection	340,000 GSF
	Immigration and Customs Enforcement	360,000 GSF
Component C	Federal Emergency Management Agency	762,000 GSF
Component D	United States Coast Guard	1,196,000 GSF

Shared and Support Uses

910,000 GSF

To support the combined organizations of DHS on this campus there is a significant amount of shared use space that includes both operational and mission critical spaces as well as employee amenities, real estate and building operation support.

The total shared use space is approximately 910,000 GSF with half dedicated to operational space, a third to amenities and the remainder to purely support space.

Within the overall campus program the exact fit of function to space provided will be determined by final programming. It should be assumed that the detail of programmatic needs within any of the organizations on campus will need to include the ability to adjust to changing organizational requirements over the coming years. For this reason the Master Plan makes an effort to concentrate each major unit within a single building or within a closely connected set of buildings.

The DHS Headquarters (component A) is the core of the department and includes the Secretary of Homeland Security and the major policy and operational activities critical to the control and direction of the entire department. As such there is a need for a critical mass of the organization to be physically located in proximity to DHS Headquarters. Of the 3,015 personnel and 583,000 GSF within this component, the Office of the Undersecretary for Management, approximately 550 personnel in 101,000 GSF, is the one operational unit that can be located at some distance from DHS Headquarters within the campus.

The Transportation Security Administration (TSA), Customs and Border Protection (CBP), and Immigration and Customs Enforcement (ICE) are grouped under component B. Each of these organizations will require a separate campus identity and center of operations. The three major functions of component B can be concentrated in a particular area of the campus or can be distributed to different areas. The distances across campus are not prohibitive to the ability of these functions to interact and coordinate their activities.

Component C, FEMA, consists of 2,700 people housed in over 762,000 GSF of space. Currently FEMA is located in numerous separate locations. The prime objective for FEMA is to collocate as much of the core decision making functions together on the campus, and within the campus to locate all units in a single location either in a single building or closely related set of buildings.

The largest single agency on campus is the United States Coast Guard (USCG), component D of the Master Plan. The Coast Guard requires a single building or interconnected

group of buildings to house all of its administrative space at 1,196,000 GSF. The USCG will be the initial tenant on the campus.

Shared uses are a combination of all the various support and amenity spaces which will serve all the organizations on the campus. These spaces are divided into three broad categories; systems support, administrative/operational, and amenities.

Systems support space will include all utility infrastructure, the major central plant and cogeneration facilities, electrical substations, and satellite and antenna equipment.

The following is the current program for the support and operational spaces:

Central Plant / cogeneration facility	80,000 GSF
GSA Facilities operations	13,000 GSF
Warehouse, mail, delivery screening facility	150,000 GSF
Security ops/inspections	32,500 GSF

Administrative/operational space includes the mail and receiving operation for the receipt and screening of material and consumables coming to the site, a warehouse for campus storage, security screening areas for vehicles and visitors, building and grounds maintenance offices and shops, and the National Operations Center (NOC), the central monitoring and crisis management facility for the entire department and its constituent components. The NOC program is not yet finalized but is assumed to require approximately 390,000 GSF. The NOC is best located below grade and in a central campus location within short travel distances from any of the components involved in separate or joint incident management functions.

Amenities include not only employee services but also training and conference facilities to serve the entire campus.

The following is the current program for all those amenity spaces on campus totaling 300,950 GSF:

Barber/Beauty Shop	2,600 GSF
Cafeteria	78,000 GSF
Child Care Center	32,500 GSF
Cleaner	1,950 GSF
Conference/Training Center	52,000 GSF
Credit Union	6,500 GSF
Employee Counseling	2,600 GSF
Executive Mess	9,100 GSF
Fitness Center	32,500 GSF

Health Unit	6,500 GSF
Historian/Museum	9,100 GSF
Library	26,000 GSF
Media Center/Auditorium	32,500 GSF
Technical Resources Center	9,100 GSF

Most, if not all, of the shared use amenity space listed above is proposed to be housed in existing buildings on campus. In addition to amenity space, portions of the total administrative space, support spaces and infrastructure will also be housed in existing buildings.

