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**FOIA Requester Service Center  
Office of the General Counsel**

November 12, 2024

This letter is the final response to your Freedom of Information Act (FOIA) request submitted to the U.S. General Services Administration's (GSA) FOIA Requester Service Center on June 5, 2023. Your request number is GSA-2023-001434.

Your request seeks a copy of the Housing Strategy and Migration Plan for FDA, developed by GSA Public Buildings Service with the help of CallisonRTKL Inc. between 2017 and 2019. Relevant contract actions are GSP11116MA7160 and GS11P12YAD0073RTKL.

The records you seek are attached and consist of 71 pages, released in full.

GSA has considered the foreseeable harm standard, which was codified by the FOIA Improvement Act of 2016, and the Attorney General's guidance, when processing these records.

If you are not satisfied with our response to your request, you may file an administrative appeal at GSA's Public Access Link ([pal.gsa.gov](https://pal.gsa.gov)), by email to [GSA.FOIA@gsa.gov](mailto:GSA.FOIA@gsa.gov), or in writing to the following address:

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FOIA Requester Service Center (LG)  
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Your appeal must be postmarked or electronically transmitted within 90 days of the date of the response to your request. In addition, your correspondence must contain a brief statement regarding the basis of your appeal. Please enclose a copy of your initial request and this response letter. Both the appeal letter and envelope or online appeal submission should be prominently marked, "Freedom of Information Act Appeal."

This completes our action on this FOIA request. You may contact the GSA FOIA Public Liaison, David Eby at (202) 213-2745 or by email at [david.eby@gsa.gov](mailto:david.eby@gsa.gov) for any additional assistance or to discuss any aspect of your FOIA request.

**U.S. General Services Administration**  
1800 F Street NW  
Washington, DC 20405  
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Sincerely,

/s/ Amanda Jones  
FOIA Program Manager  
Senior Assistant General Counsel  
Office of the General Counsel  
General Services Administration

Enclosure



**70% DRAFT SUBMISSION**  
**January 2018**  
**Work-in-Progress • Not for Review**

## FDA HEADQUARTERS | HOUSING STRATEGY AND MIGRATION PLAN

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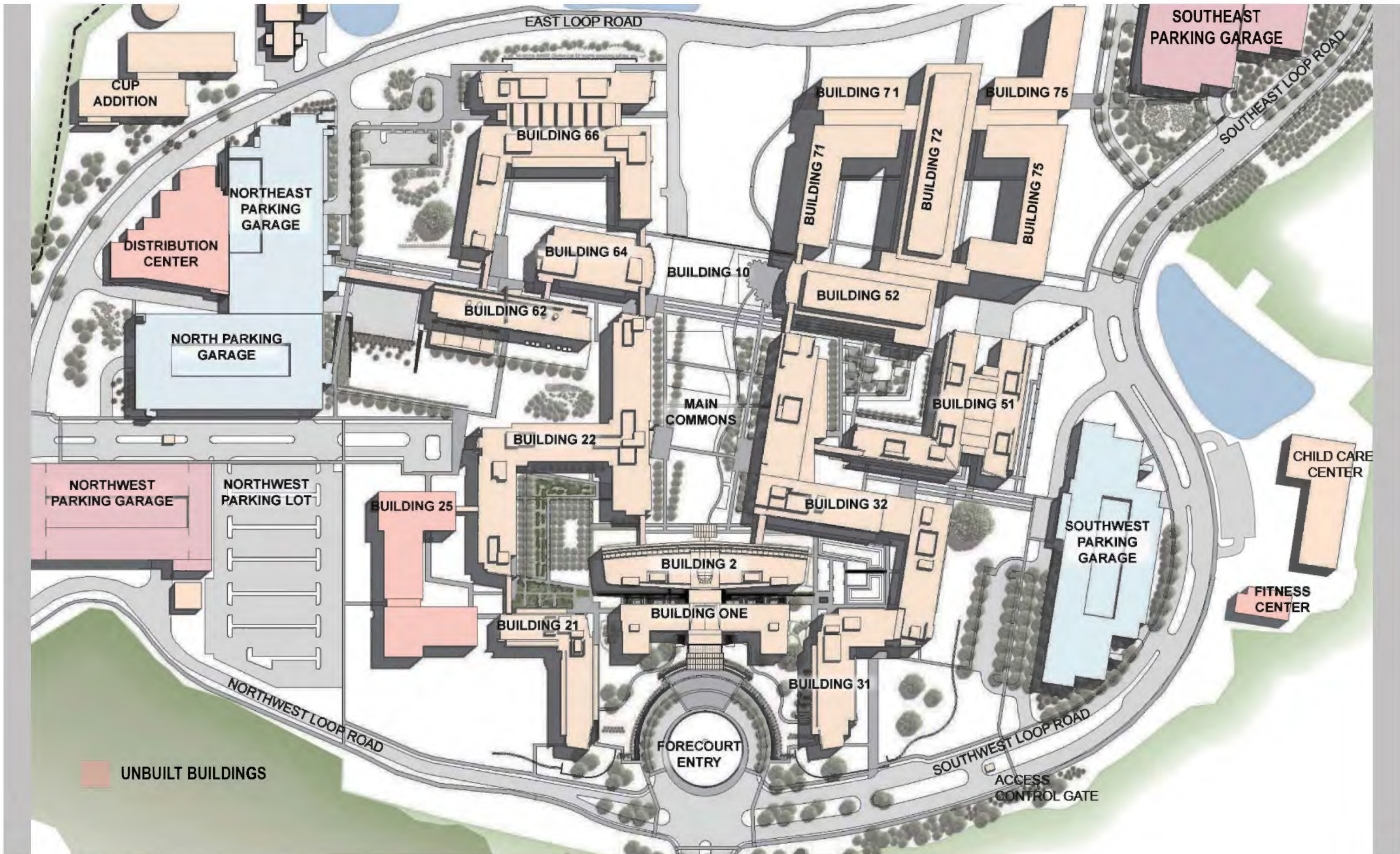
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# FDA

## 1 EXECUTIVE SUMMARY





2009 MASTERPLAN

# INTRODUCTION

## The U.S. General Services Administration is developing a Housing Strategy and Migration Plan to guide the Food and Drug Administration's headquarters geographic consolidation in three Maryland locations.

The Food and Drug Administration (FDA) is headquartered in three locations (operational hubs) in the National Capital Region (NCR): the Federal Research Center (FRC) (also known as the White Oak Campus) in Montgomery County, Maryland; the Muirkirk Road Complex (MRC) in Prince George's County, Maryland; and the Harvey W. Wiley Federal Building and University Station Building in Prince Georges County, Maryland. In addition to these operational hubs, FDA also houses headquarters staff in multiple leased buildings throughout the Maryland suburbs of Washington, DC.

Before the FRC was constructed, FDA was geographically dispersed in nearly 50 sites across the Maryland suburbs of NCR in facilities that were overcrowded and in need of serious maintenance repairs. In 1990, the Food and Drug Administration Revitalization Act was enacted by Congress giving the General Services Administration (GSA) and FDA the authority to build a consolidated headquarters. In 1994, the Office of Management and Budget (OMB) approved a consolidation plan for the headquarters programs of the FDA that called for the consolidation of certain FDA centers, including the Office of the Commissioner, Center for Biologics Evaluation and Research (CBER), Center for Drug Evaluation & Research (CDER), Center for Devices and Radiological

Health (CDRH), and the Office of Regulatory Affairs (ORA). The plan indicated the centers related to foods, specifically the Center for Food Safety and Applied Nutrition (CFSAN) and the Center for Veterinary Medicine (CVM), would be located in Prince George's County, Maryland.

As a result, GSA constructed research facilities for CVM at the MRC in 1996 and the Harvey W. Wiley Federal Building for CFSAN in College Park, Maryland in 2001. GSA and FDA developed the initial FRC Master Plan in 1997. The first buildings on the White Oak Campus were completed in 2003 and the Master Plan has been revised multiple times to accommodate FDA's expanding regulatory authorities and increased staff. The 2006 Master Plan provided for 4.7 million gross square feet of office, laboratory and support buildings to house 7,719 staff.

Subsequent planning documents from 2009 anticipated 8,889 staff and a total of 6 million gross square feet of office, laboratory, support and parking facilities. Today, due to significant staff increases required by FDA's expanding mission and additional authorities, the FRC currently has approximately 10,200 staff assigned to it, including Government employees and contractors working in both the office buildings and laboratories. However, because

FDA successfully uses telework strategies, no more than 8,000 staff are on the FRC at one time.

Parking garages and three buildings anticipated in the 2009 planning documents have not been built. The three buildings are:

- Building 45 for logistics and distribution
- Global Communications Facility
- Building 25 for additional office and conference center space

To facilitate scientific and operational excellence, FDA must complete the geographic consolidation of its headquarters functions. Currently, approximately 3,000 headquarters employees are still located in dispersed leased facilities in the Maryland suburbs of NCR. In addition, FDA is projecting growth of approximately 3,700 staff by 2022. This staff needs to be housed at FRC, in other facilities in close proximity to the FRC, at the MRC or at the College Park location.

In order to successfully plan for this additional growth and the continued consolidation of FDA to its operational hubs, GSA hired CallisonRTKL (CRTKL) to develop a Housing Strategy and Migration Plan to determine the need for additional office space at the FRC, the MRC and the College Park location.

In addition to these operational hubs, the Housing Strategy examines opportunities for both interim and long-term solutions in leased locations in close proximity to the hubs. The goal of the Housing Strategy is to develop options to house FDA's current staff at the FRC and/or FDA's other two operational hubs, as well as the relocated staff from leased locations and the projected growth in a cost-effective way that promotes scientific and operational excellence to support the FDA mission.

The Housing Strategy defines the requirements to house current and future FDA staff and develops a migration plan that consolidates FDA headquarters functions on FRC, MRC and College Park locations as well as potential leased locations that fall within the FDA delineated area. The Housing Strategy will

also inform a 2017 Master Plan for the FRC and a land-use study for the MRC. The FRC 2017 Master Plan is a separate study that will maximize the site's development potential and address all physical, cultural, environmental, transportation and regulatory requirements.

## KEY CONCEPTS

In order to simplify the process, the housing strategy focuses on office type space since, due to funding sources, all growth will occur in office type space. Laboratory and other special spaces will either remain the same or match the proposed increases in the revised HQ Master Housing Plan included in the Appendix.

Consequently, only headquarters buildings with office space (owned and leased) are included in the data in this report. These are listed in Table 1.1 and referenced throughout the report.

Growth in the MRC and College Park is within the capacity of the hub locations. Thus the strategy focus on the FRC hub.

A key concept is to balance the required *headcount* with the available *office capacity*.

**Headcount** is the number of on-board personnel including federal employees, contractors, students and interns plus the number of approved, funded vacant positions.

**Office Capacity** is the number of seats available plus the number of people sharing seats based on current levels. For example, if a room has three seats and two persons assigned to the space, the office capacity is three. If a room has two seats but has four persons assigned, the office capacity is four.

Office capacity is compared to headcount such that total office capacity must be equal to or greater than the total headcount to accommodate all personnel.

Another key concept is that the office capacity is dependent on the infrastructure to support it. The FRC lacks the infrastructure to fully support the potential office capacity. Thus Current and Future Office Capacity are a significant part of the housing strategy.

**Current Office Capacity** is the number of personnel that can currently be assigned to a building or site. For the FRC this number is limited to the current number of staff on-board due to infrastructure limitations. For other existing buildings outside of the FRC, current office capacity is equal to future office capacity.

**Future Office Capacity** is the number of personnel that can be assigned to a building or site after improvements or additions have been made. For the FRC this is the number that could be accommodated after infrastructure improvements are complete. For the purposes of this study, it is assumed funding is not available for infrastructure improvements and future FRC capacity is not considered. The FRC final strategy includes new buildings added to the campus.

Ultimately the housing strategy will need to balance the required headcount including growth with the available office capacity. For the purposes of planning, current office capacity has been used for comparison with headcount throughout this report. The potential for infrastructure improvements to increase the housing capacity will be determined by additional studies and is outside the scope of this report.

This Housing Strategy and Migration Plan support all of FDA's strategic priorities, and focuses on the following objectives:

**Strategically Expand HQ Facilities:** To support all of FDA's strategic priorities, FDA must ensure that it provides office space to adequately house the expanding headquarters staff required to adapt to a changing environment, protect public health, maintain public trust, encourage innovation, maximize productivity, and minimize burden on industry. Additionally, completing critical infrastructure projects at the WO Campus, such as the construction of the Distribution Facility and Global Communications Facility are essential to the safe, efficient, and high-quality operation of the Campus.

**Strategically Locate Facilities:** FDA's expanding headquarters workforce must be geographically

consolidated to facilitate collaboration among regulatory science disciplines and to facilitate collaboration between scientists and experts in policy, planning, informatics, analysis, management, and communications and must be housed in locations based on the best value to the Government; meaning, all operational and opportunity costs associated with locations must be considered and decisions cannot be based on rent costs alone.

A Summary of FDA 2014-2018 Strategic Priorities is included in the Appendix.

## MATERIALS PROVIDED BY GOVERNMENT

GSA and FDA provided the CRTKL team with the following background materials:

- Headcount data and growth projections
- Organizational data
- DRAFT Office Design Standards
- Agency Requirements
- 2006 FRC Master Plan
- 2009 FRC planning documents
- FDA 2017 Five-Year Strategic Facilities Plan
- Existing Leases for all locations included in the Housing Strategy
- FDA 2014-2016 Strategic Priorities

## GOALS, OBJECTIVES AND CHALLENGES

The following goals and objectives were identified for the Housing Plan by FDA and GSA:

- Improve collaboration between scientific community and support services
- Enhance scientific collaboration
- Create a unified FDA organization
- Increase operational efficiency and effectiveness
- Size the real estate portfolio appropriately to facilitate the mission of FDA
- Make location decisions based on the best

value to the Government Specific goals identified by FDA include:

- Consolidate 3,000 existing staff into the headquarters delineated area that is geographically consistent with FDA's three operational hubs through interim and long-term solutions.
- Provide growth for approximately 3,700 future staff by 2022 based on FDA's 2018 Strategic Facilities Plan.
- Provide space for approximately 2,000 approved funded vacant positions.
- In the long-term, house FDA headquarters staff entirely at FRC, MRC and College Park.

Challenges identified by the project team include:

- FDA's goal is just-in-time delivery of space to avoid unnecessary vacancy costs. The standard prospectus submission process, which requires incremental yearly requests, limits the ability to deliver space just-in-time because exact timing is difficult to predict accurately. Alternatively, prospectus authority that accommodates all anticipated growth that can be incrementally executed, with provisions for interim notifications and justifications, would resolve this issue.
- It is unlikely that federal construction dollars will be available within the next ten years. FDA's priority for federal construction is to complete the FRC infrastructure by building the Distribution Facility (Building 45), followed by the Communications Center, which will replace the leased Tech Building.
- FDA has significant needs for additional office space that can be accommodated in leased space for the near term. Available office space near the operational hubs is limited and may not satisfy the FDA need based on current inventory of vacant space. The alternative is a build-to-suit lease. There are numerous interested developers within FDA's approved delineated area, ensuring robust competition for build-to-suit opportunities. Expanding beyond FDA's delineated area will have a detrimental effect on FDA's operations and crosscutting

collaboration initiatives, and is in direct conflict with FDA's geographic consolidation.

## PROJECT BACKGROUND

FDA is responsible for protecting public health by ensuring the safety, efficacy and security of human and animal drugs, medical biological products and devices, as well as ensuring the safety of the country's food supply, cosmetics and devices that produce radiation. FDA's authority continues to expand. Recent examples include new responsibilities for the oversight of tobacco products and the expansion of the program that oversees the development of bioterrorism counter measures. In addition to this expanded mission, FDA Centers continue to grow significantly, largely due to new and expanding user-fee programs including the following:

- Food and Drug Administration Safety and Innovation Act (FDASIA)
- Family Smoking Prevention and Tobacco Control Act
- Generic Drug User Fee Act (GDUFA)
- Biosimilar User Fee Act (BSUFA)
- Animal Generic Drug User Fee Act (AGDUFA)
- Prescription Drug User Fee Act (PDUFA)
- Medical Device User Fee Act (MDUFA)
- Animal Drug User Fee Act (ADUFA)

FDA's historic growth has been between 5 and 10 percent per year over the last decade and has nearly doubled since 2006. This growth has occurred at a time when federal mandates have been issued to increase the utility, efficiency and cost effectiveness of real assets. These mandates include the following Memoranda and Executive Orders:

- Presidential Memorandum - Enhancing Workplace Flexibilities and Work-Life Programs, March 2014
- OMB Management Procedures Memorandum NO. 2013-02
- Executive Order 13514. "Federal Leadership in Environmental, Energy and Economic

Performance”, October 5, 2009

- OMB Management Procedures Memorandum NO. 2015-01

Additionally, the Department of Health and Human Services (HHS) issued, in 2011, its Maximum Utilization Rate for Office and Related Space policy, which defines the maximum utilization rate as 170 usable square feet / person. This policy required FDA to reduce their utilization rate of 220 USF / person, which was based on previous policy, for any new projects originating after 2011.

Although not required to improve the efficiency of existing space, FDA implemented various measures to improve the utilization of existing locations, including implementing alternative office strategies, telework and consolidating or reducing office support space to provide additional staff space. These efficiency strategies allowed FDA to accommodate their growth within their current footprint until now. At this point, FDA has currently maximized its utilization (density) of existing space in its operational hubs, especially the White Oak Campus, and can no longer meet its space needs for continued growth and consolidation. Locating all of FDA’s headquarters functions at FDA operational hubs is critical to support FDA’s mission and to improve efficiency in operations and collaboration between FDA staff members.

## BUILDINGS INCLUDED IN THE HOUSING STRATEGY (Table 1.1)

Bldg	Building Name	FDA Primary User	Lease Expiration	Dist to FRC (mi.)
<b>Leased</b>				
3WFN	3 White Flint North	OO	02-Nov-27	11
COLE	Colesville Building	OO	20-Jun-25	7
CP1	Centerpark 1 Building (2018)	OO	01-Jan-28	4
CT	Calverton Tower Building (2018)	CTP	01-Jan-28	4
ELEM	Element Building	OC, ORA	20-Dec-20	13
FHSL	Fishers Lane 5630	OC, OO, ORA	28-Feb-23	13
HILL	Hillandale Building	CDER	22-Oct-20	1
MPN2	Metro Park North 2	CVM	14-Nov-25	18
MPN4	Metro Park North 4	CVM	06-Sep-25	18
WOC2	Woodmont Place	OO	03-Feb-21	13

### Federal Research Center

WO1	White Oak Building 1	OC		0
WO2	White Oak Building 2	OO		0
WO21	White Oak Building 21	CDER		0
WO22	White Oak Building 22	CDER, OC, OO		0
WO31	White Oak Building 31	CDER, OC		0
WO32	White Oak Building 32	CDRH, CFSAN, CTP, CVM, OC, OO		0
WO51	White Oak Building 51	CDER		0
WO66	White Oak Building 66	CDRH		0
WO71	White Oak Building 71	CBER, CDER, CTP, OC, OO		0
WO75	White Oak Building 75	CBER, CDER, CTP		0

### College Park Buildings Excluded from Headquarters Housing Strategy

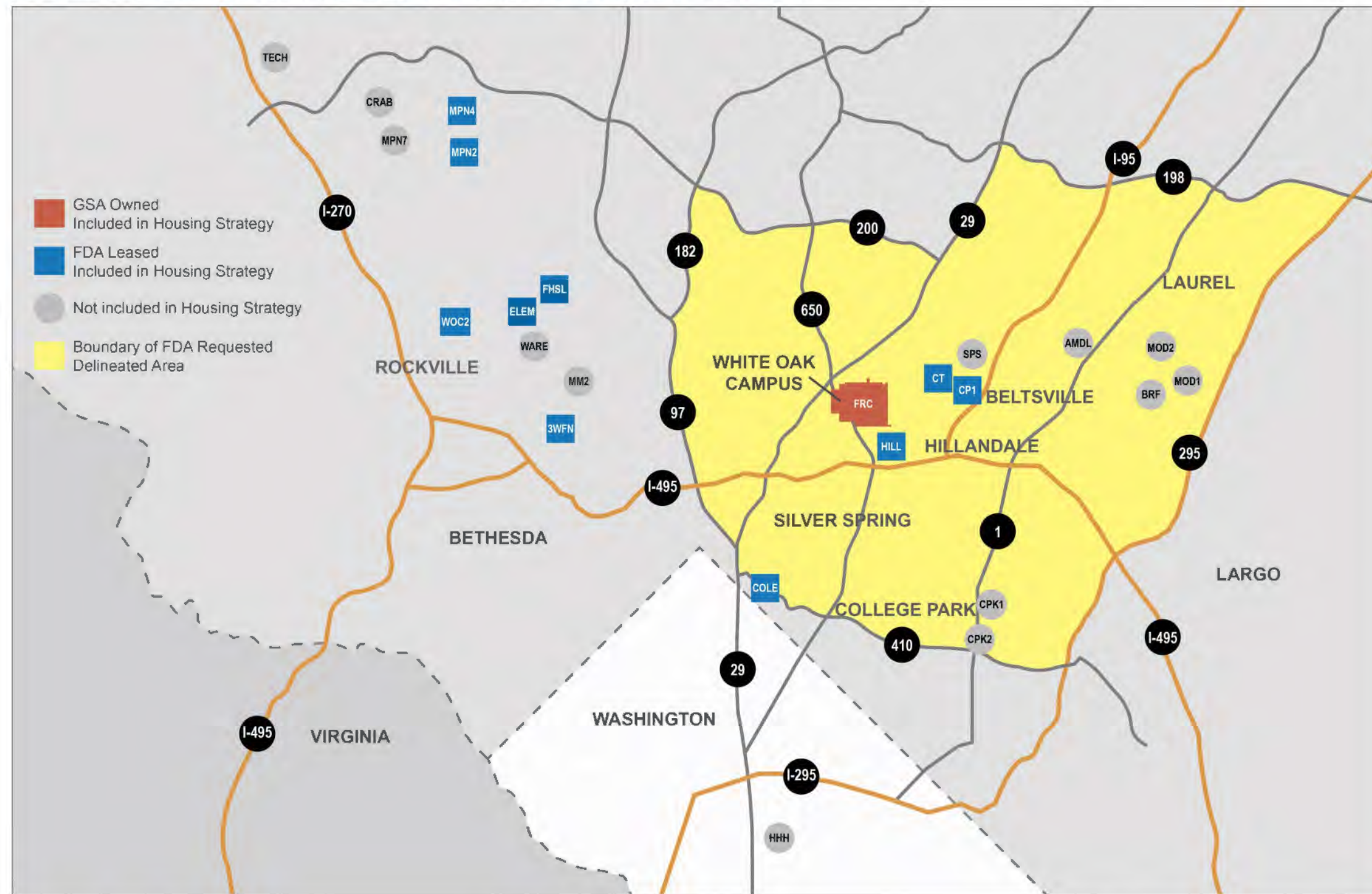
#### Owned-GSA

CPK1	Harvey W Wiley Building	CFSAN, OC, ORA		10
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#### Leased

CPK2	University Station	CFSAN, OC	31-Aug-29	10
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FDA LEASED LOCATIONS INCLUDED IN HOUSING STRATEGY (Figure 1.1)



**3WFN** Three White Flint North

**AMDL** Ammendale South Technology Park

**BRF** Beltsville Research Facility

**COLE** Colesville Building

**CP1** Centerpark I

**CPK1** Harvey W Wiley Building

**CPK2** University Station

**CRAB** Crabb Building

**CT** Calverton Tower

**ELEM** Element Building

**FSHL** 5630 Fishers Lane

**FRC** Federal Research Center (White Oak)

**HILL** Hillandale Building

**HHH** Hubert H. Humphrey Building

**MM2** Montrose Metro 2

**MOD1** Muirkirk MOD1 Laboratory

**MOD2** Muirkirk MOD2 Laboratory - Bldg A

**MPN2** Metro Park North 2

**MPN4** Metro Park North B

**MPN7** Metro Park North 7

**SPS** 11750 Beltsville Drive

**TECH** Technology Center

**WARE** FDA Warehouse - Parklawn Drive

**WOC2** Woodmont Place

Leased buildings included in the Housing Strategy are listed in Table 1.1 with primary users and distance from the FRC.

The locations of leased facilities being evaluated for consolidation are shown in Figure 1.1 and color-coded blue. The FRC is color-coded red, and locations that are not part of the study are color-coded gray. Area color-coded yellow is the delineated to be used as the basis for procurement of new leases with an acceptable proximity to the FRC.

Considerations for consolidating leased facilities to the FDA operational hubs include:

- Relocating Office of Regulatory Affairs (ORA) from the Element Building and 5630 Fishers Lane to the FRC area as soon as possible, since ORA supports all Centers.
- Other consolidation priorities will be determined by lease expirations.
- Office of Human Resources (OHR) and Office of Information Management and Technology (OIMT) are currently located at 3 White Flint North. This location has a long-term lease; therefore, this building will be one of the last leased locations consolidated to the FRC area.

In addition to evaluating FDA's housing requirements and developing a Migration Plan to geographically consolidate the headquarters functions, the Housing Strategy also includes a Housing Plan to be used in the Lease Prospectus submission for fiscal year 2019 to address FDA's mid-term housing requirements.

## SUMMARY OF FINDINGS

Current headcount data, growth projections and square footage allocations by Center and Office were provided to CRTKL at the start of the project and were based on the 2017 Five-Year Strategic Facilities Plan and existing Facilities Management System (Archibus) data. FDA subsequently provided updated headcount and growth projections based on their updated information provided by the FDA Offices and Centers for use in the 2018 Five-Year Strategic Facilities Plan. The current growth projections run through 2022 and include new information based on updated user-fee negotiations.

FDA's growth shown in Table 1.2 summarizes the headcount projections through 2022. Headcount numbers include on-board staff plus the number of approved, funded vacant positions. FDA's projected growth through 2022 totals nearly 3,700 new positions and includes a new Congressional-approved program, the 21st Century Cures Act, that provides funds for new therapies and speed to market.

The table also identifies the current office capacity by building type location. In 2018, the office capacity of leased locations increases based on the two new leases near the FRC and an additional floor at Three White Flint North.

