

III. PROGRAMMATIC REQUIREMENTS AND DESIGN PARAMETERS

III. PROGRAMMATIC REQUIREMENTS AND DESIGN PARAMETERS

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.

Other goals of the St. Elizabeths West Campus Master Plan are to:

- Achieve the maximum build-out of the site for federal use, while maintaining the historic character of the West Campus;
- Provide facilities that meet the programmatic needs of DHS.
- Provide a workplace of world-class design created by the nation's leading architects;
- 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 extent, the natural context of the site;
- Promote sustainable development by achieving a "Silver" Leadership in Energy and Environmental Design (LEED) rating;
- Facilitate an open and inclusive process;
- Improve transportation access to the campus; and
- Optimize the federal investment.

All goals described above are part of GSA's Design Excellence Program.

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 as the best site to meet and support the Department of Homeland Security's 4.5 million GSF program requirements for a unified and secure 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 has a requirement of approximately 4.5 million gross square feet on a secure federal campus.

The operational concept for the campus is to co-locate all DHS components that together constitute the core functions of leadership, effective planning and efficient response to events. 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 and must promote the culture of a unified department among the various organizational components that comprise the Department of Homeland Security.

DHS Program Requirements

DHS has a programmatic need to house the critical elements of its constituent components. Those identified components include the Office of the Secretary, the Transportation Security Administration (TSA), Customs and Border Protection (CBP), Immigration and Customs Enforcement (ICE), the Federal Emergency Management Administration (FEMA), and the United States Coast Guard (USCG).

The specific space programs for these components are as follows:

Component A	622,757 GSF
Component B	338, 382 GSF
	331, 998 GSF
	370,305 GSF
Component C	715, 072 GSF
Component D	1,174, 927 GSF
Component F	981, 555 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 a third dedicated to operational space, a fifth to amenities and the remainder to purely support space, including GSA facilities management.

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 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 the Office of the Secretary. Of the 2,365 personnel and 622,757 gsf within this component, the Office of the Undersecretary for Management, approximately 457 personnel in 102,581 gsf, is a headquarters component that can be located at some distance from the Office of the Secretary within the campus.

The Transportation Security Administration (TSA), Customs and Border Protection (CBP), and Immigration and Customs Enforcement (ICE) are grouped under component B, a total of 4,150 personnel in a combined 1,040,685 gsf. 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 consists of 3,100 personnel housed in 715,072 gsf of space. Currently component C is located in numerous separate locations across the metropolitan area. The prime objective for this group is to collocate as much of the core decision making functions together on the combined campus, and within the East Campus to locate all units in a either a single building or closely related set of buildings.

The largest single agency on campus is component D of the Master Plan. Component D requires a single building or interconnected group of buildings to house all of its administrative space for 3,900 personnel in 1,174,927 gsf. Component D 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; support, administrative/operational, and amenities.

Support space will include all utility infrastructure, the major central plant and cogeneration facilities, electrical substations, and satellite and antenna equipment, central server facility, training and conferencing space, and facilities management.

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 operations, 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 315,000 GSF.

Amenities include not only employee services but also such uses as fitness center, cafeteria(s) and child care center, among others, to serve the entire campus.

The following is the current program for all those amenity spaces on campus totaling 207,350 GSF:

Barber/Beauty Shop	2,554 GSF
Cafeteria	76,615 GSF
Child Care Center	31,923 GSF
Cleaner	1,915 GSF
Conference/Training Center	51,077 GSF
Credit Union	6,385 GSF
Employee Counseling	2,554 GSF

Executive Mess	8,938 GSF
Fitness Center	31,923 GSF
Health Unit	6,385 GSF
Historian/Museum	8,938 GSF
Library	25,538 GSF
Media Center/Auditorium	31,923 GSF
Technical Resource Center	8,938 GSF

Most 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 the combined West and East campuses 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	2,365
B	TSA/CPB/ICE	4,150
C	FEMA	3,100
D	USCG	3,900

Beyond the base number of employees assigned to the components there will also be approximately 485 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.

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.

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.

The Master Plan provides program and population information of each component and of the shared uses at a Master plan level of detail. Ultimately, the implementation of the Master Plan will provide more detailed, refined and actual program statistics. It is assumed that the level of implementation detail will be within the bounds of the Master Plan but that the evolution of the various organizations and functions will require some flexibility within those bounds to facilitate the actual design and construction activities.

Security Requirements Summary

The campus for the core functions of the Department of Homeland Security must be secure to ensure 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 along the entire perimeter. Within the campus, employees and authorized visitors will move via shuttle buses and/or on foot 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 placed at all entry points and along portions of the perimeter not protected by existing walls or terrain. In some places all three components will be combined into a single element and in other locations there will be three distinct elements.

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 campus entrance, employee and vehicle identification will be checked before vehicles are allowed to enter the parking structures. 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 located within the same structure. Visitors will be screened at the site perimeter to verify appointments. After parking, visitors will pass through a visitor screening facility, and issued a visitor pass that will allow entrance to the campus and authorized buildings.

The West Campus will have separate entrance points, to serve official and ceremonial visitors, employees, daily visitors, and deliveries. The East and West campus areas will be connected via a secured pedestrian tunnel beneath Martin Luther King Avenue.

Campus security will operate 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.