

# RELOCATION MANAGEMENT

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Just as the Workplace has Evolved Over the Past 10 Years... So has  
“Move Planning and Management”



# Relocation Management

## What is it?

### The Importance of Relocation and Move Management during your Transition

Technology, mobility, worker demographics and rapidly changing workplace strategies have driven organizations to re-envision their definition of the “office”, tear down walls, eliminate “cubes” and reduce their footprint.

Organizations can no longer afford to focus only on the physical move of people, furniture and equipment from one location to another. Leadership everywhere realize that they must look deeper into the daily patterns of their operations and evaluate, plan and implement workplace strategies that facilitate the cultural change essential to maximizing workforce performance across their real estate portfolios. Comprehensive transition planning and change management must occur to ensure both the successful outcomes envisioned are achieved and that successful integration of people, space and place. Incorporating Relocation Management into your facility portfolio planning Strategy will optimize the relationship between technology, work patterns, staff performance and space while working to reduce the organizations’ facility footprint and real estate costs.

Relocation management is logistical support to assist during your company’s transition into a new space. The process can involve moving your employees’ sensitive documents, furniture, and equipment; without organization, these relocations can cause delays that negatively affect your team and crucial operations. A Move Management team can offer assistance during planning, execution, and in close out in order to increase efficiency during a relocation.

There are several important factors in relocation that require strategic planning and management during the process. Technology relocation and upgrades; design, delivery, and installation of Furniture, Fixtures and Equipment; and coordination to avoid disruption for other tenants are all key factors in organizing a successful relocation project.

#### Our Approach

- Sustain stakeholder expectations by implementing a comprehensive communication plan,
- Integrated schedule development to ensure all critical functional area activities are coordinated,
- Accurate budget assessment by applying years of project experience,
- Qualified vendor partners that share the project teams goals and objectives.

Comprehensive planning is vital in organizing a large-scale move, and AFG Group, Inc has the experience to assist. AFG has planned and implemented moves ranging from 14 to 6,000 employees; and for spaces of 300 SF to over 2 million SF. Facilities have included schools, corporations, health care institutions, and a wide variety of state and federal government agencies.

## Added Value

- 1 Providing State-of-the-Art Client Solutions for Today's Facilities
- 2 Anticipating & Mitigating Project Challenges
- 3 Delivering Enhanced Project Value
- 4 Accelerating Project Performance
- 5 Collaborating to Achieve Excellence
- 6 Ensuring Regulatory and Policy Compliance

## About AFG

AFG Group, Inc. is a Program, Project, Construction, and Relocation Management firm with a national portfolio of work in healthcare, laboratories, courthouses, governmental and educational facilities. AFG is staffed with architects, engineers, interior designers and other construction professionals helping owners navigate through complex design, procurement, construction processes, and activation. The firm maintains major offices in New York City and Washington, DC with field and project offices throughout the United States.

### Markets

Federal & Defense Agencies  
State & Local Agencies  
Courthouse & Criminal Justice  
Health & Sciences  
Education

### Awards

2019 Washington Business Journal 75 Fastest Growing Companies  
2019 ENR Top 100 Construction Managers  
2018 CMAA National Capital Chapter CM Excellence Award  
2018 CMAA Mid-Atlantic Chapter Project of the Year Award  
2018 ENR Top 100 Construction Managers  
2018 ENR NY Tri-State Area- among the area's top 65 CM firms  
2017 CMAA National Capital Chapter CM Excellence Award  
2017 ENR NY Tri-State Area- among the area's top 65 CM firms  
2017 ENR Mid Atlantic Area- among the area's top 65 CM firms  
2016 ENR NY Tri-State Area- among the area's top 65 CM firms  
2016 CMAA NY/NJ Chapter Project Achievement Award  
2016 ENR Top 100 Construction Managers