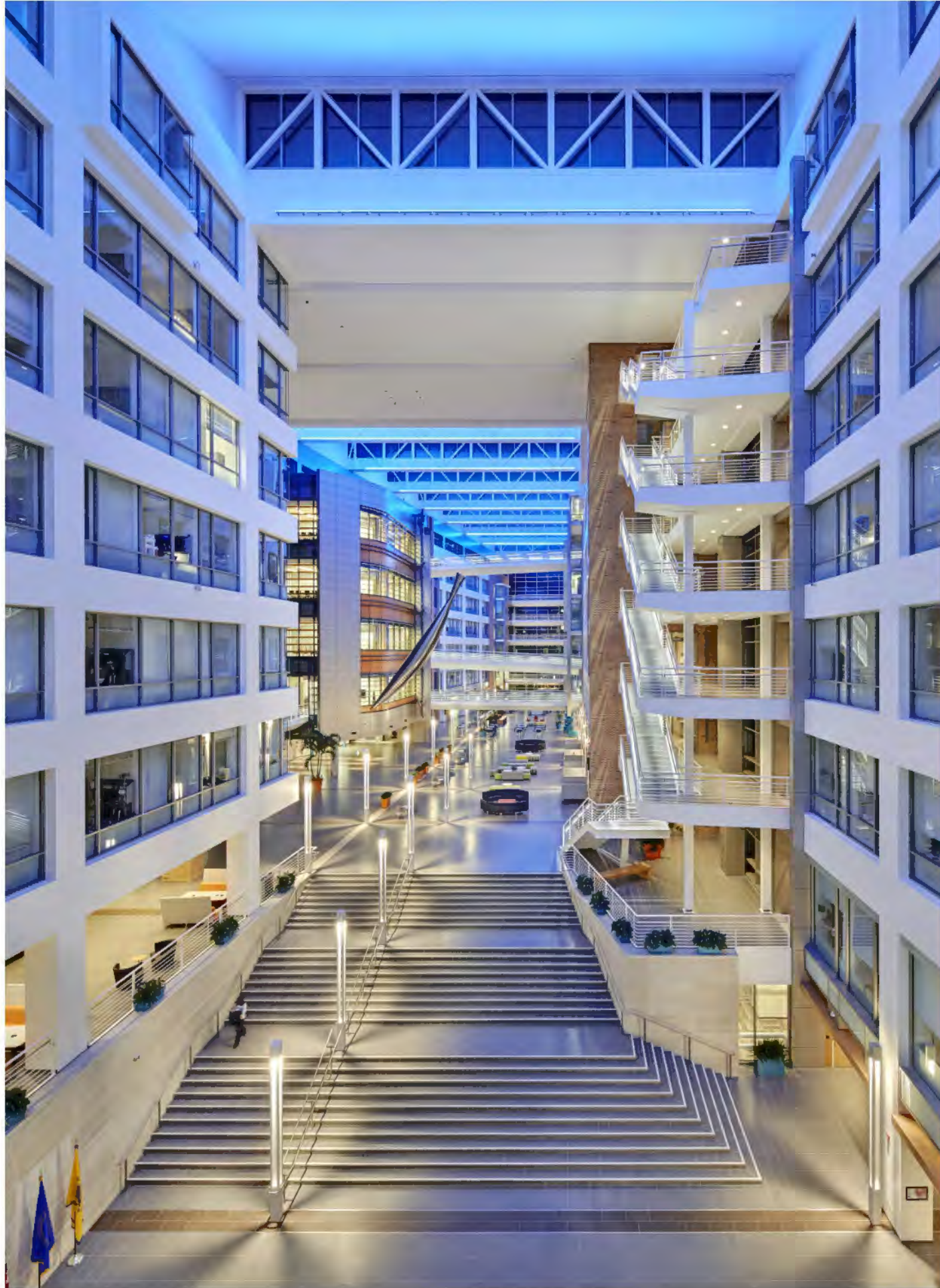
## GROWTH PROJECTIONS THROUGH 2022 (Table 1.2)

CENTER	2016	2017 †	2018	2019	2020	2021	2022	Total Increase FY16 Ceiling to FY22 Ceiling	Total Increase FY16 Onboard to FY22 Ceiling
<b>CBER</b>	954	998	1,053	1,089	1,124	1,156	1,156	202	259
<b>CDER</b>	5,740	5,989	6,145	6,241	6,321	6,368	6,397	657	1,277
<b>CDRH</b>	1,742	1,770	1,864	1,918	1,982	2,041	2,051	309	549
<b>CFSAN</b>	1,168	1,173	1,196	1,217	1,239	1,261	1,261	93	237
<b>CTP</b>	820	921	1,006	1,092	1,157	1,157	1,157	337	400
<b>CVM</b>	542	570	571	571	571	571	571	29	65
<b>NCTR</b>	2	4	4	4	4	4	4	2	2
<b>OC-OO</b>	3,264	3,404	3,455	3,495	3,530	3,553	3,555	291	817
<b>ORA HQ</b>	800	800	800	800	800	800	800	0	132
<b>Total Headcount</b>	<b>15,032</b>	<b>15,629</b>	<b>16,094</b>	<b>16,427</b>	<b>16,728</b>	<b>16,911</b>	<b>16,952</b>	<b>1,920</b>	<b>3,738</b>
Cumulative Increase	0	597	1,062	1,395	1,696	1,879	1,920		
Incremental Increase	0	597	465	333	301	183	41		

† 2017 totals Include Onboard, in IBAPS, and FTE hires deferred until FY18

Note: All data is for Office type space in Headquarters Buildings only.

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# FDA

2

**BASELINE SPACE  
SITUATION**



# CURRENT ORGANIZATION

The mission of the Food and Drug Administration is to protect and advance public health and safety, including the safety of the nation's food supply, drugs, biologics, medical devices, and the regulation of tobacco products.

## CURRENT ORGANIZATION

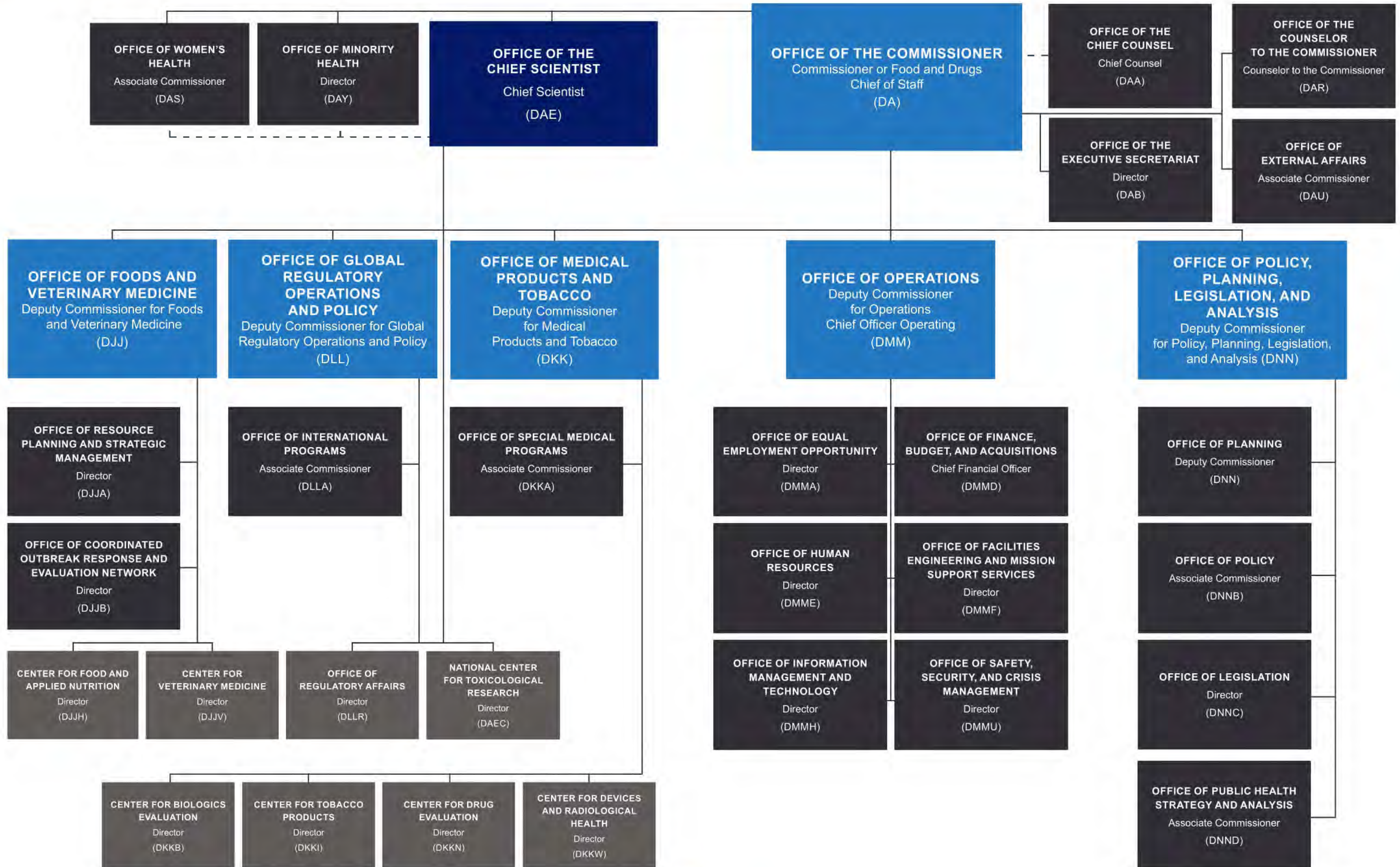
The Figure 2.1 charts the overall FDA organization and the relationship between offices and centers.

The appendix includes the following additional charts for each Office and Center:

- Office of the Commissioner (OC)
- Office of Medical Products and Tobacco (OMPT)
- Center for Biologics Evaluation and Research (CBER)
- Center for Drug Evaluation and Research (CDER)
- Center Tobacco Products (CTP)
- Center for Devices and Radiological Health (CDRH)
- Office of Foods and Veterinary Medicine (OFVM)
- Center for Food Safety and Applied Nutrition (CFSAN)
- Center for Veterinary Medicine (CVM)
- National Center for Toxicological Research (NCTR)
- Office of Operations (OP)

- Office of Policy Planning Legislation and Analysis (OPLA)
- Office of Regulatory Affairs (ORA)
- Office of Facilities Engineering and Mission Support Services (OFEMS)

FOOD AND DRUG ADMINISTRATION CURRENT ORGANIZATION (Figure 2.1)



## ADJACENCIES

FDA representatives from the Office of Facilities Engineering and Mission Support Services (OFEMS) indicated that there are no significant adjacency requirements between FDA Centers. There is a goal to keep the Centers together to align with FDA's strategic priority of effective stewardship, which requires collaboration across FDA to perform core regulatory activities. Additionally, regulatory science disciplines must engage with FDA experts in policy, planning, informatics, analysis, management and communications. Currently the Center for Drug Evaluation and Research (CDER) is not co-located. The majority of CDER is located in multiple buildings at the FRC; portions are located in the Hillandale Building, a leased location close to the FRC.

Adjacency requirements exist between the Office of Regulatory Affairs (ORA) and each of the FDA Centers as ORA is responsible for supporting the Centers doing enforcement and post-market surveillance. ORA was scheduled to move to the FRC as part of the previous Master Plans, but has not moved due to other priorities. Therefore, it is important that the majority of ORA be consolidated on campus as early as possible. ORA has been scheduled to occupy the first new office building planned for the FRC. Although the intent is to consolidate the majority of ORA at the FRC, ORA's Office of Criminal Investigations (OCI) should not be relocated to the FRC. Due to its specific mission and security requirements, OCI should be segregated from the campus. In addition, ORA University will not relocate to the FRC, but will remain at its current location in Montrose Metro 2 to maintain public accessibility.

The Center for Veterinary Medicine (CVM) is currently located in two buildings in Rockville: Metro Park North 2 and 4. Other than CFSAN, It is the only Center not located at the FRC. CVM could consolidate at the FRC, or they could relocate to the MRC which houses the CVM labs.

## SPACE STANDARDS

The FDA is an Operating Division of HHS. In 2011, HHS established a maximum space utilization rate of 170 usable square feet / person (USF/person), including office space, typical office support space and circulation. This does not include special support space. Special space, which is not subject to the HHS office and office-support utilization rate threshold, includes space that accommodates unique mission-support needs not associated with typical office space, such as evidence rooms, secure file rooms, and laboratories; space that is used to support public meetings or other meetings with non-occupant participants, including conference centers, auditoria, and hearing rooms; and campus-support space, such as child care centers, fitness centers, and cafeterias.

FDA's office space at the FRC was originally designed based on a previous HHS metric of 220 USF / person. FDA has been working to improve their space utilization to meet their growth needs and used the new agency requirements as a guide. FDA employed various methods to increase the efficiency of its space, including alternative office strategies, such as desk / office sharing, telework, re-locating contractors off-site, and consolidating support space in order to free up space for staff.

FDA issued its "DRAFT Office Design Standards", dated January 2017, which are in the process of being approved by FDA. These space standards were developed from the following sources:

- The Department of Health and Human Services' (HHS) National Workplace Engagement Diagnostic Report (March 2016), which became the recommended space standards used in the HHS submission in response to the Office of Management and Budget (OMB) Management Procedures Memorandum 2015-01, Implementation of OMB Memorandum M23 23 Section 3: Reduce the Footprint (March 25, 2016)
- The FDA Headquarters National Engagement Final Strategic Brief (March 2016)

- The FDA Office of Criminal Investigations Law Enforcement Operations Centers Space Requirements and Design Standards (October 2014)
- The HHS Facilities Program Manual Section 3-1: Space Acquisition
- FDA Center / Office feedback
- OFEMS space planners, architects and engineers

## PROPOSED WORKSPACE STANDARDS (Table 2.1)

Primary Office Space Type	Number of Seats	Recommended NSF
Executive Office	1 (plus up to 5 for meetings)	180 - 240
Enclosed Office	1 to 3	100 - 150
Standard Cubicle	1	64
Contractor / Intern / Visitor Cubicle	1	48
Hot-Desking or Hoteling Station	1	30 - 48

## PROPOSED OFFICE SUPPORT AND AMENITY SPACES AND METRICS (Table 2.2)

Space Type	Recommended Size	Recommended Space Allocation
Focus Room	60 NSF	1 : 10 Cubicles
Teaming / Huddle Room	100 NSF	6 NSF / person*
Small Conference Room	200 NSF	6 NSF / person*
Medium Conference Room	300 - 400 NSF	6 NSF / person*
Large Conference Room	450 - 600 NSF	6 NSF / person*
Small Open Collaboration Area	30 - 120 NSF	Use circulation area
Large Open Collaboration Area	120 - 200 NSF	Use circulation area
LAN MPOP (Main Point of Presence) Room	175 NSF	1 per location
Communication / LAN Room	120 NSF	1 per floor**
Standard Copy / Mail Area	30 - 130 NSF	3 NSF / person
Large Copy / Mail Area	260 - 450 NSF	3 NSF / person
Reception	100 NSF	1 / suite
Break Area	60 - 300 NSF	3 NSF / person
Wellness / Lactation Room	50 NSF	1 / 250 people***
Lateral Files	VARIABLES	2 NSF / person*
File / Storage Room	VARIABLES	2 NSF / person*

\* This allocation is based on total FDA occupants. Example: For teaming and conference rooms, if FDA space is designed for 100 personnel, the recommended total allocation for meeting spaces would be for 600 NSF (100 people x 6 NSF per person). The 600 NSF total would consist of the various types of meeting spaces indicated in the Space Type column based on program needs.

\*\* A Communication / LAN Room is not required on the floor that contains the LAN MPOP Room.

\*\*\* Depending on the population, more lactation rooms might be required. GSA recommends 6 lactation rooms per 1,000 females.

## HOUSING PROFILE MATRIX

The leased facilities included in the study house mostly operational support functions, with the exception of MPN2 and MPN4, which house CVM and CT which houses CTP. The leased facilities are comprised of mostly typical office space including a combination of private offices, open workstations, conference rooms, pantry spaces, workrooms and storage space. The exception to this is the MPN2 building, which houses OCI and, therefore, has special security requirements as well as atypical office support space. OCI is not included in the consolidation.

The special space that would need to be provided in the Housing Strategy to accommodate the additional population consolidating at the FRC or nearby vicinity includes:

- Additional Centralized Conference and Support Space
- Additional Centralized Mail Space
- Additional Centralized Training Space
- Additional Food Service Space
- Fitness Center

Table 2.3 shows the existing buildings plus two leases, starting in 2018, which will provide additional utilization capacity of approximately 950. These are intended to accommodate the immediate growth requirements for the Center for Tobacco Products (CTP) - Office of Science and the consolidation of the Office of Finance, Budget and Acquisitions (OFBA). These leases will be broken out as follows: 500 seats will be allocated for CTP and 500 seats for OFBA. Approximately, 350 of the CTP seats will be relocated from FRC and 150 will be for CTP growth, which also provides 350 seats to accommodate growth at the FRC . The 450 seats allocated for OFBA will include the relocation of 350 seats from existing leased seats and provide 100 seats for growth. In summary, the new leases provide 600 seats to accommodate projected growth near the FRC and 350 seats to accommodate some of the 3,000 current employees planned for FRC consolidation.

Table 2.3 identifies the location, current office capacity, and FDA Primary User for each FDA Office and Center included in the Housing Strategy. For the FRC, the office capacity is the current number of on-board personnel. This is due to the lack of parking and infrastructure to fully support the available space. The numbers in this table have been used for the strategic plan. The lease expiration and the distance from the FRC are also shown for leased locations. The information provided includes office space and office personnel only.

On the following page, Table 2.4 identifies the current office capacity for each FDA Office and Center by building location. Information is grouped by Leased, FRC, and College Park Buildings. The FRC current office capacity is the total headcount that can be sustained by the existing infrastructure.

The numbers in this table are used as the basis for Housing Strategy planning since Federal construction money is currently not available to upgrade the FRC infrastructure. Alternate Housing Strategies could include limited Federal construction investment in additional surface parking with a short payback period. However, this is beyond the scope of this report.

## BUILDINGS INCLUDED IN THE HOUSING STUDY (Table 2.3)

Bldg	Building Name	Housing Capacity	FDA Primary User	Lease Expiration	Dist to FRC (mi.)
<b>Leased</b>					
3WFN	3 White Flint North	1,253	OO	02-Nov-27	11
COLE	Colesville Building	379	OO	20-Jun-25	7
CP1	Centerpark 1 (2018)	439	OO	01-Jan-28	4
CT	Calverton Tower Building (2018)	509	CTP	01-Jan-28	4
ELEM	Element Building	652	OC, ORA	20-Dec-20	13
FHSL	Fishers Lane 5630	239	OC, OO, ORA	28-Feb-23	13
HILL	Hilldale Building	264	CDER	22-Oct-20	1
MPN2	Metro Park North 2	449	CVM	14-Nov-25	18
MPN4	Metro Park North 4	149	CVM	06-Sep-25	18
WOC2	Woodmont Place	200	OO	03-Feb-21	13

### Federal Research Center

WO1	White Oak Building 1	221	OC		0
WO2	White Oak Building 2	63	OO		0
WO21	White Oak Building 21	539	CDER		0
WO22	White Oak Building 22	1,976	CDER, OC, OO		0
WO31	White Oak Building 31	260	CDER, OC		0
WO32	White Oak Building 32	910	CDRH, CFSAN, CTP,CVM, OC, OO		0
WO51	White Oak Building 51	1,414	CDER		0
WO66	White Oak Building 66	1,368	CDRH		0
WO71	White Oak Building 71	1,036	CBER, CDER,CTP, OC, OO		0
WO75	White Oak Building 75	1,543	CBER, CDER, CTP		0

### College Park Buildings Excluded from Headquarters Housing Strategy

#### Owned-GSA

CPK1	Harvey W Wiley Building	1,114	CFSAN, OC, ORA		10
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#### Leased

CPK2	University Station	309	CFSAN, OC	31-Aug-29	10
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CURRENT OFFICE CAPACITY BY CENTER/OFFICE AND BUILDING (Table 2.4)

Center Code	Leased Buildings <sup>1</sup>											Federal Research Center <sup>2</sup>										College Park <sup>1</sup>			Total		
	3WFN	COLE	CP1	CT	ELEM	FHSL	HILL	MPN2	MPN4	WOC2	Leased	WO1	WO2	WO21	WO22	WO31	WO32	WO51	WO66	WO71	WO75	FRC	CPK1	CPK2		CPK	
CBER																				828	69	897				897	
CDER							260				260			539	1,928	33		1,404		138	875	4,917				5,177	
CDRH																140		1,362				1,502				1,502	
CFSAN																							1,065	251	1,316	1,316	
CTP				509							509					146				12	599	757				1,266	
CVM								434	149		583					1						1				584	
NCTR																2						2				2	
OC-IO												6					6	2								14	
OC-OCC																112	47									159	
OC-OCS												71					7	1		2						81	
OC-OES							41				41	15														56	
OC-OEXA												5					79									84	
OC-OFVM												73											29	54	83	156	
OC-OGROP						2					2	7				79	30									118	
OC-OMH												2						3								5	
OC-OMPT-IO												10						8								18	
OC-OMPT-OSMP																		91								91	
OC-OPPLA												10						134								144	
OC-OWH																		18								18	
OO	5	72									21	98	10	4		2	6	3			1				1	125	
OO-OEEO																		20								1	21
OO-OFBA		303	439				133				13	888														888	
OO-OFEMS							1	1			88	90	11	3		12	18	1	2	23			1		1	161	
OO-OHR	311											311	1					2		5						319	
OO-OIMT	835	3			4		1	14				857		33		32	70	6	4	10			17	4	21	1,033	
OO-OSSCM		1					2	1				4		23		2		55			17					101	
ORA					646	64						710				30	30									60	770
Unassigned	102										78	180															180
Current Office Capacity	1,253	379	439	509	652	239	264	449	149	200	4,533	221	63	539	1,976	260	910	1,414	1,368	1,036	1,543	9,330	1,114	309	1,423	15,286	
On-board	924	302			560	205	204	364	149	82	2,790	221	63	539	1,976	260	910	1,414	1,368	1,036	1,543	9,330	853	241	1,094	13,214	
Available Office Capacity	329	77	439	509	92	34	60	85		118	1,743												261	68	329	2,072	
% of Total HC	8.2%	2.5%	2.9%	3.3%	4.3%	1.6%	1.7%	2.9%	1.0%	1.3%	29.7%	1.4%	0.4%	3.5%	12.9%	1.7%	6.0%	9.3%	8.9%	6.8%	10.1%	61.0%	7.3%	2.0%	9.3%	100.0%	
Miles from Campus	11	7	3.5	3.5	13	13	1	18	18	13	10.1												10	10	10		
Lease Expiration	2027	2025	2028	2028	2020	2023	2020	2025	2025	2021																2029	

<sup>1</sup> 2016 On-board Personnel + Vacant Seats

Long Term Retention Relocate Closer to FRC

Note: All data is for Office type space in Headquarters Buildings only.

<sup>2</sup> 2016 On-board Personnel

**CURRENT USABLE AREA AND UTILIZATION RATE BY BUILDING** (Table 2.5)

The current usable area by building is shown in Table 2.5. Data is presented in three groups: leased building with personnel to be ultimately consolidated at the FRC; FRC buildings with office type space; and College Park buildings which are not planned for consolidation at the FRC. A sub-table at the bottom reconciles USF area in the FDA facilities management system with GSA USF area totals.

FDA's current utilization rate (UR) is shown by building in Table 2.5 just below current office capacity. The UR includes office space, typical office support such as file/storage areas, copy workrooms, pantry areas, and conference rooms. The UR does not include special space as defined by HHS for unique mission-support space. This is space used to support public meetings or other meetings with non-occupant

participants, including conference centers, auditoria, and hearing rooms; and campus-support space, such as child care centers, fitness centers, and food service spaces.

part of the Housing Strategy, were included, the overall utilization rate would be 190 USF/person.

The average combined UR for all locations included in the Housing Strategy is 155 USF/person, which is well below the HHS mandated UR of 170 USF/person. If the special space, including labs and vivarium which are not

Center	Leased Buildings											Federal Research Center										College Park			Total USF		
	3WFN	COLE	CP1	CT	ELEM	FHSL	HILL	MPN2	MPN4	WOC2	Leased	WO1	WO2	WO21	WO22	WO31	WO32	WO51	WO66	WO71	WO75	FRC	CPK1	CPK2		CPK	
CBER											0										136,855	5,028	141,883			0	141,883
CDER							47,156				47,156			54,382	234,838	9,734		151,592		18,918	93,250	562,714			0	609,870	
CDRH											0					25,889		287,319				313,208			0	313,208	
CFSAN											0					387						387	160,076	48,285	208,361	208,747	
CTP			67,082								67,082					24,349				1,968	82,100	108,417			0	175,499	
CVM								73,378	26,966		100,345					386						386			0	100,730	
NTEU																586						586			0	586	
OC						13,031					13,031	33,736		2,756	26,525	28,396	1,342			114		92,868			0	105,899	
OFVM											0	11,482										11,482	4,584	12,045	16,629	28,111	
OGROP					145						145	2,061			16,131	5,213						23,404			0	23,550	
OMPT											0	808				15,859						16,668			0	16,668	
OO	193,049	46,100		81,271	1,543	29,611	1,287	1,614	513	21,608	376,596	8,727	32,534	832	7,899	2,928	45,486	3,146	6,678	6,770				2,812	494,408		
OPPLA											0	2,647				29,472						32,119			0	32,119	
ORA					75,237	10,179					85,416				9,674	6,027						15,701	622		622	101,739	
Unassigned										18,407	18,407											0			0	18,407	
<b>FDA USF Office</b>	<b>193,049</b>	<b>46,100</b>	<b>67,082</b>	<b>81,271</b>	<b>76,925</b>	<b>52,822</b>	<b>48,443</b>	<b>74,992</b>	<b>27,479</b>	<b>40,015</b>	<b>708,178</b>	<b>59,460</b>	<b>32,534</b>	<b>55,214</b>	<b>245,493</b>	<b>64,992</b>	<b>182,049</b>	<b>156,080</b>	<b>293,997</b>	<b>164,625</b>	<b>180,378</b>	<b>1,434,822</b>	<b>167,355</b>	<b>61,069</b>	<b>228,424</b>	<b>2,371,424</b>	
Current Office Capacity	1,253	379	439	509	652	239	264	449	149	200	4,573	221	63	539	1,976	260	910	1,414	1,368	1,036	1,543	9,330	1,114	309	1,423	15,326	
Utilization Rate	<b>154</b>	<b>122</b>	<b>153</b>	<b>160</b>	<b>118</b>	<b>221</b>	<b>183</b>	<b>167</b>	<b>184</b>	<b>200</b>	<b>155</b>	<b>269</b>	<b>516</b>	<b>102</b>	<b>124</b>	<b>250</b>	<b>200</b>	<b>110</b>	<b>215</b>	<b>159</b>	<b>117</b>	<b>154</b>	<b>150</b>	<b>198</b>	<b>161</b>	<b>155</b>	

Note: All data is for Office type space in Headquarters Buildings only.

FDA USF	157,132	43,251	67,082	81,271	74,458	40,278	44,491	68,061	29,740	35,605	641,368	40,371	12,718	74,834	300,414	39,948	158,806	184,859	240,004	179,067	190,989	1,422,009	131,575	40,647	172,222	2,235,599
GSA USF	209,299	46,100	67,082	81,271	78,378	52,822	48,443	77,228	27,479	40,015	728,117	60,395	82,272	55,214	251,934	75,125	209,898	160,709	294,765	177,324	208,510	1,576,146	243,020	70,785	313,805	2,618,068
USF Special	16,250				1,453			2,236			19,939	935	49,738		6,441	10,133	27,849	4,629	768	12,699	28,132	141,324	75,665	9,716	85,381	246,644
GSA USF Office	193,049	46,100	67,082	81,271	76,925	52,822	48,443	74,992	27,479	40,015	708,178	59,460	32,534	55,214	245,493	64,992	182,049	156,080	293,997	164,625	180,378	1,434,822	167,355	61,069	228,424	2,371,424

**EXISTING SPECIAL SPACE BY BUILDING**

(Table 2.6)

Table 2.6 identifies the current usable square footage of space categorized by FDA as special space that is not subject to the HHS office utilization rate of 170 USF / person.

included. Spaces are grouped by Common Use, Infrastructure, and Laboratory. Leased buildings only include Common Use space which has the most impact on consolidation.