Population and Statistics

The DHS components on campus will house approximately 14,000 employees with the following numbers of employees estimated for each of the major components.

Component	Organization	Employees
A	DHS Headquarters	3,015
B	TSA/CPB/ICE	4,179
C	FEMA	2,700
D	USCG	3,860

Beyond the base number of employees assigned to the components there will also be approximately 250 support employees on campus required to man the physical plant and the various shared use functions common to all the agencies.

For the purpose of the Master Plan it is assumed the campus will be manned at all times, 24 hours a day and 365 days a year. During normal operations approximately 90 – 95% of all employees will be present on campus and that the remainder will be present over the remainder of each 24 hour period. During periods of increased activity or major national events, the campus will operate at whatever level of activity is required for any time or calendar period.

Within the overall organization of the components there are numerous working groups and areas of responsibility that logically breakdown the overall workforce into specific working units. The nature of these organizations and the interconnectivity of responsibilities are divided into specific areas of activity and responsibility but also need to be flexible enough to accommodate the emerging organizational evolution of the department. The Master Plan is a response to the space and functional needs of each of the major components, and to some degree, a reflection of the significant divisions of work force within each component as well.

Security Requirements Summary

The campus for the core functions of the Department of Homeland Security must be secure to insure the continuity of operations by the department at all times. As a focus of protecting the country from both man-made and natural disasters the department must itself be protected from any direct actions affecting its facilities and personnel that might interrupt or impede operations. To accomplish this, the campus is planned as a secure enclave where access is controlled and critical functions protected.

To create a secure campus, a set of security requirements are incorporated into the physical planning of the campus. All occupied facilities on campus will be separated from unscreened vehicles by a minimum of 30m (100 ft.). Only screened vehicles will circulate through the campus. All employee and visitor parking will be located so that vehicles can ingress and egress from the campus with a minimum amount of screening. Screening will be limited to verification of vehicle and personnel in order to speed arrivals and limit the number of security personnel required to control access. The campus will be a closed campus surrounded by a security enclosure that will prevent unauthorized entry at the entire perimeter. Within the campus employees and authorized visitors will move via shuttle buses and as pedestrians freely among the various buildings. Each building will include its own secure entrance and personnel screening facility to control access.

The site perimeter consists of three elements. The entire perimeter of the site will be enclosed by a fence that marks the property boundaries. The entire secure area of the site will be surrounded by a personnel barrier consisting of a double fence line, an outer fence and an interior anti-climb fence separated by 6m (20 ft). The area between the two fences will be clear of any obstructing vegetation. Any electronic monitoring of the fence line will be part of the detailed security system design for the campus and is not described as part of this Master Plan. Vehicle barriers capable of stopping vehicle access to site will be in place at all entry points and along portions of the perimeter not protected by existing walls or terrain. In some places these three components will be combined into a single element (e.g. the existing wall along Martin Luther King, Jr. Avenue) and in other locations will be three distinct elements (e.g. in the northwest corner of the site near Firth Sterling entrance, a property demarcation fence, steep terrain inside that line that acts as a vehicle barrier, and the double fence line separating the wooded slopes from the plateau area).

All deliveries of materials and mail will be centralized at a delivery screening facility located near the perimeter of the site. All incoming items will be delivered to this facility where they will be off loaded, screened, then placed on separate departmental vehicles that will distribute items across the campus.

Employee parking will be housed in structured parking decks. At the entrance to the site employee and vehicle identification will be checked before vehicles enter the parking structure. Employees will then use their identification badges to exit the parking area onto the campus and to enter buildings for which they are authorized. Visitor parking will be separate from employee parking but may be in the same structure. Visitors will be screened at the site perimeter to verify appointments. After parking, visitors will pass through a visitor screening facility to be issued a visitor pass that will allow entrance to the campus and authorized buildings.

Campus security will operate as described above under all security conditions but the most severe. In case of severe emergency conditions, access to the site will be further restricted and vehicles may be screened by physical search or denied access to the campus.