# Relocation Management

## Our Select Experience

CLIENT	PROJECT	LOCATION	SIZE (SF)	TYPE	UNITS
GSA	1800 F Street Collocation Project	Washington, DC	813,000	Office	1,100 people
GSA	USAID Mobility Design Lab Renovations	Washington, DC	57,000	Office/ Laboratories	N/A
GSA	HHS & NPS Region 3 Relocation	Philadelphia, PA	355,000	Office	N/A
GSA	JJ Pickle Federal Building Exterior Restoration	Austin, TX	275,000	Office	N/A
NIAID	New Headquarters & Consolidation	Bethesda, MD	500,000	Office/ Laboratories	2,000 people
NIAID	6610 Consolidation, Ferwood	Bethesda, MD	32,000	Office	110 people
NIAID	6610 Consolidation, IAMB	Bethesda, MD	7,000	Office	36 people
NIAID	Bldg 10 Multi-Renovation & Up-grade Program	Bethesda MD	500,000	Healthcare/ Laboratories	500 labs
NIAID	Bldg 4 Multi-Renovation & Up-grade Program	Bethesda, MD	50,000	Healthcare/ Laboratories	N/A
NIH	NIH Rockledge Relocation & Move	Rockville, MD	230,000	Office	1,000 People
USDA	ARS, NRCS, FSIS, OIG Beltsville Office Facility	Beltsville, MD	350,000	Office	1,200 People
USDA	Animal Plant Health Inspection	Riverdale, MD	300,000	Office	1,300 People
Peace Corps	Peace Corps Headquarters Relocation	Washington, DC	180,000	Office	600 People
Veterans Affairs	Washington Relocation & Move	Washington, DC	120,000	Office	500 People
Walter Reed Army Institute of Research	Biomedical Research Facilities Interiors	Forest Glen, MD	474,000	Laboratories	900 People
GSA	Ronald Reagan Bldg Federal Triangle	Washington, DC	2,700,000	Office	4,900 People
GSA	HHS Consolidation - Mary Switzer Building	Washington, DC	594,000	Office	1,200 People

# Relocation Management

## Our Team Lead

### Ann DiMiero, NCIDQ

Ann DiMiero brings 32 years of progressive general experience, specializing in interior design management, federal government design, space planning, facilities management, and construction management. Ms. DiMiero's additional experience includes development, review and management of contractor bids and proposals, reasonable accommodation of disabled employees, and move management coordination.



**Education:** Bachelor of Environmental Design, Syracuse University

**Professional Certifications & Awards:** NCIDQ Certified, Commonwealth of Virginia Certified Interior Designer, Certified Ergonomist, CMAA 2017 CM Excellence Award- GSA R3 HHS Consolidation

**Clients:** GSA, Alfonso & Associates, Inc., Highmark Companies, Inc, General Dynamics, Artist Corporation, Designed Furniture Associates, Inc., National Bank of Washington, Chasens Business Interiors

### REPRESENTATIVE PROJECT EXPERIENCE

#### **GSA HHS-NIH, Construction and Relocation of Institutes to Rockledge drive: Bethesda, MD.**

Performed change management and move coordination tasks at the GSA Interior Fit-Out for the National Institutes of Health. Ms. DiMiero was responsible for project oversight during construction and relocation to the 4 floor, 78k square foot Rockledge Drive Complex.

#### **GSA Health and Human Services Relocation Move Coordination: Washington, DC.**

Ms. DiMiero performed change management and move coordination tasks for the HHS Relocation to the Strawbridge Building in Philadelphia, PA. This project included the relocation of 350 HHS Employees, project scheduling, daily QA checking, FF&E, and mitigation of post move obstacles. Ms. DiMiero developed a Move Scope of Work and assisted the GSA with strategy, logistics, and budget control to ensure a successful move into the newly renovated facility.

#### **GSA Headquarters 1800 F St Consolidation Project: Washington, DC.**

This renovation and consolidation project of the 9 story, 813k SF GSA Headquarters included the build out of additional office, conference, and meeting spaces, FF&E installation, and MEP upgrades within a historic building. Ms. DiMiero limited interruptions to the 2,000 current tenants while renovations to accommodate an additional 1,000 staff from satellite sites took place.

#### **USAID Phase 3 & 4 Mobility Design Lab Renovations: Washington, DC.**

Within the Ronald Reagan Building, this project included significant space alterations and renovation work on the 2nd and 4th floors. In addition to providing CM services, Ms. DiMiero's team was responsible for move management for USAID staff, furniture removal and disposal, LEED commissioning services, and the relocation of the USAID library.