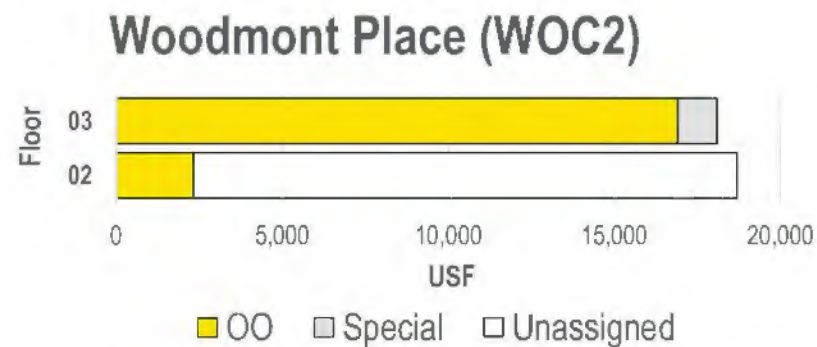
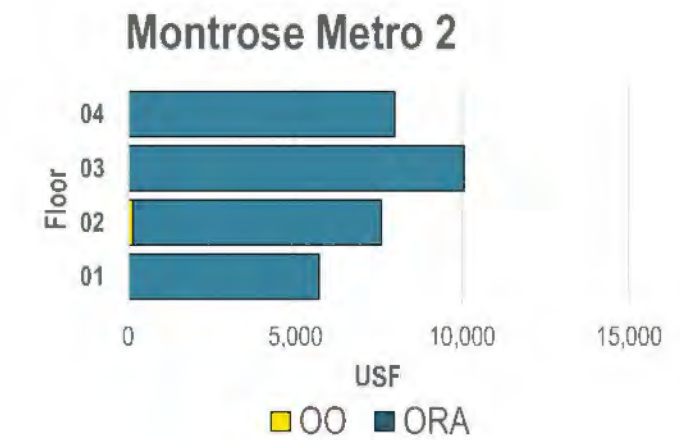
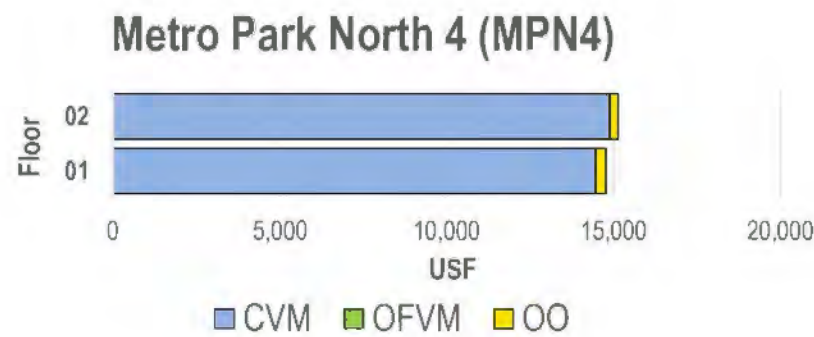
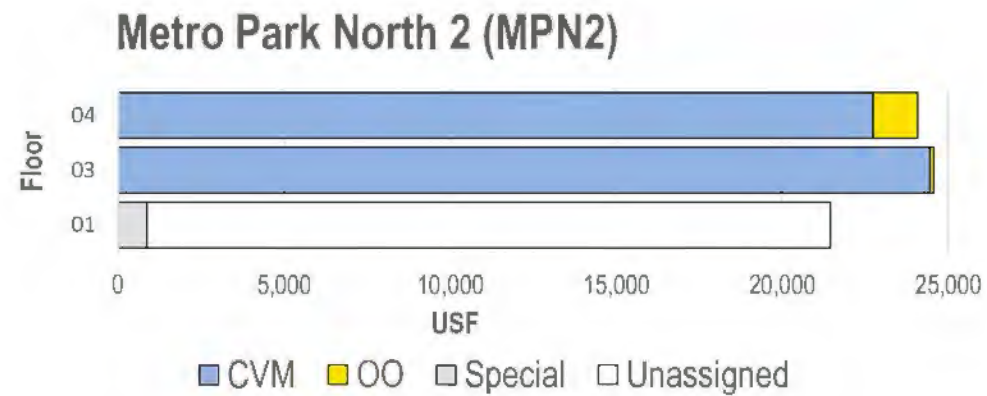
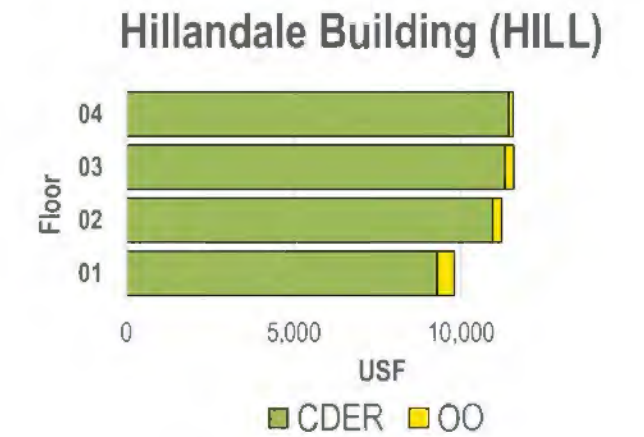
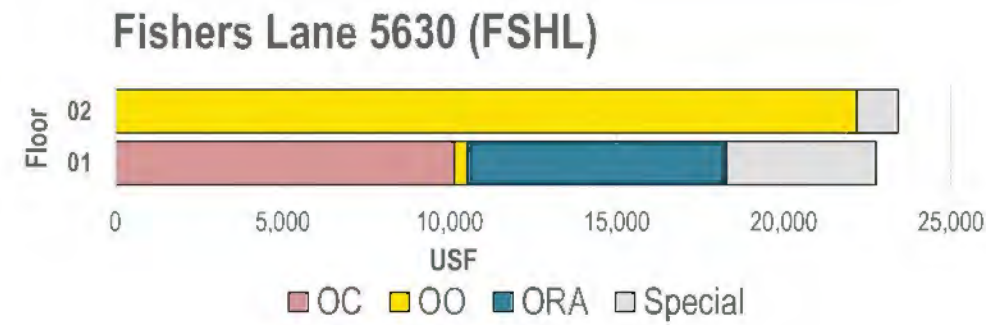
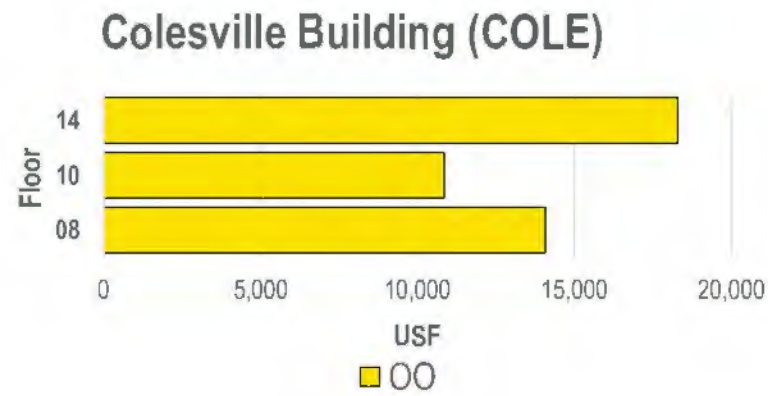
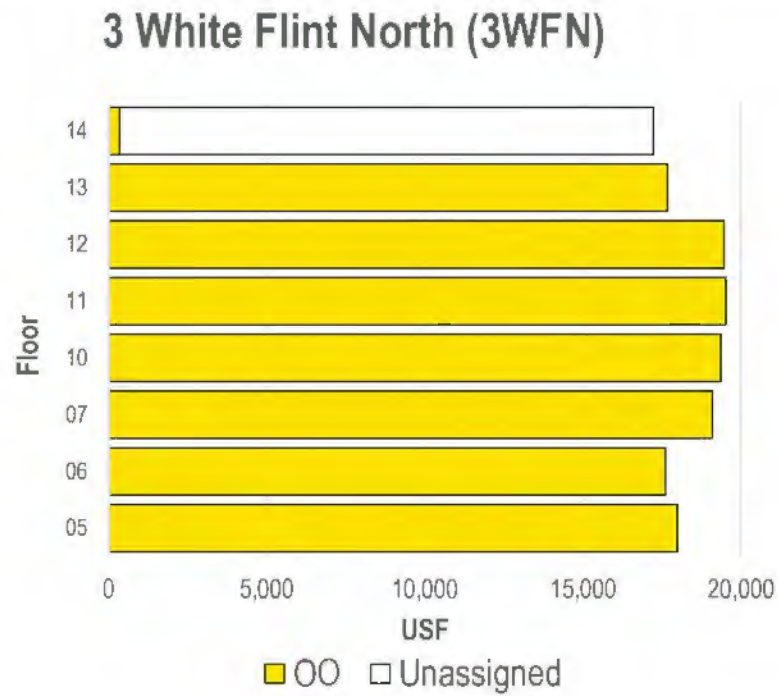
The figures 2.2, 2.3, 2.4, and 2.5 on the following pages include the stacking diagrams for all buildings and locations incorporated in the Housing Strategy and College Park. These diagrams show the locations and usable area distribution by building and floor for FDA Offices and Centers.

Data is grouped by Leased Buildings, FRC Buildings, and College Park Buildings. Only buildings that include special space are

SpaceType	Leased Buildings				Federal Research Center (White Oak Campus)														College Park			Total USF	
	3WFN	ELEM	MPN2	Leased	WO1	WO110	WO130	WO2	WO22	WO31	WO32	WO51	WO52-72	WO62	WO64	WO66	WO71	WO75	FRC	CPK1	CPK2		CPK
Central Conference & Support			1,311	1,311				9,868	4,865	9,786		4,629	9,238		483	252	10,497	14,635	64,253	6,549		6,549	72,113
Central Mail Room			604	604												516			516	1,456		1,456	2,576
Central Training	16,250			16,250				5,889			5,201								11,090			0	27,340
Fitness Center		1,453		1,453				6,486											6,486	3,550		3,550	11,489
Food Service				0			9,510	1,576	347	20,476					487		1,422		33,818	4,278		4,278	38,096
Health Services			321	321				2,912											2,912	1,227		1,227	4,460
Library				0			4,983			2,172									7,155			0	7,155
Childcare				0		18,742													18,742			0	18,742
Court Chambers				0	134														134			0	134
Court Hearing Room				0	801														801			0	801
<b>Common Use</b>	<b>16,250</b>	<b>1,453</b>	<b>2,236</b>	<b>19,939</b>	<b>935</b>	<b>18,742</b>	<b>0</b>	<b>39,648</b>	<b>6,441</b>	<b>10,133</b>	<b>27,849</b>	<b>4,629</b>	<b>9,238</b>	<b>0</b>	<b>970</b>	<b>768</b>	<b>11,919</b>	<b>14,635</b>	<b>145,907</b>	<b>17,060</b>	<b>0</b>	<b>17,060</b>	<b>182,906</b>
Data / IT				0				10,090											10,090	3,381		3,381	13,471
Machine Shop				0			6,538												6,538			0	6,538
<b>Infrastructure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,538</b>	<b>10,090</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,628</b>	<b>3,381</b>	<b>0</b>	<b>3,381</b>	<b>20,009</b>
Laboratory				0									206,586	83,317	60,417		780	13,497	364,597	55,224	9,716	64,940	429,537
Laboratory Storage				0									819					819				0	819
Vivarium				0									38,727		16,726			55,453				0	55,453
<b>Laboratory</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>246,132</b>	<b>83,317</b>	<b>77,143</b>	<b>0</b>	<b>780</b>	<b>13,497</b>	<b>420,869</b>	<b>55,224</b>	<b>9,716</b>	<b>64,940</b>	<b>485,809</b>
<b>Special Space Totals</b>	<b>16,250</b>	<b>1,453</b>	<b>2,236</b>	<b>19,939</b>	<b>935</b>	<b>18,742</b>	<b>6,538</b>	<b>49,738</b>	<b>6,441</b>	<b>10,133</b>	<b>27,849</b>	<b>4,629</b>	<b>255,370</b>	<b>83,317</b>	<b>78,113</b>	<b>768</b>	<b>12,699</b>	<b>28,132</b>	<b>583,404</b>	<b>75,665</b>	<b>9,716</b>	<b>85,381</b>	<b>688,724</b>

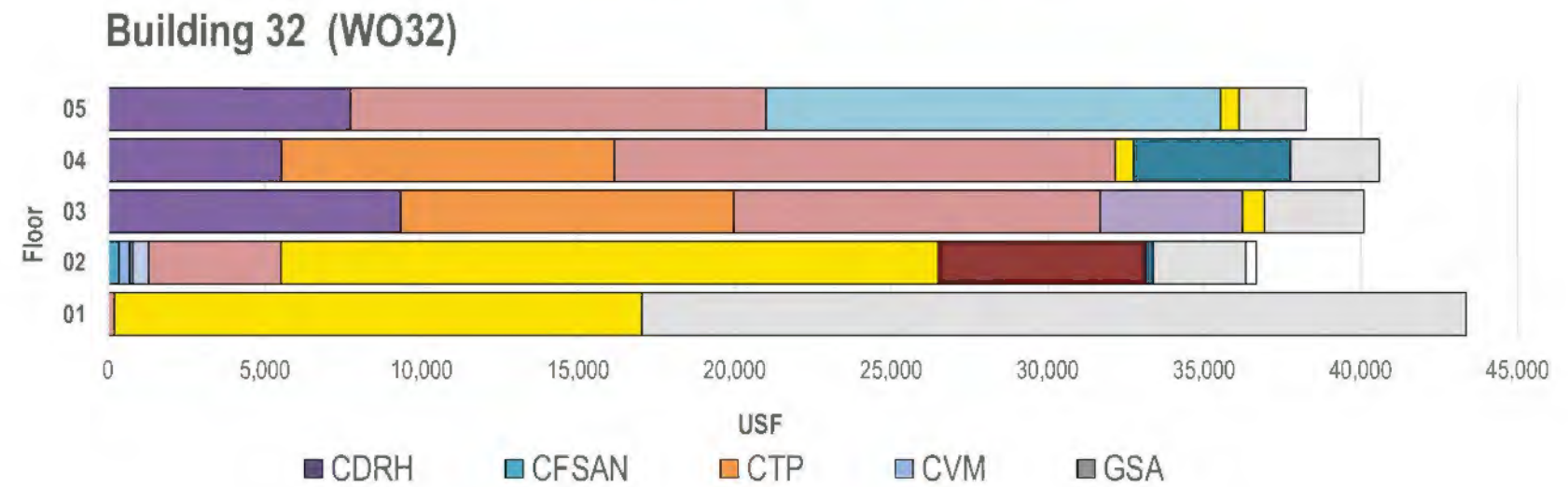
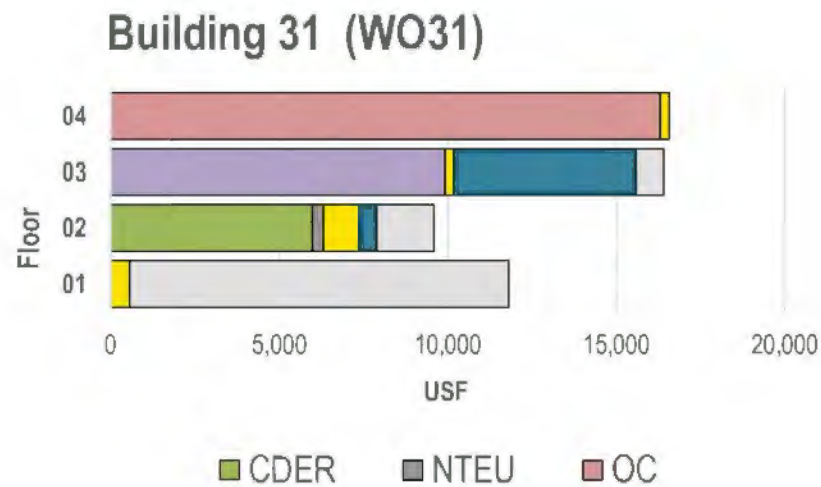
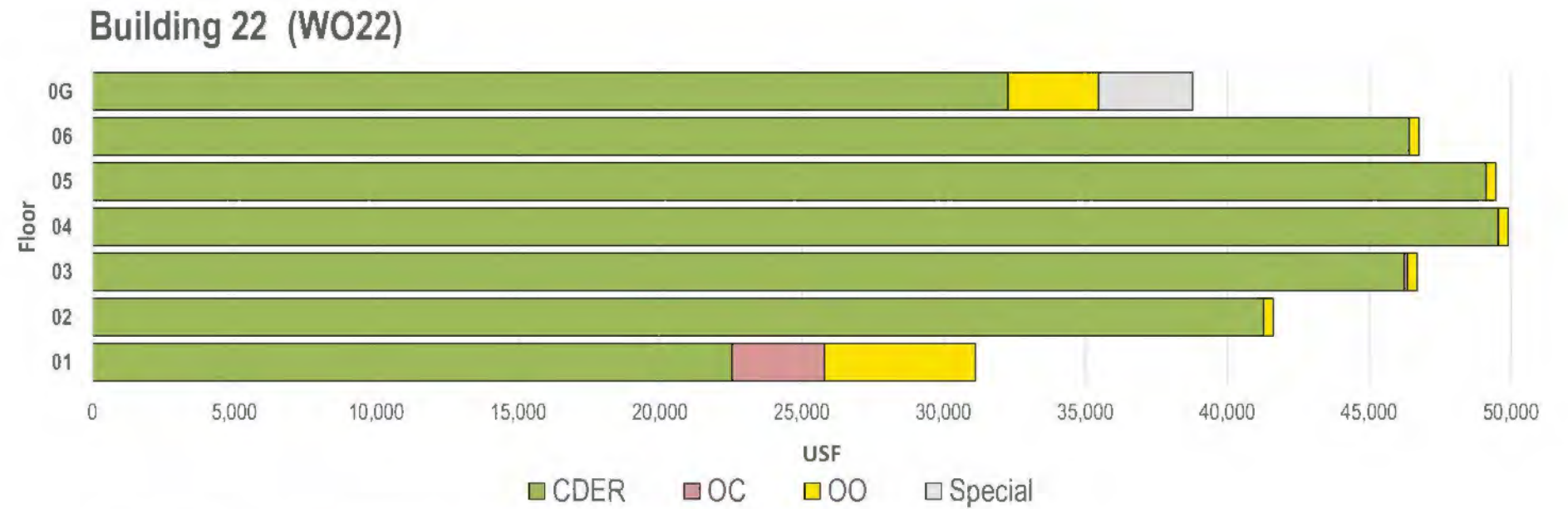
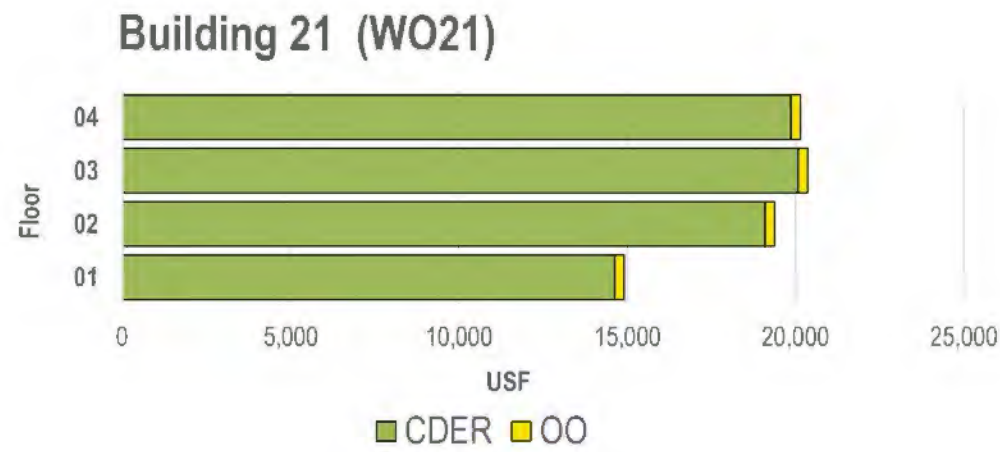
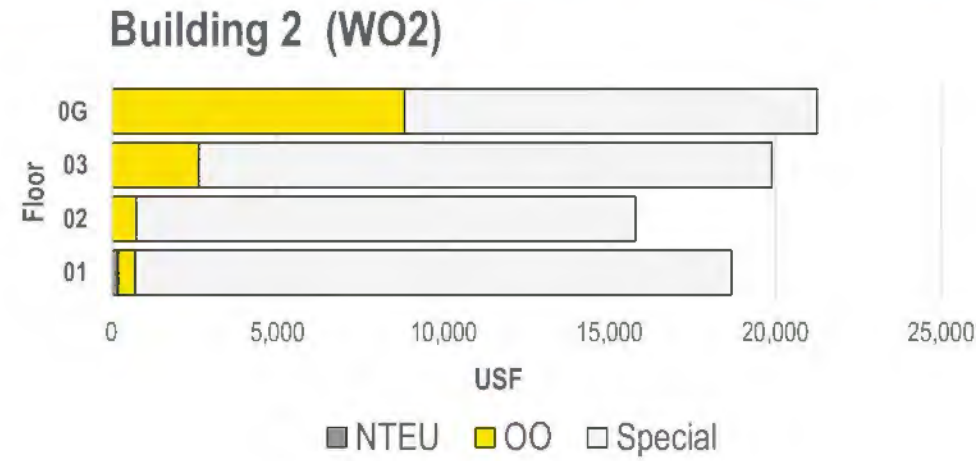
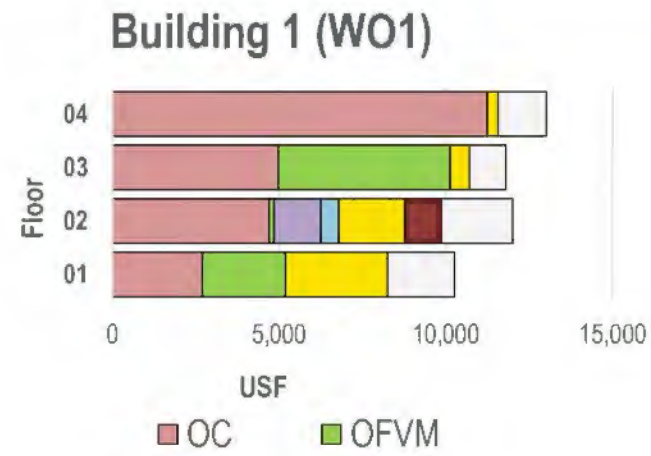
Long Term Retention	Relocate Closer to FRC
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STACKING DIAGRAMS SHOWING ASSIGNED SPACE BY ORGANIZATION FOR LEASED BUILDINGS (Figure 2.2)





STACKING DIAGRAMS SHOWING ASSIGNED SPACE BY ORGANIZATION FOR OWNED BUILDINGS AND FRC BUILDINGS (Figure 2.3)

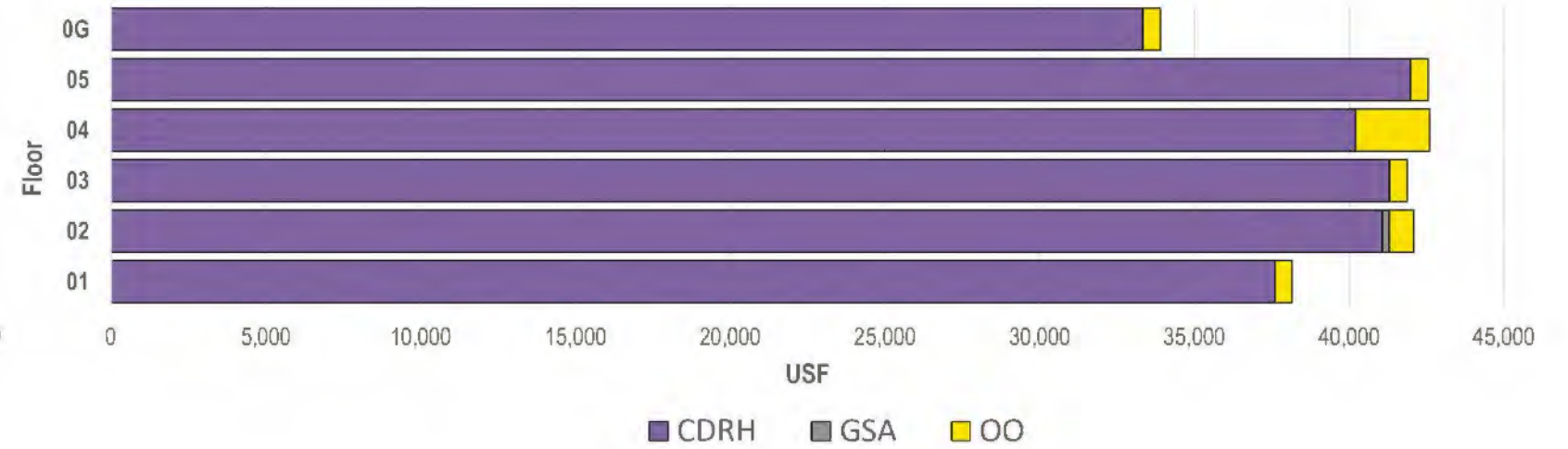


STACKING DIAGRAMS SHOWING ASSIGNED SPACE BY ORGANIZATION FOR BUILDINGS AT THE FRC (Figure 2.4)

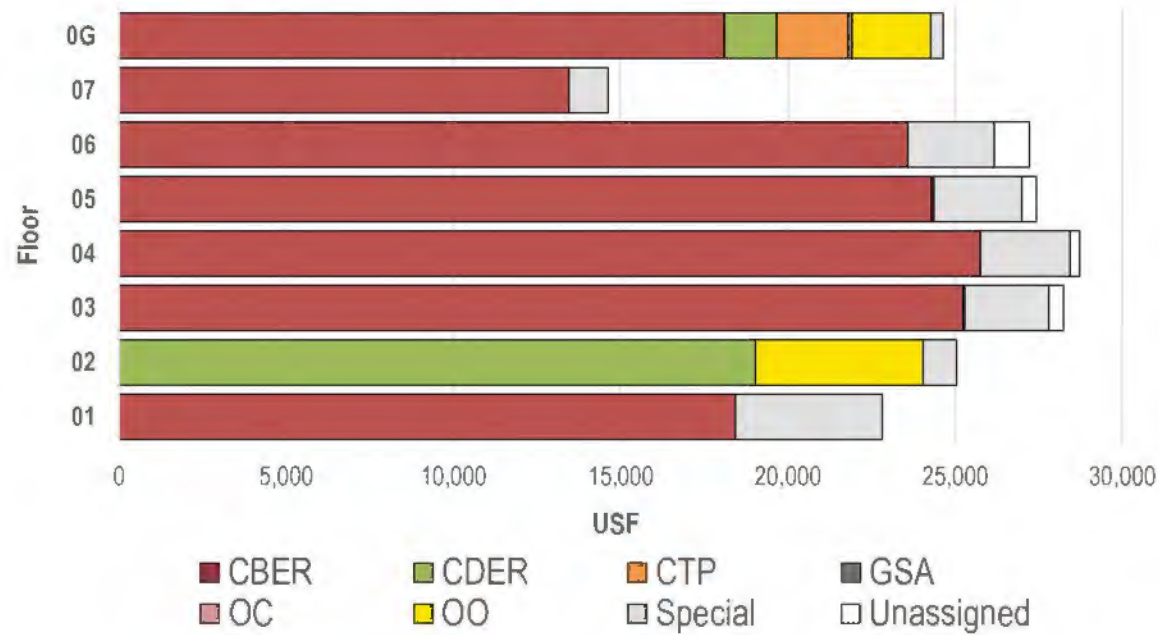
Building 51 (WO51)



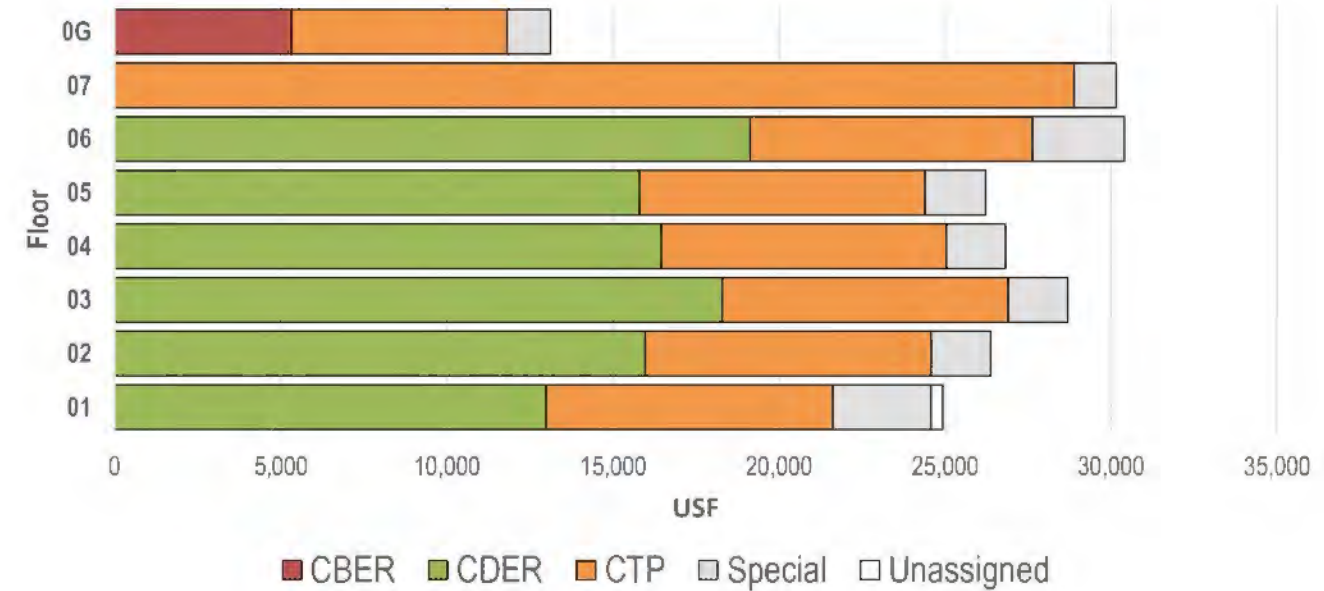
Building 66 (WO66)



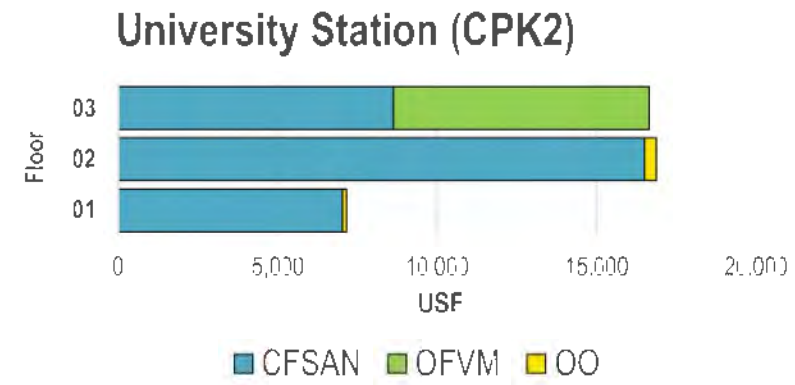
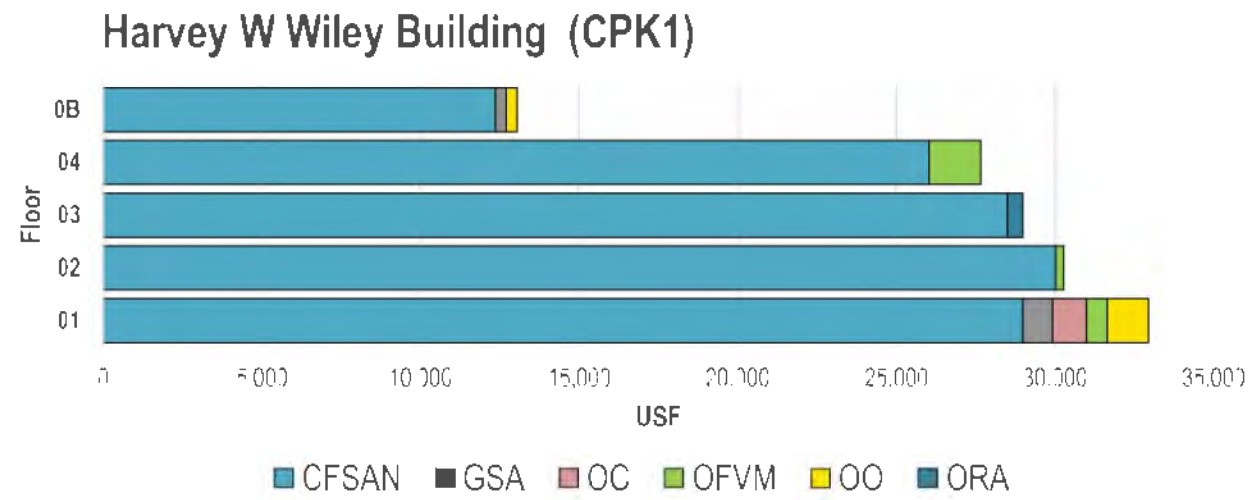
Building 71 (WO71)



Building 75 (WO75)



STACKING DIAGRAMS SHOWING ASSIGNED SPACE BY ORGANIZATION FOR BUILDINGS AT THE COLLEGE PARK (Figure 2.5)



## FURNITURE ASSESSMENT

The existing furniture in most buildings is relatively old and not in sufficient condition to be considered for reuse.

The furniture in Three White Flint North is part of the lease and will remain when the lease expires.

CURRENT FDA LEASED BUILDINGS (Table 2.7)

Lease Number	LMD00267	LMD00268	LMD01276	LMD01403	LMD01473	LMD01821	LMD02045	LMD02148	LMD02162	LMD02171	LMD02172	LMD02297	LMD12658	LMD12577	LMD12644	LMD12688	LMD12706	LMD12714
Building Name	Calverton Tower	Centerpark I	Metro Park North B	Metro Park North B	Ammendale South Technology Park	11750 Beltsville Drive	Metro Park	Three White Flint North	10001 New Hampshire Avenue	Woodmont Place	Element 12420	12100 Parklawn Drive	Montrose Metro 2	5630 Fishers Lane	University Station	Silver Spring Centre	Metro Park North B	7500 Standish Place
Street	11785 Beltsville Drive	4041 Powder Mill Road	7519 & 7529 Standish Place	7519 & 7529 Standish Place	5901 Ammendale (6001)	11750 Beltsville Drive	7620 Standish Place	11601 Landsdown Street	10001 New Hampshire Avenue	1451 Rockville Pike	12420 Parklawn Drive	12100 Parklawn Drive	11919 Rockville Pike	5630 Fishers Lane	4300 River Road	8455 Colesville Road	7519 Standish Place	7500 Standish Place
City	Beltsville	Beltsville	Derwood	Derwood	Beltsville	Claverton	Rockville	Rockville	Silver Spring	Rockville	Rockville	Rockville	Rockville	Rockville	College Park	Silver Spring	Rockville	Rockville
State	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland	Maryland
Zip Code	20705	20705	20855	20855	20705	20705	20855	20852	20903	20852	20852	20852	20852	20852	20740	20903	20855	20855
Year Built	1990	1985	1983	1983	2003	1990	1983	2012	2009	1983	1972, Ren.2009	1963	2002	1967, Ren.1997	2004	1987	1983	1990
Total RSF	208,207	120,881	78,107	78,107	104,609	45,000	16,600	358,440	51,728	105,733	93,014	85,231	62,535	55,728	80,677	215,873	71,042	113,912
RSF pr Floor	16,116	17,268	24,855	24,855	104,619	13,439	16,600	25,602	12,932	20,000	23,253	85,231	15,634	27,291	26,892	21,422	24,855	28,478
Floors	17	7	3	3	1	3	1	14	4	6	4	1	4	2	3	15	3	4
Type	Class A Office	Class A Office	Class A Office	Class A Office	Class A Flex	Class B Office	Class B Flex	Class A Office	Class A Office	Class A Office	Class A Office	Warehouse	Class A Office	Class B Office	Class A Office	Class A Office	Class A Office	Class A Office
Distance to FDAWO	3.5 mi	3.5 mi	19 mi	19 mi	5.2 mi	3.9 mi	19.9 mi	11.5 mi	1.4 mi	12.9 mi	12.6 mi	12.4 mi	11.5 mi	12.6 mi	10.4 mi	5.7 mi	19 mi	19 mi
Building Number		MD0722	MD0757	MD0757	MD0779	MD0308	MD1837	MD1855	MD1857	MD0292/WOC2	MD1428	MD01363	MD0786	MD0721	MD0792	MD0301	MD0757	MD0239
FDA Building Code	CT	CP1	MPN4	MPN4	AMDL	SPS	MPN7	3WFN	HILL	WOC2	ELEM	WARE	MM2	FHSL	CPK2	COLE	MPN4	MPN2
OA Number		AMD05940	AMN05178	AMD05178	AMD00513	AMD02085	AMD04753	AMD05702	AMD05017	AMD05069	AMD05131	AMD05273	AMD05371	AMD05620	AMD05772	AMD05750	AMD05778	AMD05862
OA Expiration		2/29/2028	12/3/2017	12/3/2017	3/6/2018	11/9/2016	6/30/2019	6/30/2019	10/22/2020	2/3/2021	12/20/2020	6/29/2021	1/18/2023	2/28/2023	8/31/2029	6/20/2025	9/6/2025	11/14/2025
Lease Effective Date	TBD	3/1/2018	8/4/2001	12/4/2001	3/7/2003	11/10/2006	7/1/2009	11/3/2012	4/4/2012	2/4/2011	12/19/2010	6/30/2011	1/19/2013	3/1/2013	9/1/2014	6/21/2015	9/7/2015	11/15/2015
Lease Expiration Date	TBD	2/29/2028	12/3/2017	12/3/2017	3/6/2018	11/9/2016	6/30/2019	11/2/2027	10/22/2020	2/3/2021	12/20/2020	6/29/2021	1/18/2023	2/28/2023	8/31/2029	6/20/2025	9/6/2025	11/14/2025
Termination Rights	N/A	N/A	Yes	2/3/2017	N/A	N/A	1-Jul-14	N/A	N/A	N/A	N/A	N/A	18-Jan-20	N/A	N/A	N/A	N/A	N/A
Notice	N/A	N/A	60 Days	60 Days	N/A	N/A	180 Days	N/A	N/A	N/A	N/A	N/A	180 Days	N/A	N/A	N/A	N/A	N/A
Fees	N/A	N/A	N/A	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0-Jan-00	N/A	N/A	N/A	N/A	N/A
Renewal Rights	no	no	N/A	0	N/A	N/A	N/A	N/A	N/A	exercised?	5 Year	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Notice	N/A	N/A	N/A	0	N/A	N/A	N/A	N/A	N/A	180 Days	exercised	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Vacant Space Credit	\$1.25/ABOASF	N/A		\$0.00	\$0.50	N/A	\$1.00	\$0.85	\$1.50		N/A	\$0.50	\$1.75	N/A	\$1.66	\$1.55	\$1.85	\$1.85
Leased RSF	99,617	78,918	36,345	10,219	77,651	15,732	16,164	205,280	51,728	44,761	93,014	78,177	61,902	55,728	80,667	50,917	29,744	113,730
Leased BOASF	81,271	67,082	33,286	8,860	75,276	14,173	15,909	183,941	48,443	40,015	78,378	78,013	53,957	52,822	70,785	46,100	27,479	102,263
R/U Factor	1.2257	1.1764	1.0919	1.1534	1.0316	1.1100	1.0160	1.1160	1.0678	1.1186	1.1867	1.0021	1.1472	1.0550	1.1396	1.1045	1.0824	1.1121
Full Building RSF	208,207	120,881	135,344	78,107	104,619	44,711	174,594	358,440	51,728	104,782	93,014	85,231	61,902	55,728	80,667	215,840	68,074	113,730
% Occupancy	47.85%	65.29%	26.85%	13.08%	74.22%	35.19%	9.26%	57.27%	100.00%	42.72%	100.00%	91.72%	100.00%	100.00%	100.00%	23.59%	43.69%	100.00%
<b>RENTABLE NUMBERS</b>																		
Full Service Rate	\$25.70	\$28.90	\$32.01	\$32.59	\$27.24	\$24.38	\$35.08	\$47.31	\$34.02	\$34.90	\$32.91	\$14.40	\$31.91	\$30.02	\$33.78	\$28.94	\$29.28	\$29.23
OpEx	\$7.62	\$4.59	\$9.37	\$6.36	\$4.42	\$7.41	\$8.06	\$4.11	\$8.13	\$0.00	\$7.93	\$1.58	\$7.58	\$7.04	\$5.18	\$6.81	\$7.87	\$6.63
BSAC	\$0.49	\$0.51	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4.05	\$9.20	\$0.40	\$0.00	\$1.28	\$0.00	\$0.00	\$0.00	\$0.00	\$0.55	\$5.40
Tenant Improvements	\$4.57	\$4.82	\$0.00	\$0.00	\$4.84	\$0.00	\$0.00	\$2.43	\$32.84	\$5.09	\$0.00	\$0.00	\$0.00	\$0.00	\$1.75	\$0.00	\$1.85	\$1.80
<b>ABOASF NUMBERS</b>																		
Full Service Rate	\$31.50	\$33.99	\$34.95	\$37.59	\$28.10	\$27.06	\$35.65	\$52.80	\$36.33	\$39.04	\$39.06	\$14.43	\$36.61	\$31.67	\$38.50	\$31.97	\$31.70	\$32.51
OpEx	\$9.34	\$5.40	\$10.23	\$7.33	\$4.56	\$8.23	\$8.19	\$4.59	\$8.68	\$0.00	\$9.41	\$1.58	\$8.70	\$7.43	\$5.90	\$7.52	\$8.52	\$7.37
BSAC	\$0.60	\$0.60	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4.52	\$9.82	\$0.45	\$0.00	\$1.28	\$0.00	\$0.00	\$0.00	\$0.00	\$0.60	\$6.00
Tenant Improvements	\$5.60	\$5.67	\$0.00	\$0.00	\$4.99	\$0.00	\$0.00	\$2.72	\$35.07	\$5.69	\$0.00	\$0.00	\$0.00	\$0.00	\$2.00	\$0.00	\$2.00	\$2.00
<b>TOTAL DOLLAR AMOUNT</b>																		
Full Service Rate	\$2,559,786.03	\$2,280,370.43	\$1,163,423.94	\$333,033.60	\$2,115,281.00	\$383,484.00	\$567,097.67	\$16,957,835.00	\$1,759,855.00	\$1,562,255.00	\$3,061,154.00	\$1,125,535.40	\$1,975,358.00	\$1,672,977.00	\$2,724,972.00	\$1,473,783.00	\$870,984.00	\$3,324,570.00
OpEx	\$759,071.14	\$362,438.98	\$340,407.87	\$64,974.00	\$343,258.56	\$116,631.60	\$130,346.39	\$1,473,198.00	\$420,666.63		\$737,467.50	\$123,256.82	\$469,390.36	\$392,217.18	\$417,856.89	\$346,638.06	\$234,121.08	\$753,678.31
BSAC	\$48,762.60	\$40,249.21	\$0.00					\$1,451,682.00	\$475,904.15	\$18,000.00		\$100,116.00					\$16,487.40	\$613,578.00
Tenant Improvements	\$454,867.13	\$380,412.07	\$0.00		\$375,630.00			\$872,460.00	\$1,698,896.01	\$227,665.42	\$0.00				\$141,570.00		\$54,958.00	\$204,526.00
In HQ Housing Plan	Yes	Yes	No	No	No	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes

**LEASE ABSTRACTS FOR FDA LEASES**  
(Figure 2.5)

Table 2.1 on the previous page summarizes current FDA HQ leases. Buildings that are part of the Housing Strategy are color-coded blue.

The map on the right shows all the current FDA leases that are identified as headquarters locations. Some of these locations have been removed from the Housing Strategy scope, but are still being leased by FDA.

The lease abstracts for each of these locations and the full lease document for each location can be found in Appendix 12.5.



**LEGEND**

- METRO Accessible
- Not-METRO Accessible
- Not Part of Office Housing

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# FDA

## 3 FUTURE REQUIREMENTS



# FUTURE REQUIREMENTS

**FDA has experienced considerable growth since the start of their consolidation at the Federal Research Center and is interested in developing a plan to accommodate growth and consolidate staff from leased facilities.**

This study is limited to requirements for Headquarters Office space that is ultimately planned to be housed on the Federal Research Center at White Oak. All growth, building location, and utilization capacity information is for office and office support space only. Buildings that do not include any office space are excluded from the charts and tables. Since the ORA Office of Criminal Investigations (OCI) must be separate from the Campus, it is also excluded from the data. Special space will be maintained at current sizes and locations until additional buildings are added to the FRC. College Park buildings have sufficient existing space to accommodate projected growth. New leased space will not be required and no impact on the FRC is anticipated. Consequently, to simplify the data, CFSAN has been excluded. They will remain and grow at their existing facilities.

Data is from multiple FDA and GSA sources and has been combined to provide a coherent, comprehensive set of data. However, there may be minor inconsistencies due to the dynamic nature of the information. Primary sources include tables from the FDA Archibus Facilities Management System, lease documents, the 2017 Strategic Housing Plan, the Growth Summary for 2016 to 2022, spreadsheets with data corrections/adjustments, and meeting notes

from working sessions. Adjacency requirements are primarily to keep Centers and operational functions (OC-OO and ORA) in contiguous space on Campus. Centers have priority for location on Campus so approximately 73% of leased space is occupied by OC-OO and ORA offices. Various OC-OO offices provide continuous direct support to Centers and, thus, must be adjacent to the Centers they support. Planned growth through 2022 will require portions of some Centers to move to leased space from the Campus and force compromises in adjacency and collaboration requirements. The CTP Office of Science is scheduled to move from the FRC to leased space in 2018. Additional Centers will have to locate more personnel off Campus by the end of the current planned growth period in 2022. The Migration Plan in Section 5 proposes headcount by Center/Office by building but the specific groups to move will be determined by the Centers and Offices when buildings are leased.

Planning for personnel is based on headcount, which includes all employees, contractors, and detailees. Office capacity is used to determine the headcount that can be assigned to a building. Office capacity includes the number of seats available plus a reasonable amount of alternative office strategies that allow the assignment of additional staff to a location.

For example, if a room has three seats and two persons assigned to the space, the office capacity is three. If a room has two seats but has four persons assigned, the office capacity is four. Hoteling or touchdown spaces that are used by visitors or other persons without an assigned location are not included in office capacity. Office capacity is dependent on the infrastructure available to support the accommodation of personnel at a site. The infrastructure at the FRC is not sufficient to support the potential office capacity so the current office capacity is equal to the on-board personnel. The FRC future office capacity will depend on upgrades to the infrastructure.

In the previous section, Table 2.4 shows the current office space capacity for Headquarters buildings including leased, owned, and FRC buildings broken down by Center. Table 2.5 shows the equivalent data by usable square feet.

FDA provided growth projections by Center and Office through 2022 based on user-fee negotiations for 2018. Data was further broken down by FTE and contractor personnel. Table 3.1 shows growth projections by organization through 2022. Totals excluding CFSAN are shown below the overall growth data. These are the totals used for the Housing Strategy and Migration Plan.

Buildings on the White Oak Campus are currently at or near infrastructure capacity and will not contribute to the office capacity to house future growth unless new buildings and infrastructure are added. No new buildings are anticipated within the 2017 to 2022 growth projections. Consequently, all growth prior to 2022 will be planned for leased space within the approved delineated area with the exception of CFSAN. Projected CFSAN growth can be accommodated at the College Park, MD locations.

The ultimate goal is to consolidate headquarters personnel on Campus. Three critical buildings - Building 25 (office building), Building 45 (distribution facility) and a Global Communications Facility - and associated infrastructure are needed to complete the

Campus plan anticipated in 2009. Congress' intent for unifying the majority of FDA HQ at the FRC Campus was to speed operational excellence and ensure a scientifically stronger FDA.

Essential elements are still missing as FDA awaits Congressional funding for GSA construction. ORA is currently located off Campus and, because the organization works across all FDA program areas to maintain oversight of the industries FDA regulates, ORA needs to be housed on campus in the proposed Building 25. ORA's integration into the Campus will improve collaboration across all FDA program areas and speed decisions that affect public health. Building 25 could add between 550 to 900 seats to the housing capacity of the Campus.

To consolidate the 2,000 current funded vacancies, more than 3,000 personnel currently in leased space and the projected growth of approximately 3,500 personnel through 2022, additional office buildings will need to be added to the Campus with an office capacity of approximately 8,000. This is equivalent to 1,440,000 USF at 180 SF per person.

Based on the projected growth and the available office capacity at all sites with Office Type housing, space to house the projected headcount will not be not be adequate beginning in 2017.

FDA GROWTH PROJECTIONS THROUGH 2022 (Table 3.1)

CENTER	2016					2017					2018					2019					2020					2021					2022					Total Increase - FY16 Ceiling to FY22 Ceiling	Total Increase - FY16 Onboard to FY22 Ceiling
	On-board	Funded Vacant	FTE	CNTR	Total	FTE †	CNTR	Total	Increase	Total Increase (FTE + CNTR)	FTE	CNTR	Total	Increase	Total Increase (FTE + CNTR)	FTE	CNTR	Total	Increase	Total Increase (FTE + CNTR)	FTE	CNTR	Total	Increase	Total Increase (FTE + CNTR)	FTE	CNTR	Total	Increase	Total Increase (FTE + CNTR)	FTE	CNTR	Total	Increase	Total Increase (FTE + CNTR)		
CBER	897	57	845	109	954	889	109	998	44	44	931	122	1,053	42	55	964	125	1,089	33	36	996	128	1,124	32	35	1,022	134	1,156	26	32	1,022	134	1,156	0	0	202	259
CDER	5,120	620	5,334	406	5,740	5,583	406	5,989	249	249	5,739	406	6,145	156	156	5,835	406	6,241	96	96	5,915	406	6,321	80	80	5,962	406	6,368	47	47	5,991	406	6,397	29	29	657	1,277
CDRH	1,502	240	1,700	42	1,742	1,728	42	1,770	28	28	1,822	42	1,864	94	94	1,876	42	1,918	54	54	1,940	42	1,982	64	64	1,999	42	2,041	59	59	2,009	42	2,051	10	10	309	549
CFSAN	1,024	144	959	209	1,168	964	209	1,173	5	5	986	210	1,196	22	23	1,007	210	1,217	21	21	1,029	210	1,239	22	22	1,051	210	1,261	22	22	1,051	210	1,261	0	0	93	237
CTP	757	63	784	36	820	884	37	921	100	101	969	37	1,006	85	85	1,055	37	1,092	86	86	1,120	37	1,157	65	65	1,120	37	1,157	0	0	1,120	37	1,157	0	0	337	400
CVM	506	36	504	38	542	536	34	570	32	28	536	35	571	0	1	536	35	571	0	0	536	35	571	0	0	536	35	571	0	0	536	35	571	0	0	29	65
NCTR	2	0	2	0	2	4	0	4	2	2	4	0	4	0	0	4	0	4	0	0	4	0	4	0	0	4	0	4	0	0	4	0	4	0	0	2	2
OC-IO	14	0	14	0	14	14	0	14	0	0	14	0	14	0	0	14	0	14	0	0	14	0	14	0	0	14	0	14	0	0	14	0	14	0	0	0	0
OC-OCC	159	0	158	1	159	165	1	166	7	7	175	1	176	10	10	185	1	186	10	10	195	1	196	10	10	205	1	206	10	10	205	1	206	0	0	47	47
OC-OCS	81	49	126	4	130	143	4	147	17	17	144	4	148	1	1	145	4	149	1	1	148	4	152	3	3	149	4	153	1	1	149	4	153	0	0	23	72
OC-OES*	55	3	52	6	58	52	6	58	0	0	52	6	58	0	0	52	6	58	0	0	52	6	58	0	0	52	6	58	0	0	52	6	58	0	0	0	3
OC-OEXA*	84	3	79	8	87	79	8	87	0	0	79	8	87	0	0	79	8	87	0	0	79	8	87	0	0	79	8	87	0	0	79	8	87	0	0	0	3
OC-OFVM	127	3	110	20	130	111	25	136	1	6	98	25	123	(13)	(13)	101	25	126	3	3	104	25	129	3	3	107	25	132	3	3	107	25	132	0	0	2	5
OC-OGROP	117	5	105	17	122	106	17	123	1	1	106	17	123	0	0	108	17	125	2	2	108	17	125	0	0	100	17	117	(8)	(8)	100	17	117	0	0	(5)	0
OC-OMH	5	5	8	2	10	8	2	10	0	0	10	2	12	2	2	10	2	12	0	0	10	2	12	0	0	10	2	12	0	0	10	2	12	0	0	2	7
OC-OMPT-IO	18	10	18	10	28	28	10	38	10	10	28	10	38	0	0	28	10	38	0	0	28	10	38	0	0	28	10	38	0	0	28	10	38	0	0	10	20
OC-OMPT-QSMP	91	15	98	8	106	103	6	109	5	3	106	6	112	3	3	109	6	115	3	3	112	6	118	3	3	115	6	121	3	3	115	6	121	0	0	15	30
OC-OPPLA	144	16	148	12	160	166	10	176	18	16	187	10	197	21	21	190	10	200	3	3	193	10	203	3	3	196	10	206	3	3	196	10	206	0	0	46	62
OC-OWH	18	4	16	6	22	18	6	24	2	2	18	6	24	0	0	18	6	24	0	0	18	6	24	0	0	18	6	24	0	0	18	6	24	0	0	2	6
OO-IO	103	0	92	11	103	93	11	104	1	1	100	15	115	7	11	100	15	115	0	0	110	5	115	10	0	110	5	115	0	0	110	5	115	0	0	12	12
OO-OEEO	20	8	20	8	28	27	8	35	7	7	32	8	40	5	5	32	8	40	0	0	32	8	40	0	0	32	8	40	0	0	32	8	40	0	0	12	20
OO-OFBA	368	80	283	165	448	312	127	439	29	(9)	312	127	439	0	0	312	127	439	0	0	312	127	439	0	0	312	127	439	0	0	312	127	439	0	0	(9)	71
OO-OFEMS	127	9	113	23	136	115	17	132	2	(4)	116	19	135	1	3	118	25	143	2	8	118	25	143	0	0	118	27	145	0	2	118	27	145	0	0	9	18
OO-OHR	227	59	265	21	286	272	24	296	7	10	279	24	303	7	7	280	21	301	1	(2)	285	16	301	5	0	290	11	301	5	0	290	11	301	0	0	15	74
OO-OIMT	882	249	571	560	1,131	597	581	1,178	26	47	600	578	1,178	3	0	608	580	1,188	8	10	615	582	1,197	7	9	622	582	1,204	7	7	622	582	1,204	0	0	73	322
OO-OSSCM	98	8	88	18	106	111	21	132	23	26	112	21	133	1	1	114	21	135	2	2	116	23	139	2	4	118	23	141	2	2	120	23	143	2	2	37	45
ORA HQ	668	132	617	183	800	617	183	800	0	0	617	183	800	0	0	617	183	800	0	0	617	183	800	0	0	617	183	800	0	0	617	183	800	0	0	0	132
<b>Total Headcount</b>	<b>13,214</b>	<b>1,818</b>	<b>13,109</b>	<b>1,923</b>	<b>15,032</b>	<b>13,725</b>	<b>1,904</b>	<b>15,629</b>	<b>616</b>	<b>597</b>	<b>14,172</b>	<b>1,922</b>	<b>16,094</b>	<b>447</b>	<b>465</b>	<b>14,497</b>	<b>1,930</b>	<b>16,427</b>	<b>325</b>	<b>333</b>	<b>14,806</b>	<b>1,922</b>	<b>16,728</b>	<b>309</b>	<b>301</b>	<b>14,986</b>	<b>1,925</b>	<b>16,911</b>	<b>180</b>	<b>183</b>	<b>15,027</b>	<b>1,925</b>	<b>16,952</b>	<b>41</b>	<b>41</b>	<b>1,920</b>	<b>3,738</b>
Cumulative Increase										597				1,062					1,395					1,696			1,879						1,920				
										644				(47)	1,155				(93)	1,601				2,038			2,398						previous est. from Centers/Offices			(519) variance	

† 2017 totals include Onboard, in IBAPS, and FTE hires deferred until FY18

\* Data call responses were not received from these entities. Growth is not anticipated.