## HHS, MARY E. SWITZER FEDERAL BUILDING CONSOLIDATION

Washington, DC

AFG was contracted by the General Services Administration to provide the full range of facility and transition planning and management services for the consolidation of 11 HHS leases into a single building. Project costs included \$27M for tenant improvement; \$18M furniture; and \$1.5M move contracts.

During pre-design, AFG provided program review and revision to the Program of Requirements (POR), which included major changes to reflect the agency's new mission and requirements. During construction, AFG provided on-site construction management responsible for daily oversight and coordination; as well as supporting the GSA project manager with funds tracking, submittals tracking, project schedule management for the phased occupancy of completed floors while construction continued elsewhere. AFG was the central point of contact for the project.

**Client:** GSA, HHS

**AFG Services:** CM, Move/Relocation Management

**Project Value:** \$53.7M

**Project Completion:** 2020



AFG provided the pre-design coordination and validation for all of the furniture and equipment (FF&E); working directly with the GSA FSA to ensure a timely and successful procurement and product delivery. AFG successfully managed the FF&E installation for over 594,000 SF including: systems furniture, modular furniture, case goods and demountable walls.

AFG managed the complex scheduling of move activities to coincide with expiring leases, tenant requirements, furniture deliveries and construction milestones; this was accomplished for a series of 15 moves from 11 different leased locations. AFG performed all planning and coordinating activities, selected the movers, provided all tenant coordination and served as the on-site move managers at both the originating and destination locations.

*Construction Management Association of America (CMAA), National Capital Chapter's 2017  
"Construction Management Excellence Award."*

## Challenge 1

The Switzer HHS consolidation is a fast-track turnkey project for the HHS client under GSA's FIT program. The Government's award of the systems furniture contract award was originally scheduled to occur in early Fall 2014. Instead, the contract award was not made until February 2015. Since the final construction documents were due in January 2015, the A/E utilized generic furniture layouts in the design. Fast-track (two shifts + weekends) construction commenced immediately after the final CDs were issued in January 2015. As the furniture vendor produced their installation drawings on a floor-by-floor basis starting in March 2015 and ending in July 2015, it became clear that the generic furniture layout assumed by the A/E did not match the actual layouts. Many of the electrical and IT furniture base feed locations did not work with the purchased furniture, and there were hundreds of conflicts between furniture and building elements.



**CORRECTIVE ACTION:** AFG instituted two coordination meetings per week involving the furniture vendor, IT cabling contractor, A/V integrator, general contractor and the electrical subcontractor to resolve conflicts and coordinate the work. A tracking spreadsheet was created to identify each conflict, identify a solution, assign responsibility, and track progress. As a result of this micro-level coordination, the furniture installations proceeded smoothly and on schedule.

## Challenge 2

Because of the delayed furniture contract award and the need for HHS to vacate leased spaces on a fixed schedule, the furniture vendor planned on a seven-day-per-week, two shifts per day delivery and installation schedule in order to accelerate the furniture installation to recover the time lost

during procurement. Since the project was phased on a floor-by-floor basis, furniture deliveries would commence while construction was ongoing on other floors. This became a logistical problem due to the need for both the construction contractor and the furniture vendor to simultaneously use the elevators and constricted loading dock.

**CORRECTIVE ACTION:** AFG created an alternate loading area into the building by utilizing one of the building's other entrances. A new security guard post was set up, a bank of passenger elevators was dedicated to the furniture vendor, and building elevators and finishes were properly protected. AFG coordinated the use of a pedestrian plaza as a truck entrance with building management and the Federal Protective Service and established a protocol and scheduling system for truck deliveries using the plaza, which involved remote security screening and truck inspection

## Challenge 3

One of the existing tenants in the building that occupied half of one floor was delayed in vacating the building due to construction delays in their new space in another building. Another existing tenant occupying an entire wing on a different floor was also delayed in vacating. This jeopardized the project schedule with a day-for day delay.