Note: Growth is for office headquarters positions only. Personnel located in Lab Space and Field Offices are excluded. There are currently approximately 917 people housed in Non-Office Space based on the data provided by FDA. FRC buildings are at infrastructure capacity so all growth must be accommodated in leased space until infrastructure improvements are complete.

Totals without CFSAN

	On-board	2016	2017	2018	2019	2020	2021	2022
Centers	8,784	9,800	Centers 10,252	Centers 10,643	Centers 10,915	Centers 11,159	Centers 11,297	Centers 11,336
OC	859	1,026	OC 1,034	OC 1,058	OC 1,080	OC 1,102	OC 1,114	OC 1,114
OO	1,809	2,194	OO 2,300	OO 2,327	OO 2,345	OO 2,358	OO 2,369	OO 2,371
ORA	668	800	ORA 800	ORA 800	ORA 800	ORA 800	ORA 800	ORA 800
	12,120	13,820	14,386	14,828	15,140	15,419	15,580	15,621

Graph 3.1 shows the growth of FTE and Contractor positions compared to available office capacity. Insufficient infrastructure at the FRC limits the housing capacity to the current number of on-board personnel.

Center.

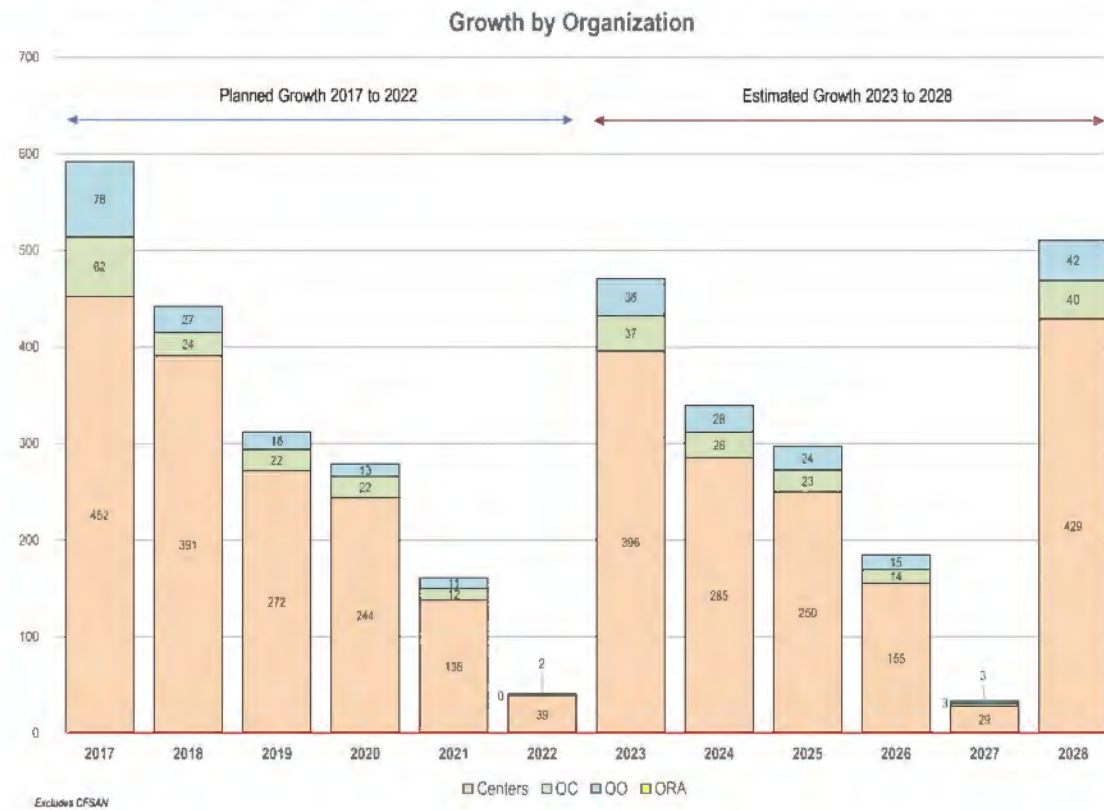
In addition to growth positions, FDA has approximately 1,800 approved funded vacant positions as shown in Table 3.3.

Graph 3.5 compares the on-board, approved funded vacant, and growth positions by Center and Office for 2022. It shows that CDER comprises 31.1% of vacancies and 34.2% of growth.

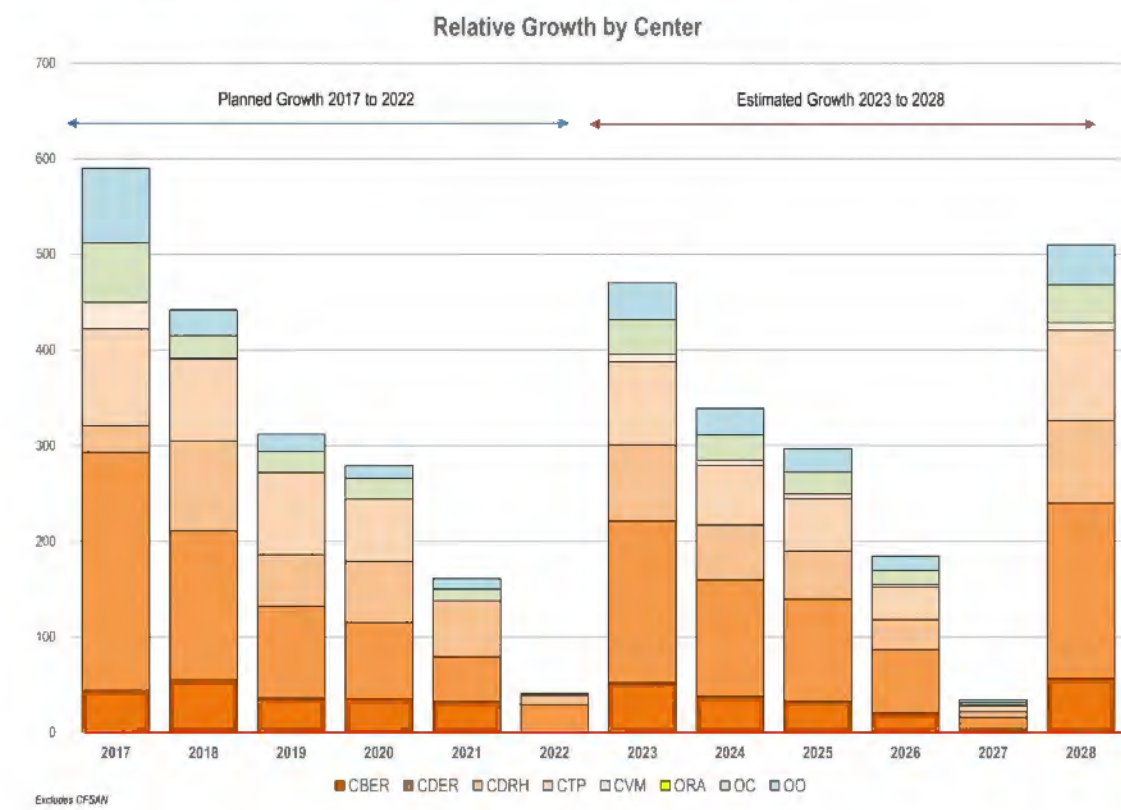
Growth is not consistent between Centers and offices as illustrated by Graph 3.4. This shows that CDER has both the largest growth in numbers and the highest percentage increase while ORA has no growth.

Virtually all growth is projected to be FTE positions as shown in Graph 3.6 which compares FTE to Contractor growth by Fiscal Year and

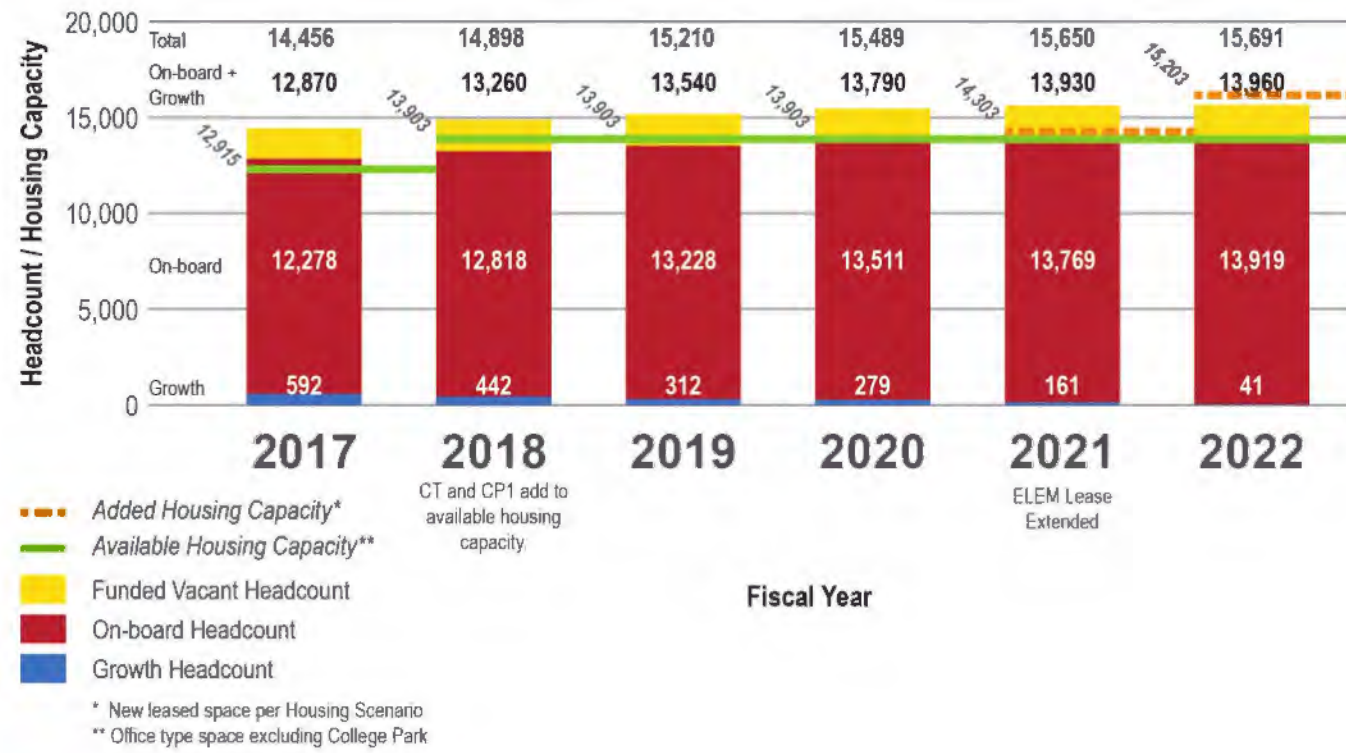
### FDA GROWTH PROJECTIONS BY ORGANIZATION (Graph 3.2)



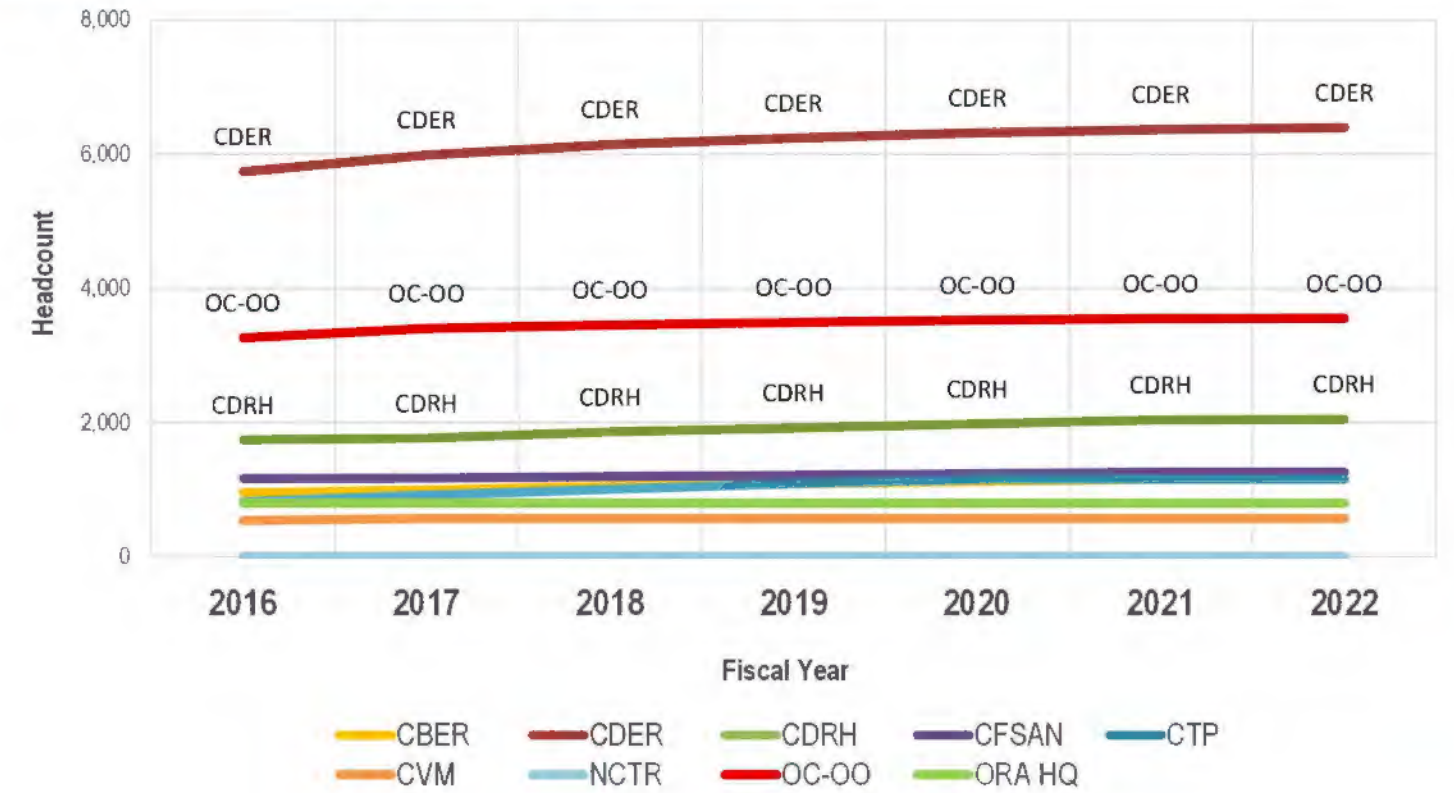
### FDA GROWTH PROJECTIONS BY CENTER (Graph 3.1)



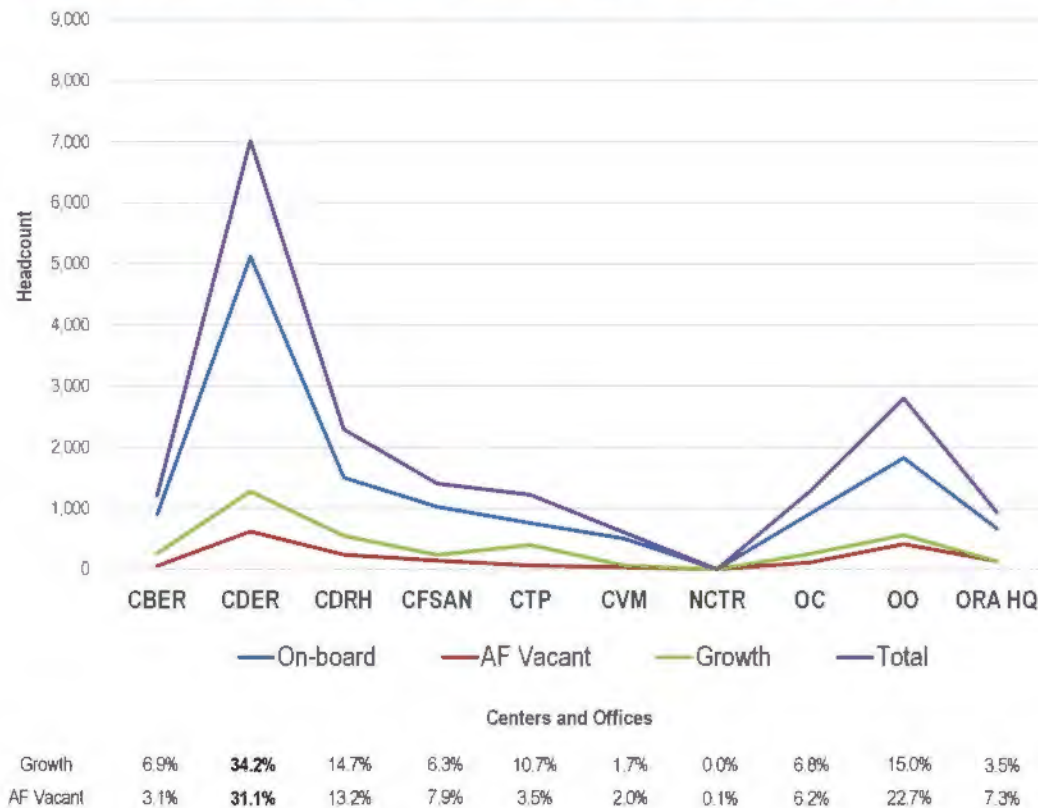
HEADCOUNT GROWTH TO OFFICE CAPACITY 2017 TO 2022 (Graph 3.3)



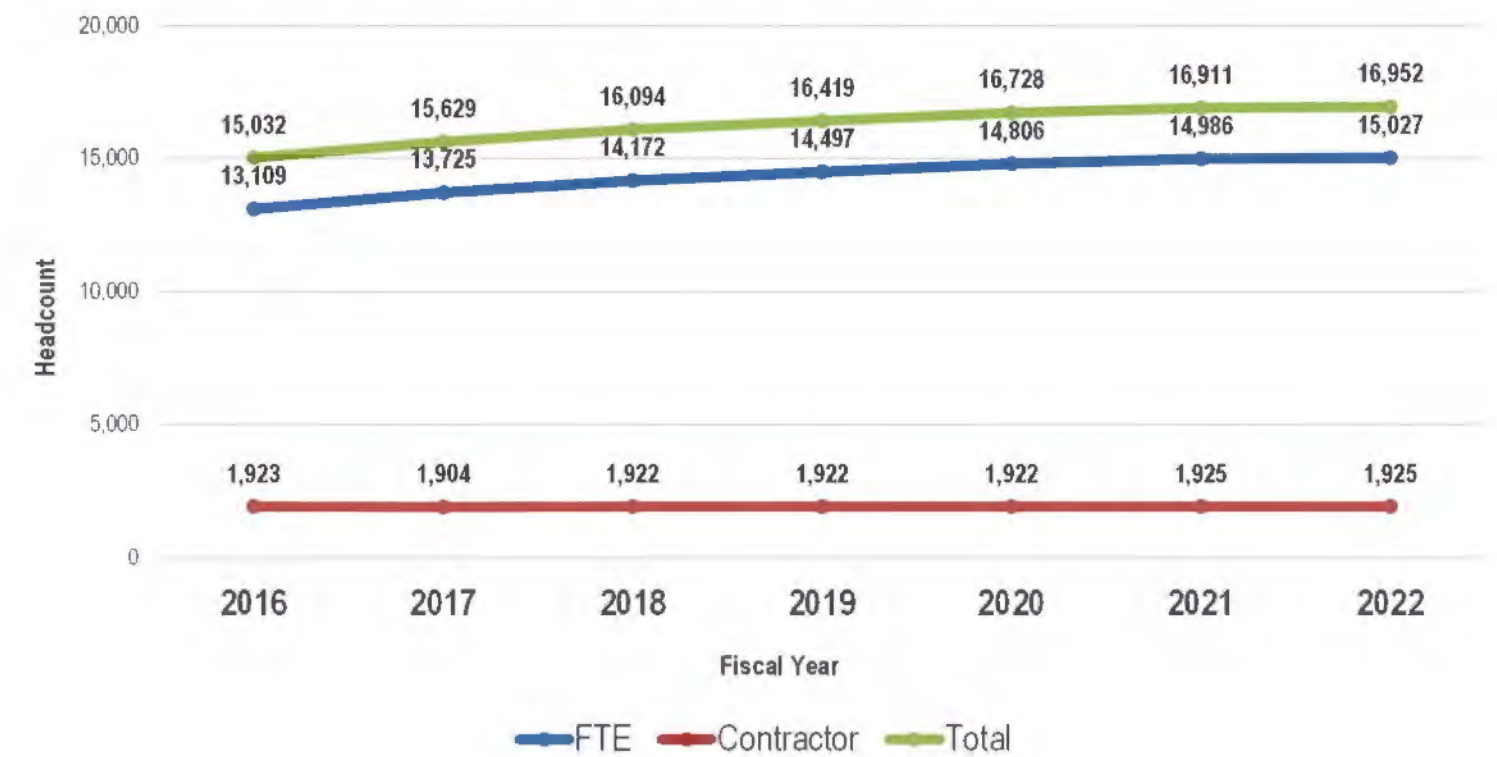
GROWTH BY CENTER 2016 TO 2022 (Graph 3.4)



ON-BOARD TO FUNDED VACANT TO GROWTH • 2022 (Graph 3.5)



GROWTH BY EMPLOYEE TYPE 2016 TO 2022 (Graph 3.6)







# FDA

4

## HOUSING STRATEGY

# HOUSING STRATEGY

A primary FDA objective is to geographically consolidate facilities to enhance collaboration among regulatory science disciplines and to facilitate collaboration between scientists and experts in policy, planning, informatics, analysis, management, and communications.

FDA's expanding headquarters workforce must be geographically consolidated and must be housed in locations based on the best value to the Government; meaning, all operational and opportunity costs associated with locations must be considered and decisions cannot be based on rent costs alone.

FDA growth exceeded the available housing capacity of leased and owned buildings in 2017. In order to accommodate some of the immediate growth, FDA leased two buildings and an additional floor in an existing lease in 2018. Expanding the Federal Research Center (FRC) at White Oak to accommodate growth is the long range goal, however, it is likely that the construction of office space on the campus is more than 10 years in the future. This is due to funding and construction periods and construction priorities that put technical spaces ahead of office space.

Consequently, the proposed Housing Strategy is based on adding leased space incrementally as needed for growth. New leases are also required to replace existing leases that expire during the planning period.

## HOUSING STRATEGY CONSIDERATIONS

Many variables were considered before determining the proposed strategy. These included:

- **Consolidation requirements:** This study is focused on locating organizations that will ultimately be housed at the FRC as close as possible to the FRC. Consequently, CFSAN, CFSAN support, and OCI staff locations are not included in the proposed Housing Strategy. Technical buildings that are already part of the master plan are also not included. Metro Center II is a training facility that requires ready access to transportation and lodging facilities and will also not be moving to the FRC.
- **Delineated area:** Since the primary goal of this study is to geographically consolidate leased buildings close to the FRC, a delineated area that assures acceptable travel times to the FRC is a prerequisite.

Numerous options were considered before a delineated area acceptable to FDA and GSA was developed (as shown in figures 1.1 and 5.1). Based on travel times from a Government approved database, logical boundary roads were used to define the

desired delineated area. The area is large enough to provide sufficient competition while still moving toward a more functional consolidation of FDA facilities until the FRC can be expanded.

- **Vacancy rate:** Due to lags in growth hiring and normal churn, the approved staffing level is always greater than the on-board staff level. At the time of the study the on-board staff was 11% below the approved funded level. Thus the total occupancy used for the Housing Strategy is 89% of the total approved funded personnel.
- **Space type:** Only office type space was included in the occupancy requirements. Labs and lab offices were excluded. Support space was limited to 10 USF per person.
- **FRC capacity:** Seating capacity at the FRC is limited by factors other than available office space. Parking space is extremely constrained and cannot support any greater occupancy than the current 9,330. In addition, food service facilities are already inadequate and would be further strained by adding occupants. Finally, the adequacy of the building infrastructure to support a higher density needs to be studied and verified.
- **Existing leased buildings:** Only leased buildings that currently house personnel that will ultimately be located at the FRC were included in the study. Tables 4.1a and 4.1b list the leased buildings included in the study in order of priority for retention. Table 2.7 lists all leased buildings with included buildings color-coded blue and excluded buildings color-coded red.
- **Lease expirations:** Early termination of existing leases was determined to be too costly and was not an option for the Housing Strategy. However, the schedule for developing a Prospectus, acquiring leases, and constructing space requires that some existing leases be extended or replaced.
- **Funding limitations:** It has been assumed for this study that Government construction funding is not available. Thus infrastructure upgrades to increase FRC capacity and new FRC buildings are not part of the Housing Strategy.

- **Government leasing requirements:** The requirement for a Prospectus approved by Congress for leases with a cost greater than \$3.8 million, including the time required for preparation and approval, was a major consideration in the development of the Housing Strategy. Two additional major factors were that leasing procurement not drive new construction and that sufficient competition be included.
- **Years beyond 2022:** Years 2017 to 2022 are based on approved funding and comprise the mid-term requirements. Long term growth projections for 2023 to 2028 were based on the same percentage increases as the mid-term. Increases are front-loaded with the first year having a 3% increase and gradually decreasing to a 0.2% increase.

## ADDITIONAL CONSIDERATIONS

The amount of leased space required could be reduced by building surface parking on the FRC to allow an increase in the housing capacity. The amount of parking that could be added without additional infrastructure upgrades to building systems and food service facilities needs to be studied further and is outside the scope of this effort. The cost of building the parking would likely be recovered in less than two years due to reduced rent.

There are multiple sites and opportunities to build a building/complex to meet the space requirements within the delineated area. While a single consolidated location best meets the FDA Strategic Priorities, the Government does not generally want to lease a build-to-suit property. However, since the lease could be for 15 or more years, it should be considered since it is the best fit with FDA requirements.

## HOUSING STRATEGY

The original intention of this study was to develop three options for a Housing Strategy and select the best one for further development based on an analysis of the pros and cons for each one. However, after considering all of the factors, it became apparent that there was only a single option for the Housing Strategy. This is to replace expiring leases outside of the delineated area with new leases inside the delineated area. Ideally, all space would be located in a single campus type configuration. To make this more feasible, the procurement may allow for phased delivery with some later deliveries to be constructed to meet requirements.

Table 4.2a shows the preferred Housing Strategy, Scenario 1, including the ten buildings in Table 4.1 with the occupant capacity by year from 2017 to 2028. Occupant capacity is blank after lease expiration and before lease commencement. Buildings intended for long-term retention are color-coded light green. Buildings intended to be replaced when the lease expires are color-coded dark green. Planned lease replacements are color-coded blue and lease extensions are color-coded purple. Lease extensions are to bridge gaps in space requirements while the Prospectus is being approved. A below Prospectus procurement is also required in 2020 to bridge growth requirements.

The top ten rows of the table show the capacity over time for the existing leased buildings. The next four rows show the additional leased space required over time to house projected growth. The sum of the leased capacity is added to the existing FRC capacity to determine the overall capacity for occupancy over time.

The authorized headcount for 2016 is used as a baseline for requirements. Adding projected growth determines the total approved headcount. Approved funded vacant positions at 11% were subtracted to determine the total headcount used for the Housing Strategy.

Subtracting the reduced headcount from the combined capacity for leased space and the FRC determined the amount of new leased space required. The required usable area (USF)

was calculated by multiplying 180 SF per person times the number of positions (170 SF for work space plus 10 SF for support space). The required rentable area was calculated by multiplying the USF times 1.2 (GSA standard rentable factor). Vacant capacity is planned to allow for swing space and stacking efficiency.

Table 4.2b Housing Strategy, Scenario 1A, is identical to table 4.2a except that the Three White Flint North (3WFN) lease is not replaced and the area is part of the final procurement. This is not the preferred strategy and is provided to show the impact if the 3WFN lease cannot be replaced.

Table 4.3 provides detailed information for Tables 4.2a and 4.2b on a line by line basis. It also includes basic Assumptions and a Breakdown of Growth by Center.

The preferred Housing Strategy is the basis for the Migration Plan presented in the following Section.



**LEASED BUILDING RETENTION PRIORITY** (Table 4.1a)

Some of FDA’s existing leased buildings are planned to be retained for the foreseeable future until new construction on the FRC provides space for consolidation. Tables 4.1a and 4.1b show the retention priority in order from most desirable to maintain to the first to be considered for consolidation.

The Hillendale Building is located only 1.4 miles from the FRC and currently houses CDER. Due

to this proximity, the building is planned for the longest retention before consolidation on the FRC. Thus the lease is planned to be replaced when it expires in 2020. Both the Calverton Tower and Centerpark I are new leases beginning in 2018 with 10 year terms. Both are in the requested delineated area and are thus planned for long term retention. Three White Flint North has a lease that expires in 2027 and is the

largest leased facility. While not close to the FRC, it provides high quality space and a large amount of space that would be costly to move. Silver Spring Center is within the requested delineated area, however, there is no plan to extend or replace the lease.

Table 4.1a shows Building Information, Area, Rentable Costs, and Usable Costs. The highest and lowest values in several columns are

color-coded for quick reference. Table 4.1b is an extension and shows Total Costs, Address/ID, and Comments.

Bldg ID		Building Information							Area					Rentable Costs				Usable Costs			
FDA Bldg Code	Retention Rank	Building Name	Primary Occupant	Distance to FRC (mi)	Floors	OA Expiration	Lease Expiration	Vacant Space Credit	Leased RSF	Leased BOASF	R/U Factor	Full Building RSF	% Occupancy	Full Service Rate	OpEx	BSAC	TI	Full Service Rate	OpEx	BSAC	TI
HILL	1	10001 New Hampshire Avenue	CDER	1.4	4	10/22/2020	10/22/2020	\$1.50	51,728	48,443	1.0678	51,728	100.00%	\$34.02	\$8.13	\$9.20	\$32.84	\$36.33	\$8.68	\$9.82	\$35.07
CT	2	Calverton Tower	OC	3.5	17	2/29/2028	2/29/2028	\$1.25/ABOASF	99,617	81,271	1.2257	208,207	47.85%	\$25.70	\$7.62	\$0.49	\$4.57	\$31.50	\$9.34	\$0.60	\$5.60
CP1	3	Centerpark I	OO	3.5	7	2/29/2028	2/29/2028	N/A	78,918	67,082	1.1764	120,881	65.29%	\$28.90	\$4.59	\$0.51	\$4.82	\$33.99	\$5.40	\$0.60	\$5.67
3WFN	4	Three White Flint North	OO	11.5	14	6/30/2019	11/2/2027	\$0.85	233,580	209,299	1.1160	358,440	65.17%	\$35.00	\$4.11	\$4.05	\$2.43	\$39.00	\$4.59	\$4.52	\$2.72
Subtotal/Average									463,843	406,095	1.1422			\$30.90				\$35.20			
COLE	5	Silver Spring Centre	OO	5.7	15	6/20/2025	6/20/2025	\$1.55	50,917	46,100	1.1045	215,840	23.59%	\$28.94	\$6.81	\$0.00	\$0.00	\$31.97	\$7.52	\$0.00	\$0.00
MPN2	6	7500 Standish Place	CVM	19	4	11/14/2025	11/14/2025	\$1.85	113,730	102,263	1.1121	113,730	100.00%	\$29.23	\$6.63	\$5.40	\$1.80	\$32.51	\$7.37	\$6.00	\$2.00
MPN4	7	Metro Park North B	CVM	19	3	9/6/2025	9/6/2025	\$1.85	29,744	27,479	1.0824	68,074	43.69%	\$29.28	\$7.87	\$0.55	\$1.85	\$31.70	\$8.52	\$0.60	\$2.00
FHSL	8	5630 Fishers Lane	OC, OO, ORA	12.6	2	2/28/2023	2/28/2023	N/A	55,728	52,822	1.0550	55,728	100.00%	\$30.02	\$7.04	\$0.00	\$0.00	\$31.67	\$7.43	\$0.00	\$0.00
WOC2	9	Woodmont Place	OO	12.9	6	2/3/2021	2/3/2021		44,761	40,015	1.1186	104,782	42.72%	\$34.90	\$0.00	\$0.40	\$5.09	\$39.04	\$0.00	\$0.45	\$5.69
ELEM	10	Element 12420	OC, ORA	12.6	4	12/20/2020	12/20/2020	N/A	93,014	78,378	1.1867	93,014	100.00%	\$32.91	\$7.93	\$0.00	\$0.00	\$39.06	\$9.41	\$0.00	\$0.00
Subtotal/Average									387,894	347,057	1.1177			\$30.88				\$34.32			
Total/Average									851,737	753,152	1.1245			\$30.89				\$34.68			

Long Term Retention

Delineated Area  
Farthest from FRC

Latest Expiration  
Earliest Expiration

Most Space  
Least Space

Occupied 100% by FDA  
Lowest Rent  
Highest Rent

LEASED BUILDING RETENTION PRIORITY (Table 4.1b)

Bldg ID		Total Costs				Address/ID					Comments
FDA Bldg Code	Retention Rank	Full Service Rate	OpEx	BSAC	TI	Building Number	Street	City	Zip Code	Lease Number	
HILL	1	\$1,759,855.00	\$420,666.63	\$475,804.15	\$1,698,896.01	MD1857	10001 New Hampshire Avenue	Silver Spring	20903	LMD02162	Closest building to FRC. Early expiration in 2020 but plan to renew and retain for long term due to proximity to FRC.
CT	2	\$2,559,786.03	\$759,071.14	\$48,762.60	\$454,867.13		11785 Beltsville Drive	Beltsville	20705	LMD00267	Within the delineated area. One of the latest lease expiration dates in 2028. Lowest cost. Building is not 100% leased by FDA - potential for leasing more space in the future.
CP1	3	\$2,280,370.43	\$362,438.98	\$40,249.21	\$380,412.07	MD0722	4041 Powder Mill Road	Beltsville	20705	LMD00268	Within the delineated area. One of the latest lease expiration dates in 2028. Relatively low cost. Building is not 100% leased by FDA - potential for leasing more space in the future.
3WFN	4	\$16,957,835.00	\$1,473,198.00	\$1,451,682.00	\$872,460.00	MD1855	11601 Landsdown Street	Rockville	20852	LMD02148	Lease amount is subsidized by NRC. Second floor to be added to leased area in 2018 including 9,108 USF Office and 16,250 Special Space for training.
COLE	5	\$1,473,783.00	\$346,638.06			MD0301	8455 Colesville Road	Silver Spring	20903	LMD12688	Within the delineated area Lease expires in 2025. Relatively low lease cost.
MPN2	6	\$3,324,570.00	\$753,678.31	\$613,578.00	\$204,526.00	MD0239	7500 Standish PLace	Rockville	20855	LMD12714	Farthest from FRC. Lease expires in 2025.
MPN4	7	\$870,984.00	\$234,121.08	\$16,487.40	\$54,958.00	MD0757	7519 Standish Place	Rockville	20855	LMD12706	Farthest from FRC. Lease expires in 2025. Building also includes OCI which will remain.
FHSL	8	\$1,672,977.00	\$392,217.18			MD0721	5630 Fishers Lane	Rockville	20852	LMD12577	Lease expires in 2023. Houses ORA which should be closer to FRC. Potential for move to building in delineated area.
WOC2	9	\$1,562,255.00		\$18,000.00	\$227,665.42	MD0292/WO C2	1451 Rockville Pike	Rockville	20852	LMD02171	Lease expires in 2021. Potential for move to building in delineated area.
ELEM	10	\$3,061,154.00	\$737,467.50		\$0.00	MD1428	12420 Parklawn Drive	Rockville	20852	LMD02172	Earliest expiration date. Houses ORA which should be closer to FRC. Potential for move to building in delineated area.

Long Term Retention

Line	Building	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
L1	3WFN (Three White Flint North, 11601 Landsdown St, Rockville)	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253
L2	CP1 (Centerpark I, 4041 Powder Mill Rd, Beltsville)		439	439	439	439	439	439	439	439	439	439	439
L3	CT (Calverton Tower, 11785 Beltsville Dr, Beltsville)		509	509	509	509	509	509	509	509	509	509	509
L4	HILL (10001 New Hampshire Ave, Silver Spring)	264	264	264	264	264	264	264	264	264	264	264	264
L5	ELEM (Element, 12420 Parklawn Dr, Rockville)	652	652	652	652	652							
L6	WOC2 (Woodmont Place, 1451 Rockville Pike, Rockville)	200	200	200	200	200							
L7	FHSL (5630 Fishers Ln, Rockville)	239	239	239	239	239	239	239					
L8	COLE (Silver Spring Centre, 8455 Colesville Rd, Silver Spring)	379	379	379	379	379	379	379	379	379			
L9	MPN2 (7500 Standish Pl, Rockville)	449	449	449	449	449	449	449	449	449			
L10	MPN4 (Metro Park North B, 7519 Standish Pl, Rockville)	149	149	149	149	149	149	149	149	149			
L11	Requirement 1 - Delivery 2020 (RSF/Headcount)	86,400	400		400	400	400	400	400	400	400	400	400
L12	Requirement 2 - Delivery 2022 / 2023 (RSF/Headcount)	486,960	2,190				1,300	2,190	2,190	2,190	2,190	2,190	2,190
L13	Requirement 3 - Delivery 2026 (RSF/Headcount)	259,200	1,200								1,200	1,200	1,200
L14	Requirement 4 - Delivery 2028 (RSF/Headcount)	108,000	500										500
L15	Available Capacity of Leased Space (Sum of L1 to L14)	3,585	4,533	4,533	4,933	4,933	5,381	6,271	6,032	6,032	6,255	6,255	6,755
L16	FRC (Federal Research Center, 10903 New Hampshire Avenue, Silver Spring)	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330
L17	Total Available Capacity (L15 + L16)	12,915	13,863	13,863	14,263	14,263	14,711	15,601	15,362	15,362	15,585	15,585	16,085
L18	Authorized Headcount 2016	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864
Planned Growth								Estimated Growth					
L19	Growth (cumulative increase)	592	1,034	1,346	1,625	1,786	1,827	2,298	2,637	2,934	3,119	3,153	3,663
L20	Growth (increase per year)	592	442	312	279	161	41	471	339	297	185	34	511
L21	100% Headcount Required (L18 + L19)	14,456	14,898	15,210	15,489	15,650	15,691	16,162	16,501	16,798	16,983	17,017	17,527
L22	Planned and Estimated Percent Increase		3.0%	2.1%	1.8%	1.1%	0.2%	3.0%	2.1%	1.8%	1.1%	0.2%	3.0%
L23	Funded Vacant Positions at 11% 0.89 Factor	1,590	1,639	1,673	1,704	1,722	1,726	1,778	1,815	1,848	1,868	1,872	1,928
L24	89% Headcount Required* (L21 x 0.89)	12,866	13,259	13,537	13,785	13,929	13,965	14,384	14,686	14,950	15,115	15,145	15,599
L25	Available Capacity minus 89% Headcount (L17 - L24) Goal = 0	49	604	326	478	335	746	1,217	676	412	470	440	486
L26	Additional Required Space USF @ 170 SF (L25 x 170 x -1)	(8,357)	(102,643)	(55,437)	(81,224)	(56,865)	(126,822)	(206,900)	(114,920)	(69,980)	(79,933)	(74,794)	(82,555)
L27	Storage & Special USF				4,000		26,000	7,500			12,000		5,000
L28	RSF @ 1.2 x USF ((L26+L27) x 1.2)	(10,029)	(123,171)	(66,524)	(92,669)	(68,238)	(120,986)	(239,280)	(137,904)	(83,977)	(81,520)	(89,753)	(93,065)
L29	Incremental Increases Added Leased USF ((L31 x 170) + L27)				72,000		247,000	158,800			216,000		90,000
L30	Added Leased RSF (L29 x 1.2)				86,400		296,400	190,560			259,200		108,000
L31	Added Headcount				400		1,300	890			1,200		500

Notes: Lease Replacement RSF 51,728 233,580

\* Current funded vacancies equal 12% of 2017 headcount and 10.8% of 2021 headcount  
 FDA leased buildings only include those planned for eventual consolidation at the FRC  
 All numbers exclude CFSAN and College Park Buildings.  
 FRC capacity excludes existing vacant seats due to inadequate infrastructure  
 All headcount values are for office type space only.

Indicates lease replacement action  
 Indicates lease extension  
 Leased buildings planned for retention until relocated to FRC  
 Leased buildings planned for relocation nearer to FRC

(See Table 4.3 for explanation)

HOUSING STRATEGY • SCENARIO 1A (Table 4.2b)

Line	Building	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
L1	3WFN (Three White Flint North, 11601 Landsdown St, Rockville)	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	
L2	CP1 (Centerpark I, 4041 Powder Mill Rd, Beltsville)		439	439	439	439	439	439	439	439	439	439	439
L3	CT (Calverton Tower, 11785 Beltsville Dr, Beltsville)		509	509	509	509	509	509	509	509	509	509	509
L4	HILL (10001 New Hampshire Ave, Silver Spring)	264	264	264	264	264	264	264	264	264	264	264	264
L5	ELEM (Element, 12420 Parklawn Dr, Rockville)	652	652	652	652	652							
L6	WOC2 (Woodmont Place, 1451 Rockville Pike, Rockville)	200	200	200	200	200							
L7	FHSL (5630 Fishers Ln, Rockville)	239	239	239	239	239	239	239					
L8	COLE (Silver Spring Centre, 8455 Colesville Rd, Silver Spring)	379	379	379	379	379	379	379	379	379			
L9	MPN2 (7500 Standish Pl, Rockville)	449	449	449	449	449	449	449	449	449			
L10	MPN4 (Metro Park North B, 7519 Standish Pl, Rockville)	149	149	149	149	149	149	149	149	149			
L11	Requirement 1 - Delivery 2020 (RSF/Headcount)	86,400	400		400	400	400	400	400	400	400	400	400
L12	Requirement 2 - Delivery 2022 / 2023 (RSF/Headcount)	486,960	2,190				1,300	2,190	2,190	2,190	2,190	2,190	2,190
L13	Requirement 3 - Delivery 2026 (RSF/Headcount)	259,200	1,200								1,200	1,200	1,200
L14	Requirement 4 - Delivery 2028 (RSF/Headcount)	367,200	1,700										1,700
L15	Available Capacity of Leased Space (Sum of L1 to L14)	3,585	4,533	4,533	4,933	4,933	5,381	6,271	6,032	6,032	6,255	6,255	6,702
L16	FRC (Federal Research Center, 10903 New Hampshire Avenue, Silver Spring)	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330	9,330
L17	Total Available Capacity (L15 + L16)	12,915	13,863	13,863	14,263	14,263	14,711	15,601	15,362	15,362	15,585	15,585	16,032
L18	Authorized Headcount 2016	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864	13,864
							Planned Growth			Estimated Growth			
L19	Growth (cumulative increase)	592	1,034	1,346	1,625	1,786	1,827	2,298	2,637	2,934	3,119	3,153	3,663
L20	Growth (increase per year)	592	442	312	279	161	41	471	339	297	185	34	511
L21	100% Headcount Required (L18 + L19)	14,456	14,898	15,210	15,489	15,650	15,691	16,162	16,501	16,798	16,983	17,017	17,527
L22	Planned and Estimated Percent Increase		3.0%	2.1%	1.8%	1.1%	0.2%	3.0%	2.1%	1.8%	1.1%	0.2%	3.0%
L23	Funded Vacant Positions at 11% 0.89 Factor	1,590	1,639	1,673	1,704	1,722	1,726	1,778	1,815	1,848	1,868	1,872	1,928
L24	89% Headcount Required* (L21 x 0.89)	12,866	13,259	13,537	13,785	13,929	13,965	14,384	14,686	14,950	15,115	15,145	15,599
L25	Available Capacity minus 89% Headcount (L17 - L24) Goal = 0	49	604	326	478	335	746	1,217	678	412	470	440	433
L26	Additional Required Space USF @ 170 SF (L25 x 170 x -1)	(8,357)	(102,643)	(55,437)	(81,224)	(56,865)	(126,822)	(206,900)	(114,920)	(69,980)	(79,933)	(74,794)	(73,545)
L27	Storage & Special USF				4,000		26,000	7,500			12,000		17,000
L28	RSF @ 1.2 x USF ((L26+L27) x 1.2)	(10,029)	(123,171)	(66,524)	(92,669)	(68,238)	(120,986)	(239,280)	(137,904)	(83,977)	(81,520)	(89,753)	(67,853)
L29	Incremental Increases Added Leased USF ((L31 x 170) + L27)				72,000		247,000	158,800			216,000		306,000
L30	Added Leased RSF (L29 x 1.2)				86,400		296,400	190,560			259,200		367,200
L31	Added Headcount				400		1,300	890			1,200		1,700

Notes:

\* Current funded vacancies equal 12% of 2017 headcount and 10.8% of 2021 headcount  
 FDA leased buildings only include those planned for eventual consolidation at the FRC  
 All numbers exclude CFSAN and College Park Buildings.  
 FRC capacity excludes existing vacant seats due to inadequate infrastructure  
 All headcount values are for office type space only.

Lease Replacement RSF 51,728  
 Lease Extension RSF 137,775

Indicates lease replacement action  
 Indicates lease extension  
 Leased buildings planned for retention until relocated to FRC  
 Leased buildings planned for relocation nearer to FRC

(See Table 4.3 for explanation)

### Assumptions

- 1 Only buildings that are part of the HQ Consolidation are included. College Park buildings and CFSAN are excluded.
- 2 The scenarios include the lease period of the CP1 and CT leases which will be added in 2018.
- 3 It is unlikely that staff levels will ever reach 100% due to normal turnover, lags in hiring, and availability of qualified applicants. For these scenarios, an 11% vacancy rate has been used based on the existing rate.
- 4 Growth is not linear; hiring is front loaded at the beginning of a 5-year UF-agreement period. The next UF agreement will be from the beginning of FY23 to the end of FY27. Therefore, for years after FY22, the year-over-year growth percentages used for the current UF period are used for each subsequent period (meaning, growth in FY23 is 3%, FY24 is 2.1%, FY25 is 1.8%, FY26 is 1.1%, FY27 is 0.2%, and FY28 is 3%).
- 5 The number of lease procurements and the methodology need to be jointly determined by GSA and FDA. Three procurement requirements have been used for these scenarios based on expiration dates of existing leases identified for consolidation.
- 6 Scenario 1 assumes that the 3WFN lease can be extended. Scenario 1A assumes that it cannot.
- 7 Scenarios are based on no infrastructure improvements at the FRC with capacity limited to existing.
- 8 180 SF/person has been used for the Office utilization rate to include storage and support space required for the additional leased space.

### Breakdown of Growth by Center (per current user agreement)

Center	2017		2018		2019		2020		2021		2022	
<b>CBER</b>	<b>44</b>	7.4%	<b>55</b>	12.4%	<b>36</b>	11.5%	<b>35</b>	12.5%	<b>32</b>	19.9%	<b>0</b>	0.0%
<b>CDER</b>	<b>249</b>	42.1%	<b>156</b>	35.3%	<b>96</b>	30.8%	<b>80</b>	28.7%	<b>47</b>	29.2%	<b>29</b>	70.7%
<b>CDRH</b>	<b>28</b>	4.7%	<b>94</b>	21.3%	<b>54</b>	17.3%	<b>64</b>	22.9%	<b>59</b>	36.6%	<b>10</b>	24.4%
<b>CTP</b>	<b>101</b>	17.1%	<b>85</b>	19.2%	<b>86</b>	27.6%	<b>65</b>	23.3%	<b>0</b>	0.0%	<b>0</b>	0.0%
<b>CVM</b>	<b>28</b>	4.7%	<b>1</b>	0.2%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>0</b>	0.0%
<b>NCTR</b>	<b>2</b>	0.3%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>0</b>	0.0%
<b>OC-IO</b>	<b>62</b>	10.5%	<b>24</b>	5.4%	<b>22</b>	7.1%	<b>22</b>	7.9%	<b>12</b>	7.5%	<b>0</b>	0.0%
<b>OO-IO</b>	<b>78</b>	13.2%	<b>27</b>	6.1%	<b>18</b>	5.8%	<b>13</b>	4.7%	<b>11</b>	6.8%	<b>2</b>	4.9%
	<b>592</b>	100.0%	<b>442</b>	100.0%	<b>312</b>	100.0%	<b>279</b>	100.0%	<b>161</b>	100.0%	<b>41</b>	100.0%

### Explanation of FDA Housing Strategy Charts

Chart Element	Description
<b>2017 to 2028</b>	Current year through lease period of CP1 and CT.
<b>Black Vertical Line</b>	Demarcation between growth estimates provided by FDA and extended growth estimates by FDA for 2022 to 2028.
<b>Lines L1 to L4</b>	Buildings identified by FDA as being in the desired delineated area or to be retained for as long as possible before relocation to the FRC.
<b>Line L5 to L10</b>	Buildings identified by FDA to be moved to buildings closer to the FRC as soon as leases expire. Headcounts are existing as provided by FDA.
<b>Lines L11 to L14</b>	New lease procurement requirements needed to make line L26 as close as possible to zero based on existing headcounts.
<b>Line L15</b>	Sum of all headcounts for leased space on lines L1 through L14.
<b>Line L16</b>	Headcount for the FRC. Headcounts are existing on-board as provided by FDA.
<b>Line L17</b>	The Total Available Capacity is the sum of the headcount for the FRC (L16) and the total headcount for leased space (L15).
<b>Line L18</b>	Authorized headcount for 2016. On-board plus funded vacant headcounts as of 2016 as provided in the Growth Summary spreadsheet from
<b>Line L19</b>	Growth headcount by year as provided in the Growth Summary spreadsheet from FDA for 2017 to 2022. Growth for 2023 to 2028 is calculated by adding incremental growth to the previous year.
<b>Line L20</b>	Incremental growth headcount by year as provided in the Growth Summary spreadsheet from FDA for 2017 to 2022. Growth for 2023 to 2028 is calculated multiplying the percentage on L23 times the total headcount (L22) as directed by FDA.
<b>Line L21</b>	Sum of on-board headcount for 2016 (L18), funded vacant headcount for 2016 (L19), and the current year cumulative growth (L20).
<b>Line L22</b>	Estimated percentage increase for growth for 2023 to 2028 based on current user agreement per FDA.
<b>Line L23</b>	Funded vacant positions estimated at a factor times the total headcount. Includes churn and growth hiring lag.
<b>Line L24</b>	The total required headcount (L21) multiplied by a factor (L23) to account for vacant positions. This total is used as the requirement for subsequent calculations.
<b>Line L25</b>	The Total Available Capacity (L18) minus the vacancy headcount (L24). Ideally this should be zero, however, to avoid adding small increments of space, larger blocks are added at less frequent intervals resulting in excess space in some years. Fewer additions of space result in larger blocks of vacant space to avoid space shortfalls.
<b>Lines L26 to L28</b>	Additional space required by year.
<b>Line L26</b>	Additional Office type Space required by year. The total is calculated by multiplying a utilization rate (UR) of 170 SF/headcount times line L25 and then by -1 to convert to a positive number for additional required space. Negative numbers indicate SF of available existing space.
<b>Line L27</b>	Additional storage and special space required based on additional headcount. A known area or 10 times the headcount.
<b>Line L28</b>	Total required rentable area is the usable area (L27) times the GSA standard core factor multiplier of 1.2. The actual area will depend on the specific building. The average multiplier for existing buildings included in the scenarios is 1.1245
<b>Lines L29 to L31</b>	Incremental increases for USF, RSF and Headcount
<b>Line L29</b>	The incremental addition of usable area by year. Calculated by multiplying the incremental headcount increase (L31) by 170 UR and adding the special and storage space required (L27)..
<b>Line L30</b>	The incremental addition of rentable area by year. Calculated by multiplying the usable area required (L29) by a 1.2 core factor.
<b>Line L31</b>	The incremental headcount addition calculated from the cumulative totals in lines L11 to L14.
<b>Lease Replacement RSF</b>	Rentable area of the leases planned for replacement in the existing building by year. Applicable for the first year of replacement.
<b>Lease Extension RSF</b>	Existing rentable area of the leases planned for extension by year. Applicable for the first year of extension.



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# FDA

## 5 MIGRATION PLAN



# MIGRATION PLAN

The Housing Strategy identifies the need to add new leased space for 2,590 personnel in the mid-term to 2023 based on approved funding. Long-term projections beyond 2023 estimate the need to add leased space for another 1,700 personnel through 2028 based on historic growth.

While the ultimate goal is to consolidate at the FRC, this is very unlikely in the next ten years due to funding limitations and building priorities. To meet the FDA goal to geographically consolidate leases as close to the FRC as possible, a delineated area has been established for potential lease locations (see figures 2.1 and 5.1). This will assure that new leases are within an acceptable drive-time of the FRC. Four lease acquisitions are planned in order to add space as it is needed for growth and lease terminations. These are timed to coordinate with the termination of leases that are not within the delineated area.

A Migration Plan has been developed to guide the transition from current leased space into consolidated locations either at the FRC or in leased space closer to the FRC. New locations have been identified as Requirements 1 through 4 to match the Housing Strategy.