**CORRECTIVE ACTION:** Vacant space in the building's basement was identified that could temporarily accommodate the holdover tenants. AFG developed a swing space plan and the swing space was quickly built out to accommodate their needs. AFG contracted with a mover and specialty furniture contractors to move systems furniture and high density filing systems immediately after the space was complete. The space was vacated in a timely manner and a delay was avoided.



## HHS STRAWBRIDGE BUILDING RENOVATION AND CONSOLIDATION

### Philadelphia, PA

In June 2016, the government awarded a new lease for the U.S. Department of Health and Human Services (HHS) office in Philadelphia, covering 79,772 square feet on the eighth and ninth floors of the Strawbridge Building. This 13-story building, constructed in 1931, originally housed the Strawbridge and Clothier department store. AFG provided Construction Management services including design oversight, renovation management, and relocation management for the \$10M renovation and consolidation into the historic Strawbridge Building in Philadelphia, PA.

**Client:** GSA, HHS

**AFG Services:** CM, Move/Relocation  
Management

**Project Value:** \$10M

**Project Size:** 79.7k SF

This project involved consolidating and relocating 320 U.S. Department of Health and Human Services personnel from the 100,000 square foot spaces of the Public Ledger Building into 2-floors of this historic building. The project consisted of the design and construction of a new consolidated workspace. Special requirements for the agency included design and installation of IT/communications, Audio Visual improvements, minor structural alternations, and tenant security. As construction manager, AFG was responsible for the following: Critical support of the Design, Construction, and Commissioning phases.

*Construction Management Association of America (CMAA), Mid-Atlantic Chapter's 2018  
"Project of the Year Award."*

# Relocation Management

## Our Process



“I would like to thank your entire team for the exemplary performance on this project. The work provided minimal disturbance to our employees... Each aspect of the project was accomplished in a most professional manner...This was the best managed project that I have seen in my years at USTR. Thank you!”

- Executive Office of the President, Winder Building

“You are part of an amazing team. Ann, Renee, and of course you [Kim] are some of the most adept and proficient SMEs I have ever met.”

- Regional Account Manager Region 3, Building Operations Services, Program Support Center, U.S. DHHS

Kim and her team are great and have allowed this move to happen seamlessly. Furthermore kudos for the AFG CM team including David M., Stephanie C. and Joe D. for managing a very challenging portion of the overall Collocation project.

- East Zonal Program Manager, Child Care Center of Expertise, Office of Facilities Management, PBS, U.S. GSA

AFG’s “excellent support services and innovative approach to project organization have been key to the successful start and management and FCC’s consolidation move.”

- Contracting Officer, General Services Administration



## 1800 F STREET GSA HQ CONSOLIDATION

### Washington, DC

Under this contract AFG provides Construction and Move Management services for the renovation of spaces throughout the 1800 F Street GSA Headquarters building in order to consolidate 2,000 current tenants with 1,000 additional employees previously housed in GSA's Regional Office Building (ROB). 1800 F Street is a 9-story steel framed building including a full basement, with a total area of 813,649 square feet. Originally built to serve as headquarters for the Department of the Interior in 1917, the building has housed the U.S. General Services Administration since 1949.

The 1800 F Street Consolidation project includes build out of additional office, conference, and meeting spaces; installation of furniture, fixtures, and equipment; selective upgrades to existing electrical and mechanical systems; refresh of an existing childcare facility and auditorium; refresh of an existing fitness center and men's and women's locker rooms; and move and relocation services. AFG will ensure the protection of the 1800 F Street Building structure, services, and systems infrastructure during construction, while preserving the state of the historical building and maintaining fire and life safety installations. AFG will be providing staff to include a Project Executive, Project Manager, Move Manager, Project Engineer, Inspector for architectural, mechanical, electrical, and plumbing construction, and a Cost Estimator.

**Client:** GSA

**AFG Services:** CM, Move Management

**Project Value:** \$4.1M

**Project Completion:** 2020

**Project Size:** 813.6k SF

**Consolidated Tenants:** 3,000



## USAID PHASE 3 & 4 MOBILITY DESIGN LAB RENOVATIONS

### Washington, DC

AFG is providing construction management and move management services to the GSA in order to complete significant space alterations to the USAID Mobility Design Lab within the Ronald Reagan Building and International Trade Center, in Washington DC.