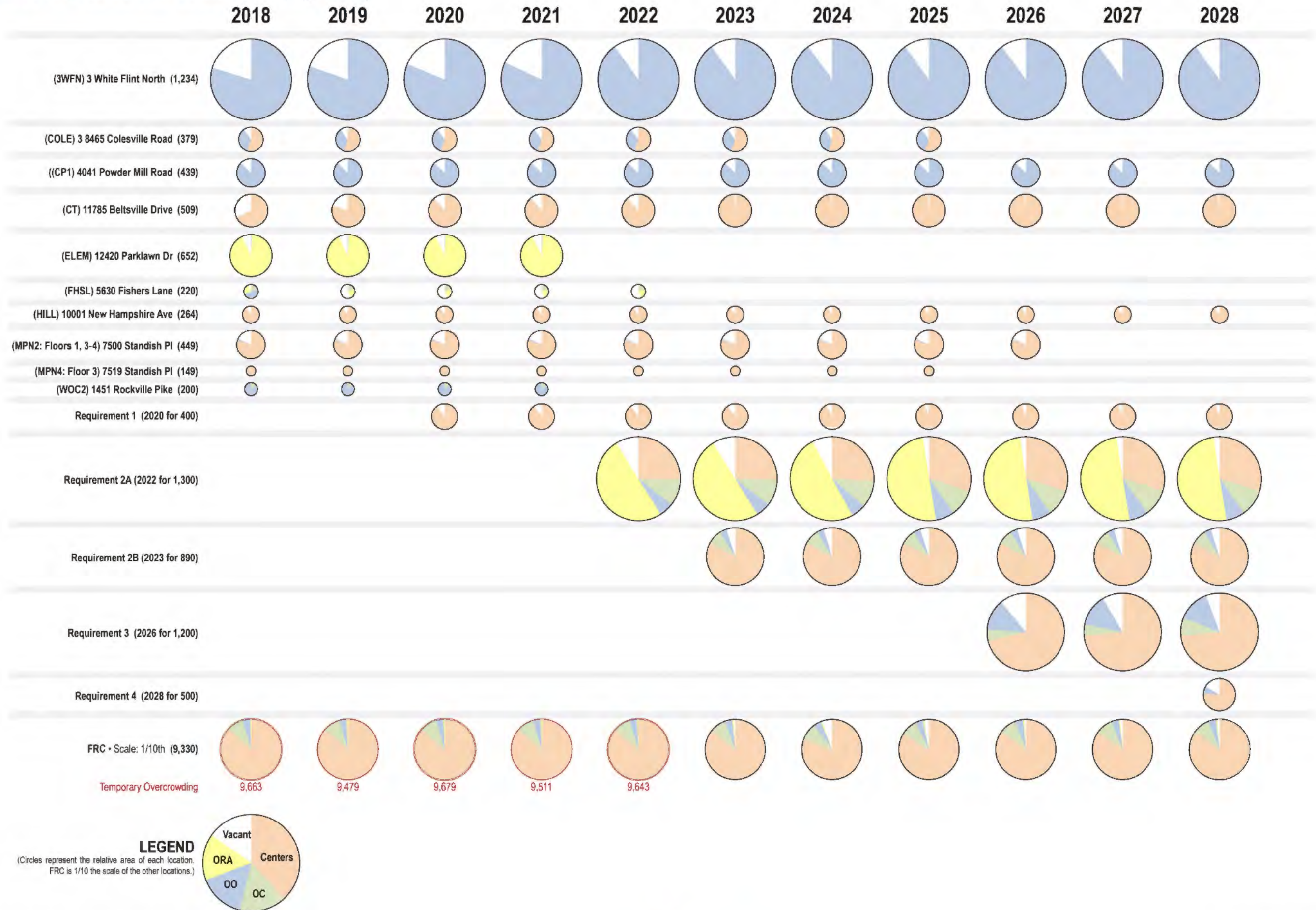
FDA's growth is primarily concentrated in the Centers with CDER having the most growth. The majority of this growth is for groups located at the FRC. Since the FRC has a fixed occupancy due to infrastructure constraints, Centers currently located at the FRC will have to expand into leased space. Due to the sensitivity of information and uncertainty regarding which

groups will move, the Migration Plan identifies specific groups with currently known locations and remainder as OC, OO, or Centers.

Figure 5.1 is a graph of space use by building site and organizational group over time. Building sites are represented by circles that are sized proportionately to illustrate the relative size of each location. The exception is the FRC which combines many buildings and would be too large in relation to the other locations. Consequently, the FRC is shown at one-tenth the scale of the other sites.

Organizations are combined into larger groups for planning purposes: Centers, Office of the Commissioner (OC), Office of Operations (OO), and the Office of Regulatory Affairs (ORA). White areas in the pie charts indicate available space. The FRC has a period of five years where the number of staff exceeds the normal capacity which will create some hardships but is required due to the necessary to procure additional leased space.

MIGRATION PLAN GRAPHIC CHART (Figure 5.1)



ASSIGNED SEAT COMPARISON • LEASED TO FRC

(Figure 5.2)

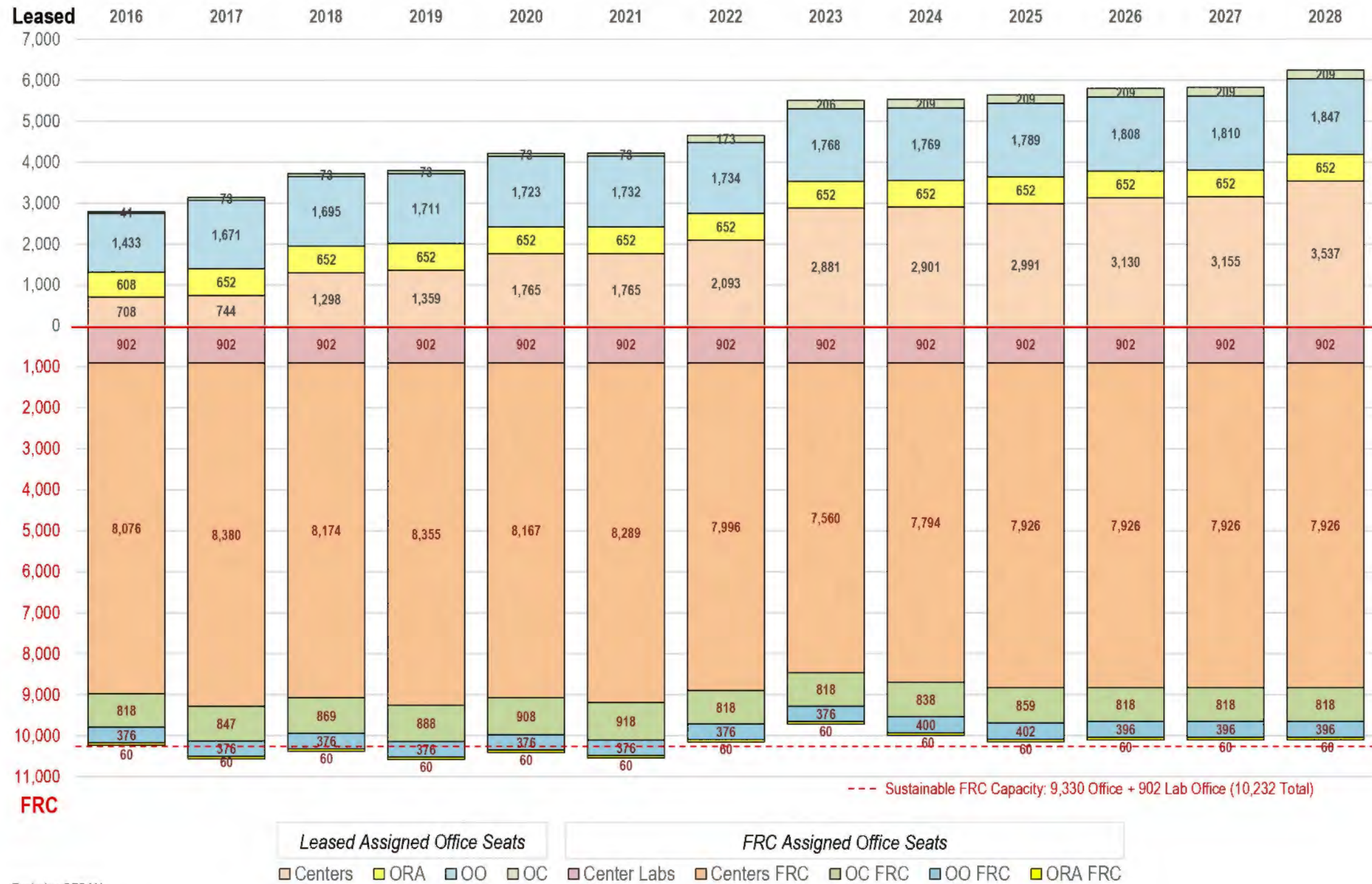


Figure 5.2 is a bar graph that compares the organizations housed in leased space with those housed at the FRC over time. Organizations in the FRC are indicated below the red line with housing capacity in red. Organizations in leased space are indicated above the red line with housing capacity in black. Numbers indicate the number of assigned seats in each group.

The graph also includes lab office space (902) in Centers in light red. These are fixed and do not vary over time and are part of the baseline for the Housing Strategy.

The dotted red line at the bottom of the graph indicates the number of staff that can be housed without undue stress on the infrastructure. This is exceeded in five of the years shown due to insufficient space for growth.

Figure 5.3 shows the existing facilities, both leased and owned, that are the baseline for the housing strategy to consolidate FDA office functions as close to the FRC as possible and the buildings available for lease in the delineated area. Location circles are sized proportionate to the RSF. Due to concentrated locations, circles overlap. The rentable area for each location is shown in Table 5.1.

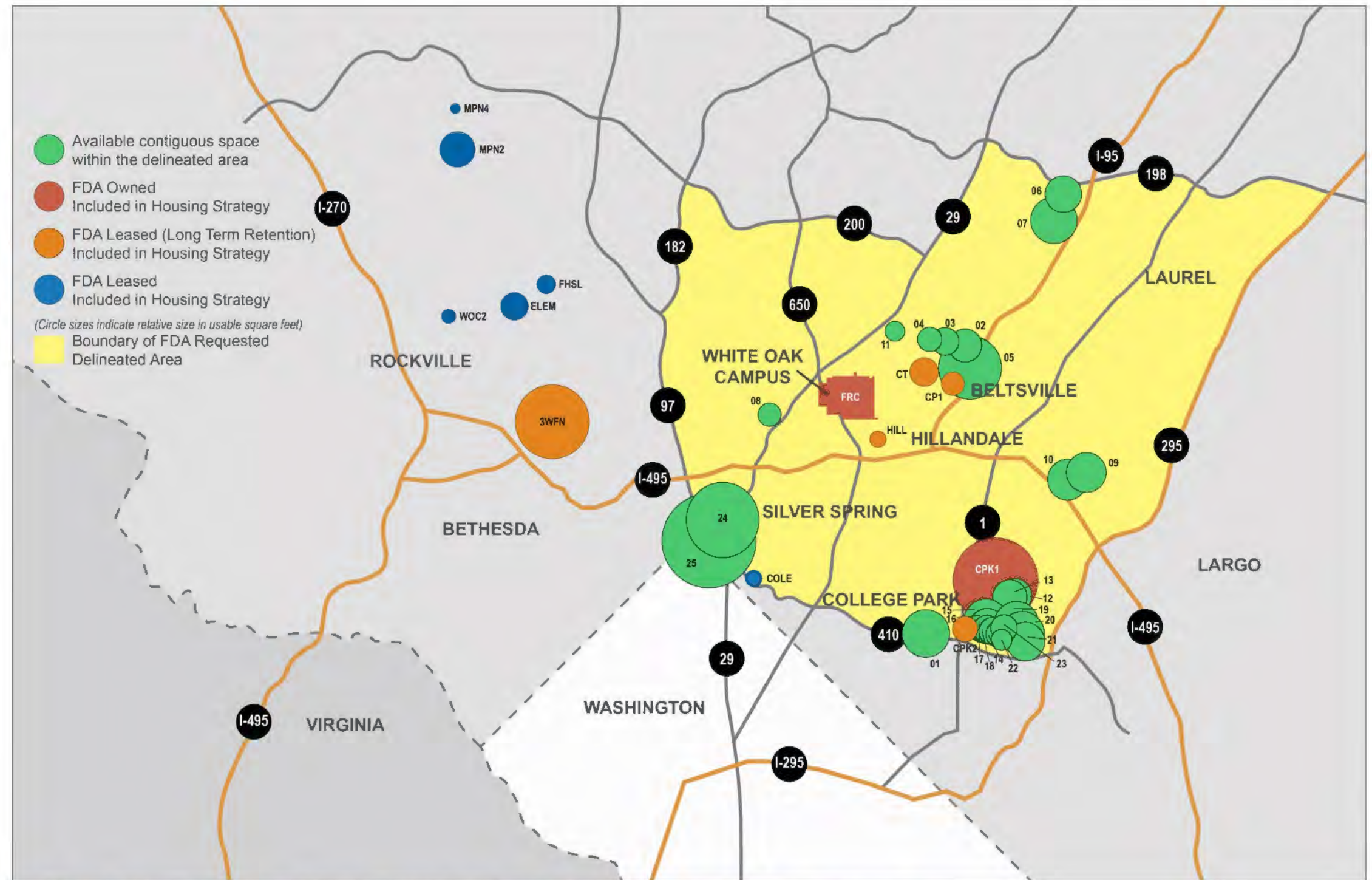
The locations are color-coded red for GSA owned, orange for leased to be retained, and blue for leased to be relocated. Buildings available for lease that exceed 50,000 RSF show in green.

Most of the buildings are clustered in five locations. These are as follow with total contiguous rentable square feet (RSF):

- Beltsville - 02, 03, 04, and 05 totaling 422,429 RSF (Figure 5.4)
- College Park - 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, and 23 totaling 1,202,974 RSF (Figure 5.5)
- Greenbelt - 09 and 10 totaling 224,263 RSF (figure 5.6)
- Laurel - 06 and 07 totaling 236,960 RSF (Figure 5.7)
- Silver Spring - 24, and 25 totaling 476,224 RSF (Figure 5.8)

The College Park group includes two and a half times the RSF for the first Prospectus requirement in the Housing Strategy. If buildings can be combined in a single offer, space could be consolidated in a central location within the delineated area and adjacent to existing College Park locations. Seven of these buildings are in the planning stages but a phased delivery may make them viable options in conjunction with existing buildings.

The combined RSF of the two buildings in the Silver Spring group are very close to the first Prospectus requirement.



FDA BUILDING LEASE LOCATIONS COMPARING RELATIVE SIZES IN USE (Figure 5.3)

EXISTING OFFICE BUILDINGS		AVAILABLE FOR LEASE	
3WFN	Three White Flint North	01	6525 Belcrest Road
COLE	Colesville Building	02	11700 Beltsville Drive
CP1	Centerpark I	03	11710 Beltsville Drive
CPK1	Harvey W Wiley Building	04	11720 Beltsville Drive
CPK2	University Station	05	4081 Powder Mill Road
CT	Calverton Tower	06	6200 Chevy Chase Drive
ELEM	Element Building	07	6120 Frost Place
FSHL	5630 Fisher's Lane	08	10770 Columbia Pike
FRC	Federal Research Center (White Oak)	09	6301 Ivy Lane
		10	6303 Ivy Lane
		11	2221 Broadbirch Drive
		12	52nd Avenue (Planned)
		13	52nd Avenue (Planned)
		14	River Road (Planned)
		15	River Road (Planned)
		16	River Road (Planned)
		17	River Road (Planned)
		18	River Road (Planned)
		19	4400 River Road
		20	4500 River Road
		21	4600 River Road
		22	5700 Rivertech Court
		23	5801 University Research Court
		24	8615 Georgia Avenue
		25	Wayne Ave & Colesville Rd

**BUILDINGS AVAILABLE FOR LEASE (Table 5.1)**

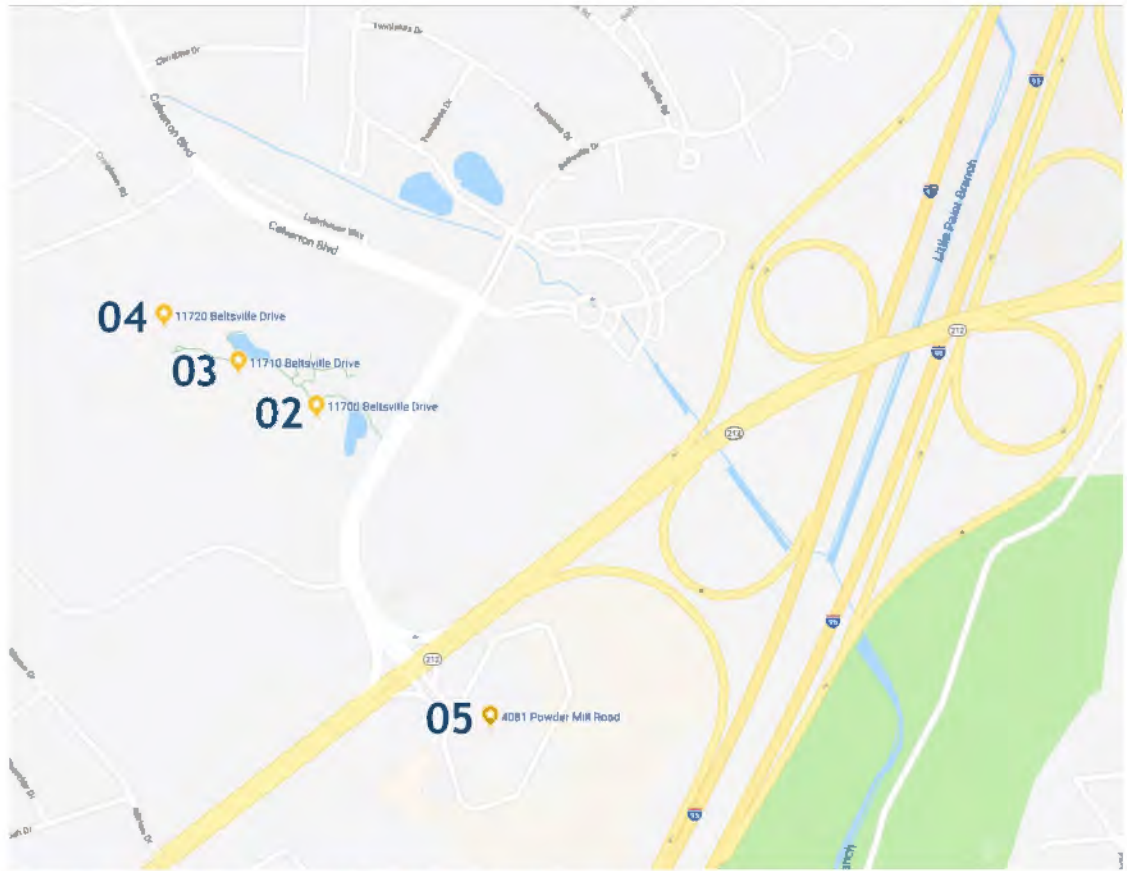
Bldg Code	Address	City	Building RSF	Available RSF	Contiguous RSF	Miles to FRC	Minutes to FRC	Building Groups
01	6525 Belcrest Road	Hyattsville	420,146	219,070	135,600	6.0	20	422,429 Beltsville Group
02	11700 Beltsville Drive	Beltsville	96,843	94,647	94,647	4.0	14	
03	11710 Beltsville Drive	Beltsville	81,281	79,795	79,795	4.0	14	
04	11720 Beltsville Drive	Beltsville	128,903	71,336	67,987	4.0	14	
05	4081 Powder Mill Rd	Calverton	180,000	180,000	180,000	4.2	13	236,960 Laurel Group
06	6200 Chevy Chase Drive	Laurel	104,960	104,960	104,960	9.5	15	
07	6120-6399 Frost Place	Laurel	132,000	132,000	132,000	9.6	15	224,263 Greenbelt Group
08	10770 Columbia Pike	Silver Spring	86,675	68,726	66,408	2.1	5	
09	6301 Ivy Lane	Greenbelt	112,141	112,141	112,141	7.5	13	
10	6303 Ivy Lane	Greenbelt	114,848	112,122	112,122	7.5	13	
11	2221 Broadbirch Drive	Silver Spring	55,665	55,665	55,665	3.0	8	1,202,974 College Park Group
12	52 Avenue*	Silver Spring	96,000	96,000	96,000	9.0	20	
13	52 Avenue*	Silver Spring	96,000	96,000	96,000	9.0	20	
14	River Road*	College Park	78,000	78,000	78,000	9.0	20	
15	River Road*	College Park	125,000	125,000	125,000	9.0	20	
16	River Road*	College Park	100,000	100,000	100,000	9.0	20	
17	River Road*	College Park	80,000	80,000	80,000	9.0	20	
18	River Road*	College Park	80,000	80,000	80,000	9.0	20	
19	4400 River Rd	College Park	153,750	153,750	153,750	9.0	20	
20	4500 River Rd	College Park	153,750	153,750	153,750	9.0	20	
21	4600 River Rd	College Park	139,095	111,276	111,276	9.0	20	476,224 Silver Spring Group
22	5700 Rivertech Court	Riverdale	152,000	54,198	54,198	9.0	20	
23	5801 University Research Court	College Park	75,000	75,000	75,000	9.5	16	
24	8615 Georgia Ave	Silver Spring	219,972	209,579	209,579	5.3	12	
25	Wayne Ave & Colesville Rd	Silver Spring	266,645	266,645	266,645	5.5	15	

\* Planned Building

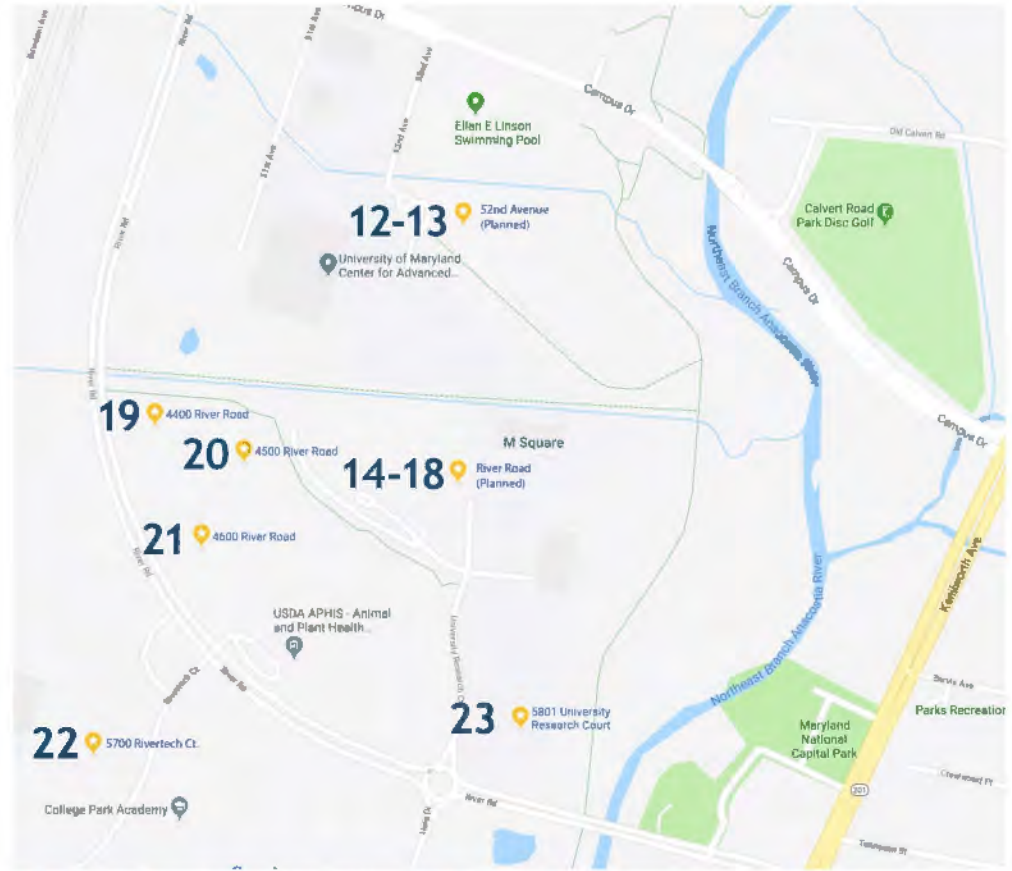
Total RSF	<b>2,909,660</b>	<b>2,820,523</b>
Estimated USF @ RSF/1.2	<b>2,424,717</b>	<b>2,350,436</b>
Total Headcount @ 216 RSF/person	13,471	13,058

Table 5.1 lists the buildings available for lease that are shown on the delineated area map (Figure 5.3) with addresses, available areas, and distance and travel time to the Federal Research Center (FRC). Distance is less important than travel time to the site.

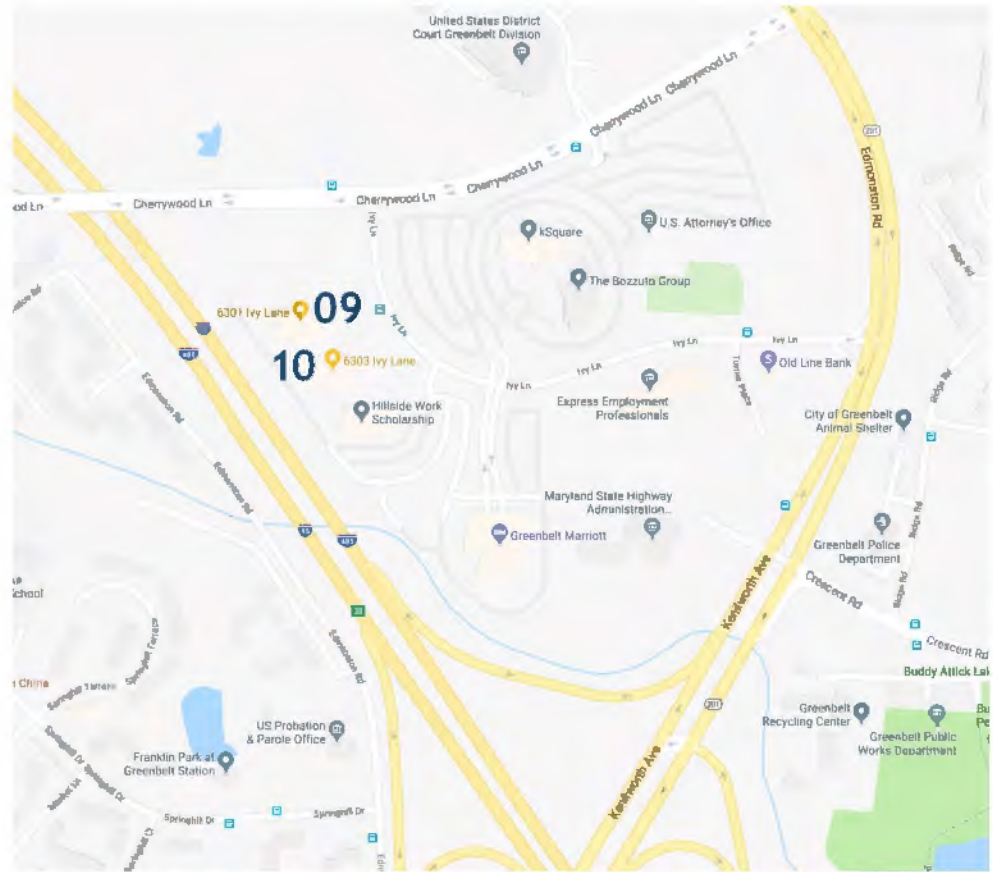
Building groups show the total area for all buildings in the group. Groups are comprised of buildings that are located close to one another. See figures 5.4 through 5.8 for specific locations of existing buildings and approximate locations of planned buildings.



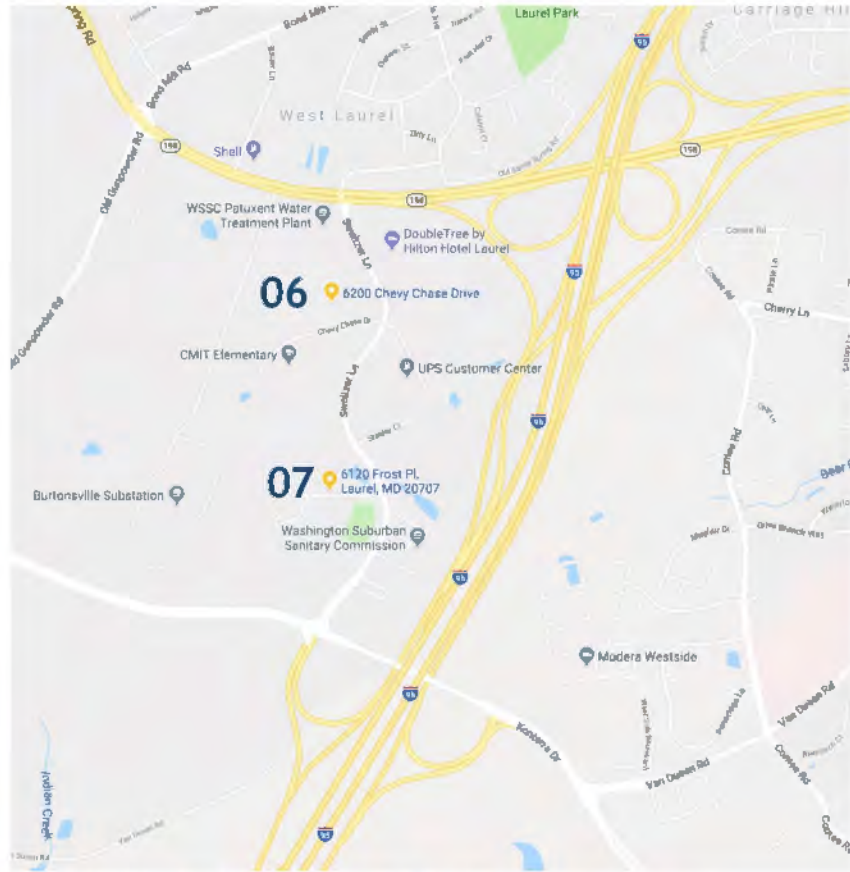
**BELTSVILLE BUILDING GROUP** (Figure 5.4)



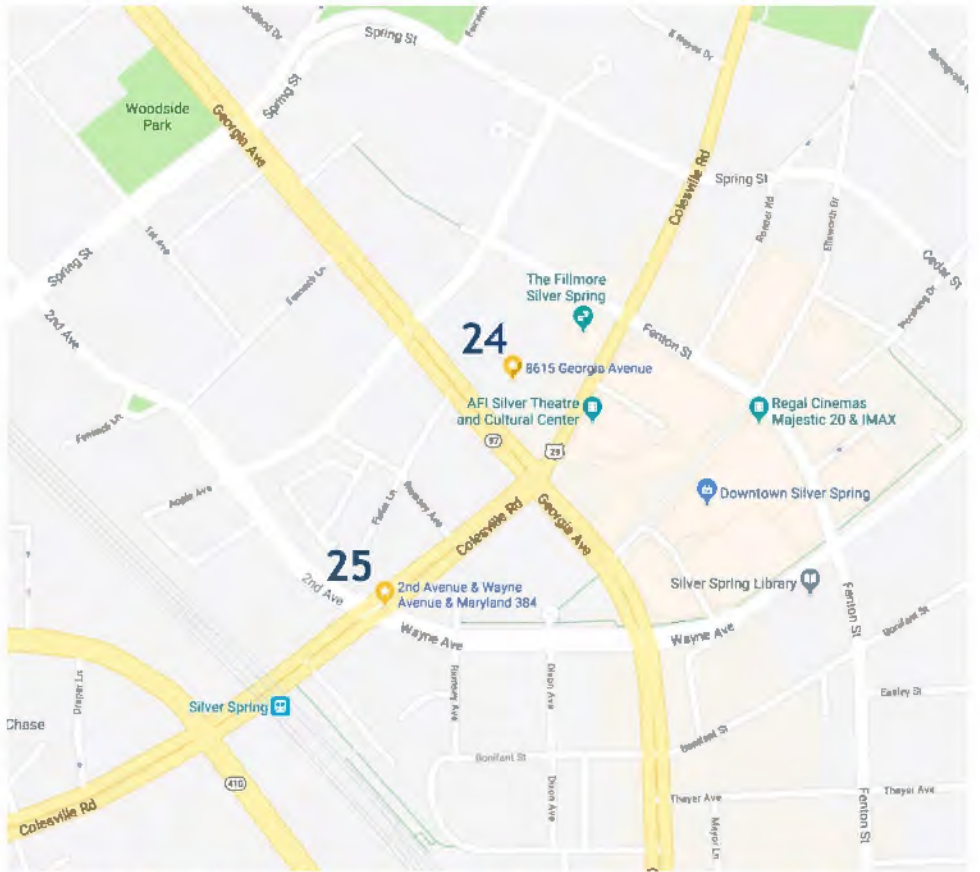
**COLLEGE PARK BUILDING GROUP** (Figure 5.5)



**GREENBELT BUILDING GROUP** (Figure 5.6)



**LAUREL BUILDING GROUP** (Figure 5.7)



**SILVER SPRING BUILDING GROUP** (Figure 5.8)

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# FDA

6

## PROJECT TIMELINE



# PROJECT TIMELINE

Expiring leases and approved funded growth make timing a critical factor in housing FDA personnel in the near and mid term. An urgent concern is the approval of a Housing Prospectus to allow the addition of leased space beginning in 2022 to accommodate the surge of growth.

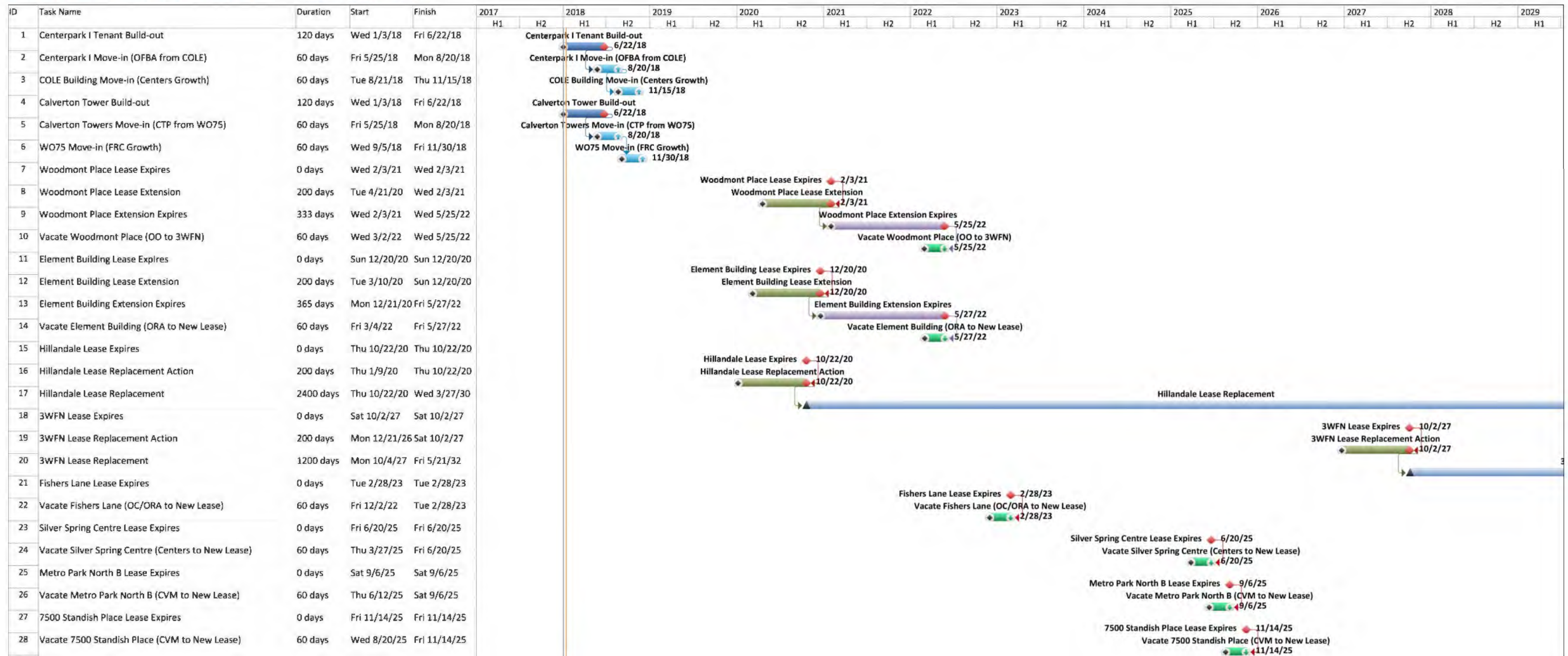
In addition, new leased space (Req 1) is needed by 2020 to house immediate growth during the Prospectus approval process. There is not enough time to get a Prospectus approved before 2020, however, the space needed is below the Prospectus threshold.

CTP occupancy of Calverton Tower in 2018 will make space available at the FRC for on-campus expansion. The Centerpark I building will involve moving within leased space in 2018 to allow consolidation of OFBA. This will free up

space in other leased buildings for growth and consolidation.

In the short-term, lease extensions are required for Woodmont Place (WOC2), expiring in 2021, and the Element Building (ELEM), expiring in 2020, to house the existing staff until new leased space is procured through the Prospectus process. A lease replacement action will be required for the Hillandale Building as well which expires in 2020. This location is only one mile from the main entrance of the FRC and

## PROJECT TIMELINE PART A (Schedule 6.1)



houses CDER which has an important functional need to be close to the FRC.

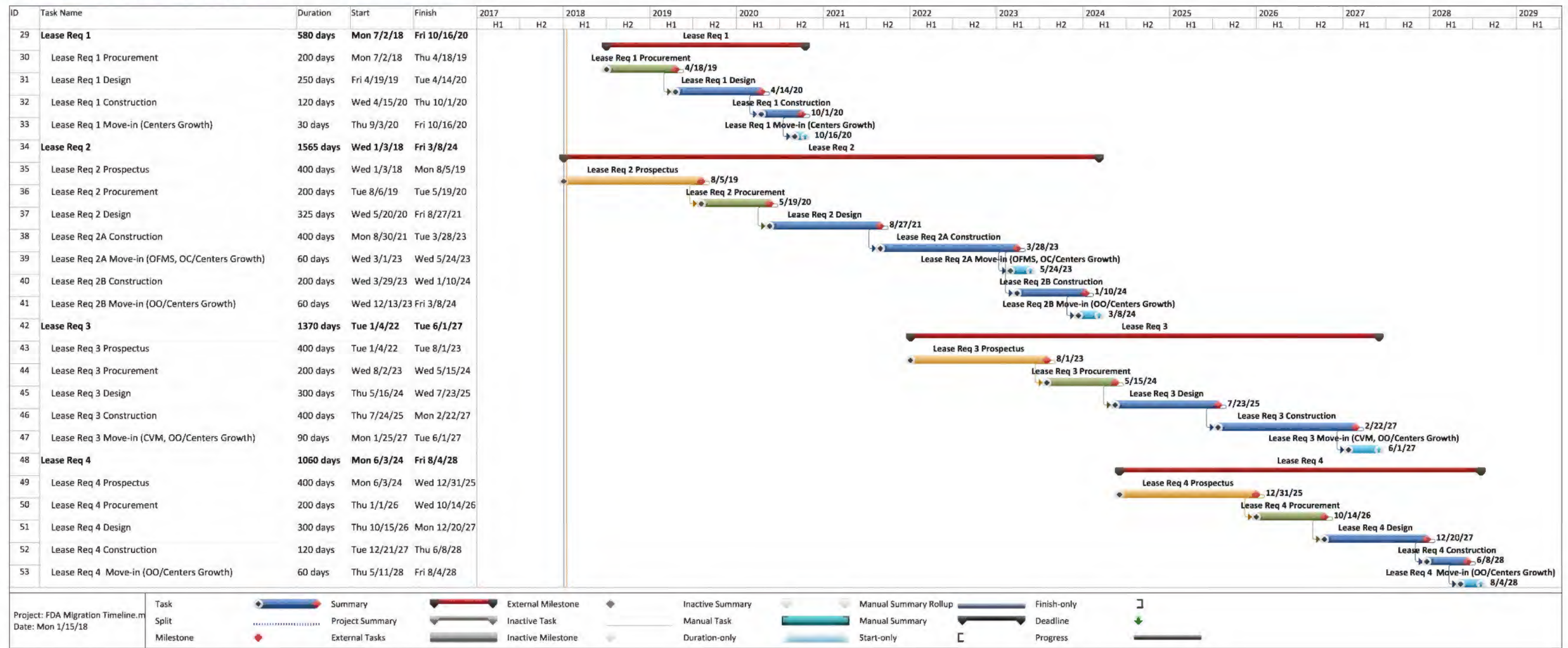
In the mid-term, a Prospectus (Req 2) to lease space for 2,590 personnel is planned for a phased procurement with the first delivery in 2022 and a second delivery in 2023. Phased procurement will allow FDA to occupy space without having too much at one time and provide more flexibility to Offerers to include space that is planned but not yet built.

Long-term projections beyond 2023 are based on applying the same factors used for 2018 growth funding. While this is a reasonable assumption, it is not certain and other outcomes are very possible. Using these projections, a Prospectus (Req 3) will be required to deliver space in 2026 to accommodate the projected growth and the leases expiring in 2025 for Silver Spring Centre (COLE), Metro Park North B (MPN2), and 7500 Standish Place (MPN4).

An additional Prospectus (Req 4) will be needed to provide space for growth in 2028. The amount of space required is dependent on the lease for Three White Flint North (3WFN) which expires in 2027. Since it is a large block of space which consolidates a significant portion of the Office of Operations, it would be most cost effective to extend the lease until space can be built on the FRC. However, if a lease extension is not possible, the lease replacement will need to be included in the Prospectus.

Requirements beyond 2028 are planned to be accommodated by the FRC Master Plan starting with new growth and gradually absorbing leased space as leases expire.

## PROJECT TIMELINE PART B (Schedule 6.2)



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# FDA

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## COST ESTIMATES



**COST ESTIMATE** (Table 7.1)

Description	Requirement 1			Requirement 2 (A-B)			Requirement 3			Requirement 4		
	USF	Cost/USF	Estimate	USF	Cost/USF	Estimate	USF	Cost/USF	Estimate	USF	Cost/USF	Estimate
Total Rentable Area in Square Feet (RSF)	86,400			486,960			259,200			108,000		
<b>Total Usable Area in Square Feet (USF)</b>	<b>72,000</b>			<b>405,800</b>			<b>216,000</b>			<b>90,000</b>		
Total Personnel	400			2,190			1,200			500		
Construction Cost Per RSF	\$ 50.36			\$ 50.36			\$ 50.36			\$ 50.36		
<b>Construction Cost</b>	<b>USF</b>	<b>Cost/USF</b>	<b>Estimate</b>	<b>USF</b>	<b>Cost/USF</b>	<b>Estimate</b>	<b>USF</b>	<b>Cost/USF</b>	<b>Estimate</b>	<b>USF</b>	<b>Cost/USF</b>	<b>Estimate</b>
Construction Cost (\$/USF * USF)	72,000	\$ 60.43	\$ 4,350,960	405,800	\$ 60.43	\$ 24,522,494	216,000	\$ 60.43	\$ 13,052,880	90,000	\$ 60.43	\$ 5,438,700
Additional Construction Cost Special Space (\$/USF * USF)	72,000	\$ 6.88	\$ 495,360	405,800	\$ 6.88	\$ 2,791,904	216,000	\$ 6.88	\$ 1,486,080	90,000	\$ 6.88	\$ 619,200
Design Cost(@ 6%)	72,000	\$ 4.04	\$ 290,779	405,800	\$ 4.04	\$ 1,638,864	216,000	\$ 4.04	\$ 872,338	90,000	\$ 4.04	\$ 363,474
Building Specific Amortized Capital Costs (\$/USF*USF)†	72,000	\$ 1.00	\$ 72,000	405,800	\$ 25.00	\$ 10,145,000	216,000	\$ 25.00	\$ 5,400,000	90,000	\$ 1.00	\$ 90,000
Total GSA Real Property Cost	72,000	\$ 72.35	\$ 5,209,099	405,800	\$ 96.35	\$ 39,098,262	216,000	\$ 96.35	\$ 20,811,298	90,000	\$ 72.35	\$ 6,511,374
Contingency (10% standard)	72,000	\$ 7.23	\$ 520,910	405,800	\$ 9.63	\$ 3,909,826	216,000	\$ 9.63	\$ 2,081,130	90,000	\$ 7.23	\$ 651,137
<b>Total Construction Cost (Hard &amp; Soft)</b>	<b>72,000</b>	<b>\$ 79.58</b>	<b>\$ 5,730,009</b>	<b>405,800</b>	<b>\$ 105.98</b>	<b>\$ 43,008,088</b>	<b>405,800</b>	<b>\$ 56.41</b>	<b>\$ 22,892,427</b>	<b>405,800</b>	<b>\$ 17.65</b>	<b>\$ 7,162,511</b>
TI Allowance (\$/USF * USF)	72,000	\$ -	\$ -	405,800	\$ -	\$ -	216,000	\$ -	\$ -	90,000	\$ -	\$ -
Total Construction Cost (Hard & Soft)	72,000	\$ -	\$ -	405,800	\$ -	\$ -	216,000	\$ -	\$ -	90,000	\$ -	\$ -
GSA Management Fee (@4%)	72,000	\$ 3.18	\$ 229,200	405,800	\$ 4.24	\$ 1,720,324	216,000	\$ 4.24	\$ 915,697	90,000	\$ 3.18	\$ 286,500
Sliding Scale Overhead Fee	72,000	\$ 0.06	\$ 4,000	405,800	\$ 0.07	\$ 30,000	216,000	\$ 0.07	\$ 16,000	90,000	\$ 0.08	\$ 7,000
		Subtotal	\$ 233,200		Subtotal	\$ 1,750,324		Subtotal	\$ 931,697		Subtotal	\$ 293,500
<b>Total Real Property RWA</b>			<b>\$ 5,963,209</b>			<b>\$ 44,758,412</b>			<b>\$ 23,824,124</b>			<b>\$ 7,456,012</b>
<b>Personal Property Cost</b>	<b>USF</b>	<b>Cost/USF</b>	<b>Estimate</b>	<b>USF</b>	<b>Cost/USF</b>	<b>Estimate</b>	<b>USF</b>	<b>Cost/USF</b>	<b>Estimate</b>	<b>USF</b>	<b>Cost/USF</b>	<b>Estimate</b>
Move	72,000	\$ 7.00	\$ 504,000	405,800	\$ 7.00	\$ 2,840,600	216,000	\$ 7.00	\$ 1,512,000	90,000	\$ 7.00	\$ 630,000
Cabling-/IT/Telecom	72,000	\$ 10.00	\$ 720,000	405,800	\$ 10.00	\$ 4,058,000	216,000	\$ 10.00	\$ 2,160,000	90,000	\$ 10.00	\$ 900,000
A/V	72,000	\$ 7.00	\$ 504,000	405,800	\$ 7.00	\$ 2,840,600	216,000	\$ 7.00	\$ 1,512,000	90,000	\$ 7.00	\$ 630,000
Signage, artwork & graphics	72,000	\$ 2.00	\$ 144,000	405,800	\$ 2.00	\$ 811,600	216,000	\$ 2.00	\$ 432,000	90,000	\$ 2.00	\$ 180,000
Security	72,000	\$ 5.00	\$ 360,000	405,800	\$ 5.00	\$ 2,029,000	216,000	\$ 5.00	\$ 1,080,000	90,000	\$ 5.00	\$ 450,000
<b>Furniture Cost</b>	<b># of Units</b>	<b>Cost/Unit</b>	<b>Estimate</b>	<b># of Units</b>	<b>Cost/Unit</b>	<b>Estimate</b>	<b># of Units</b>	<b>Cost/Unit</b>	<b>Estimate</b>	<b># of Units</b>	<b>Cost/Unit</b>	<b>Estimate</b>
% of Units of New Furniture	100%			100%			80%			100%		
Furniture Units	400	\$ 5,000.00	\$ 2,000,000	2,190	\$ 5,000.00	\$ 10,950,000	960	\$ 5,000.00	\$ 4,800,000	500	\$ 5,000.00	\$ 2,500,000
Culture Change Consulting	400	\$ 100.00	\$ 40,000	2,190	\$ 100.00	\$ 219,000	960	\$ 100.00	\$ 96,000	500	\$ 100.00	\$ 50,000
<b>IT Costs</b>	<b># of Units</b>	<b>Cost/Unit</b>	<b>Estimate</b>	<b># of Units</b>	<b>Cost/Unit</b>	<b>Estimate</b>	<b># of Units</b>	<b>Cost/Unit</b>	<b>Estimate</b>	<b># of Units</b>	<b>Cost/Unit</b>	<b>Estimate</b>
IT Additional Collaborative space	50	\$ 5,800.00	\$ 290,000	274	\$ 5,800.00	\$ 1,587,750	150	\$ 5,800.00	\$ 870,000	60	\$ 5,800.00	\$ 348,000
Subtotal			\$ 4,562,000			\$ 25,336,550			\$ 12,462,000			\$ 5,688,000
Contingency (10% standard)			\$ 456,200			\$ 2,533,655			\$ 1,246,200			\$ 568,800
<b>Total</b>			<b>\$ 5,018,200</b>			<b>\$ 27,870,205</b>			<b>\$ 13,708,200</b>			<b>\$ 6,256,800</b>
<b>Total/Person</b>			<b>\$ 12,546</b>			<b>\$ 12,726</b>			<b>\$ 11,424</b>			<b>\$ 12,514</b>

† (What will be amortized in rent paid to lessor)

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# FDA

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## RISK ASSESSMENT



# INTRODUCTION

The goal of the housing strategy is to consolidate FDA growth and personnel currently housed in leased space geographically closer to the FRC to meet the *FDA 2014-2018 Strategic Priorities*. There are a number of risks that could significantly impact this goal.

The primary risks are:

- Space will not be available in time to support FDA growth resulting in overcrowding.
- Space will not be geographically closer to the FRC than existing space.

MARKET CONDITIONS

AGENCY AND LESSOR  
CONCENTRATIONS

PROS AND CONS

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# FDA

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**GLOSSARY**

# GLOSSARY

**ABOASF:** ANSI/BOMA Office Area (ABOA) Square Feet. Standard for measuring space recognized by the Government and documented in the American National Standards Institute/Building Owners and Managers Association (ANSI/BOMA) international standard (Z65.1-1996) definition for Office Area also known as ABOA. It is the area where a tenant normally houses personnel and/or furniture, for which a measurement is to be computed. Similar to Usable Square Feet (USF), ABOASF is used to compute a lease's Rentable/Usable (RU) Factor and overall efficiency.

**Assigned Occupancy:** On-board personnel assigned to a physical location. Multiple people may be assigned to a single seat due to space sharing. The total assigned occupancy may be greater or less than total seat count.

**Assignable Space:** Usable square feet available for assignment to a specific Center or Office.

**BSAC:** Building Specific Amortized Capital. Similar to Tenant Improvement funds, BSAC is used for security related improvements and, similar to tenant improvements, is amortized over the firm term of the lease for leased space or over a defined term, based on the type of improvement, for GSA-owned space.

**Building Common Areas:** the areas of the building that provide services to building tenants but which are not included in assignable or joint-use space. These areas may include, but are not limited to, main and auxiliary lobbies, atrium spaces at the level of the finished floor, concierge areas or security desks, fire control rooms, fully enclosed courtyards outside the exterior walls, and building core and service areas such as fully enclosed mechanical or equipment rooms. Specifically excluded from Building

Common Area are Floor Common Areas, parking space, portions of loading docks outside the building line, and major vertical penetrations.

**Circulation - Primary:** The main route connecting the building core and common spaces, such as elevators, exit stairs, mechanical rooms and toilet rooms.

**Circulation - Secondary:** The aisles between workspaces and support spaces within an occupant's assigned area.

**Circulation Factor:** A theoretical value used to estimate the usable square feet (USF) required to house an occupant within an assigned space or used as a measure of efficiency.  $\text{Net Square Feet (NSF)} \times \text{Circulation Factor} = \text{USF}$  or  $\text{USF} / \text{NSF} = \text{Circulation Factor}$ .

**Common Area:** The area of a building or facility that provides services, support, and primary horizontal circulation to occupants and that is not assigned to a specific occupant.

**Cubicle:** A single workstation defined by systems furniture or demountable partitions that extend from the floor to a height below the ceiling height.

**Desk Sharing:** An arrangement in which two or more employees share the use of a single workstation where each employee has designated days and times for the use of the workstation.

**Enclosed Office:** An office workspace, which contains one or more workstations within it, that is separated from other workspaces by permanent or demountable partitions and a door.

**Floor Common Areas:** the areas on a floor such as washrooms, janitorial closets, electrical rooms, telephone rooms, mechanical rooms, elevator lobbies, and public corridors which are available primarily for the use of tenants on that floor.

**Headcount:** The number of on-board staff including federal employees, contractors, students and interns plus the number of approved, funded vacant positions.

**Hot Desking:** Also known as free-addressing or using touchdown stations, is an arrangement in which employees temporarily use unassigned workstations available on an unreserved, first-come-first-served basis.

**Hoteling:** An arrangement in which employees reserve unassigned workstations for temporary use for a specific period.

**Housing Capacity:** The total number of persons that can be accommodated in a building or site. It is dependent on supporting infrastructure, the number of seats, and the amount of space sharing including office type space and special function space such as laboratories. Housing capacity may have a current and future total dependent on office capacity.

**Infrastructure Capacity:** The total number of persons that can be accommodated at a site or building on any given day based on existing site support including: parking spaces, car/vanpool spaces, Government-owned vehicle spaces, and attendant-assisted parking; the average daily walkers; bicycle riders; users of public transportation; food service facilities; water and electric utilities; and other environmental factors.

**Joint-Use Space:** In GSA controlled buildings, usable area that houses shared amenities available for use by all occupants of a building or facility. GSA bills joint use space based on each agency's prorated share of the assigned usable area of the building or facility as a separate billing line item on the GSA rent bill. In FDA controlled space, the usable area that houses shared amenities and office-support space available for use only by FDA Centers or Offices. FDA allocates FDA joint-use (shared) space based on a percentage of each Center's or Office's assigned usable area that has access to the FDA shared space in relation to the total building assigned usable area.

**Major Vertical Penetrations:** stairs, elevator shafts, flues, pipe shafts, vertical ducts, and the like, and their enclosing walls. Atria, lightwells and similar penetrations above the finished floor are included in this definition. Structural columns, openings for vertical electric cable or telephone distribution, and openings for plumbing lines are not considered to be Major Vertical Penetrations.

**Net Square Feet (NSF):** The square footage of all assignable and non-assignable rooms. Square footage calculations do not include wall thickness, circulation space, building common space, or space that is open to below.

**Occupancy:** The headcount assigned to a specific space regardless of the number of seats in the space.

**Office Capacity:** The total number of persons that can be accommodated in office type space (excluding laboratory and special function spaces). It is dependent on supporting infrastructure, the number of seats, and the amount of office sharing. *Current Office Capacity* is the number of persons that can be accommodated immediately. *Future Office Capacity* is the number of persons that can be accommodated after infrastructure improvements or space additions.

**Office Sharing:** An arrangement in which two or more employees share an enclosed office. Each employee has an assigned workstation within the workspace. One or more employees may use the workspace at the same time. Desk sharing may occur within an office-sharing arrangement.

**On-board:** The current personnel total including federal employees, contractors, students and interns but excluding approved, funded vacant positions.

**Peak Occupancy:** The maximum number of persons physically at a particular site at any point in time. Peak occupancy is less than assigned occupancy due to vacations, illness, off-site tasks, and teleworking.

**Population:** The number of personnel having their official duty station assigned to a particular location or area.

**Seat:** A physical location with a task chair and work area that is available for assigned use. The total number of seats is determined by the building floor plan. The total seat count may be greater or less than the assigned occupancy.

**Usable Square Feet (USF):** The square footage used exclusively by the tenant, including the main workstation, and collaboration areas, special space and circulation within the tenant space. USF does not include building or floor common areas but includes assignable and joint use space.

**Utilization Rate (UR):** The amount of USF, defined above, divided by the total number of employees (includes FTEs, contractors and detailees).

**Workstation:** A desk or similar area where an employee performs their official duties. Workstations include offices and cubicles.

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# FDA

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APPENDICES



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## 10 APPENDICES (Separate Document)

1. FDA 2014-2018 STRATEGIC PRIORITIES SUMMARY
2. PROJECT PARTICIPANTS
3. FDA 2017 FIVE-YEAR STRATEGIC FACILITIES PLAN
4. FDA DRAFT OFFICE SPACE STANDARDS
5. FDA LEASED BUILDINGS LEASE ABSTRACTS
6. ORGANIZATIONAL CHARTS
7. FDA HQ MASTER HOUSING PLAN