Over the course of this \$36.5M project, AFG will manage the interior renovation of the existing office space including new partitions, furniture, lighting, IT, AV, Security, MEP, and signage.

The renovations aim to meet LEED Silver, Commercial Interior (CI) certification. Construction is being conducted over multiple phases in order to best accommodate the tenants, with the initial phases for AFG covering 57,000 square feet over two floors. Future phases will include renovation of nearly 200,000 square feet of office space.

**Client:** GSA, USAID

**AFG Services:** CM, Move Management

**Project Value:** \$8M

**Project Completion:** 2020

**Project Size:** 57k SF



The Ronald Reagan Building and International Trade Center (RRB) in Washington, DC is the second largest government building in the United States at 3.1 million square feet of office space across an 11-acre site.

With the original construction finishing in 1997, the RRB currently houses the Environmental Protection Agency, U.S. Customs and Border Protection, the Woodrow Wilson International Center for Scholars the U.S. Agency for International Development, and Private Sector Occupants.



## JJ PICKLE FEDERAL BUILDING

Austin, TX

The 11-story J.J. Pickle Federal Building is part of a master facility that includes a large plaza. The 275,000 GSF building was originally constructed in 1964 and is eligible for listing in the National Register of Historic Places.

Currently, the building is occupied by the Internal Revenue Service, Senator Ted Cruz, Congressman Lloyd Doggett, Department of Homeland Security, Immigration and Customs Enforcement, Department of Labor, Department of Transportation, U.S. Department of Agriculture, U.S. Secret Service, Department of Transportation, and other government agencies.

This renovation will entail major building systems upgrades to improve energy efficiency as well as tenant comfort. This project has been broken into three phases: Phase I includes a new roof with safety handrails and new PV support system, re-caulking and cleaning of the entire exterior of the building and ended in August 2017. The exterior is primarily concrete. Phase II includes new interior lighting, new HVAC system, and a new fire alarm system with an anticipated end date of October 2019. Phase III will exclusively include the windows of the building and research is currently ongoing for the most efficient option of retrofit vs. replacement. Construction cost is estimated at approximately \$33.1 million.

AFG is responsible for the overall management of the entire design build process from pre-design through post construction. The building is fully-occupied, and will remain fully-operational during construction. Noise, dust, and pedestrian safety precautions were closely monitored by AFG. Other services AFG will provide include furniture acquisition and move coordination.

**Client:** GSA Reg 7

**AFG Services:** PM/CM, Move Management

**Project Value:** \$33.1M

**Project Completion:** 2019

**Project Size:** 275k SF

# NATIONAL INSTITUTE OF ALLERGY & INFECTIOUS DISEASES



## NIAID HQ CONSOLIDATION WASHINGTON, DC

AFG Group was contracted by GSA on behalf of the National Institute of Allergy and Infectious Diseases to provide full service program, project and construction management services. In particular, AFG was responsible for the transition planning, change management, relocation planning and move management for the NIAID consolidation into the new Fishers lane Headquarters, consolidating 6 expiring building leases, a total of 2,000 end-users, into a new 491,000 SF, 10-story modern facility.

AFG also coordinated all government contractors, reviewed and managed design submittals; AFG took the lead role in preparing the Program of Requirements and the Solicitation of Offerors for the acquisition of this new facility and also provided transition planning and change preparation for the end users for their new facility.

**Change & Transition.** AFG played an instrumental role in the change management process by conducting interviews, conducting seminars, workshops, organizing a project advisory group for the purposes of open and clear communication; ensuring the tenants were aware and comfortable with their new spaces, understanding the space differences, helping them understand and accept the changes.

**Relocation.** During installation of all furniture, demountable walls and systems furniture, AFG directed the overall installation by developing a phased installation approach followed by a phased move-in sequence. AFG provided all oversight, ensuring the final move-in plans were properly approved and implemented by the various move contractors under contract to the developer, NIH and various equipment vendors.

AFG conducted final inspections and punch list management of all 2,000 workspaces prior to actual occupancy. We conducted post-move tenant feedback, ensured each employee was properly located, all furniture issues were resolved, and all equipment was working properly.

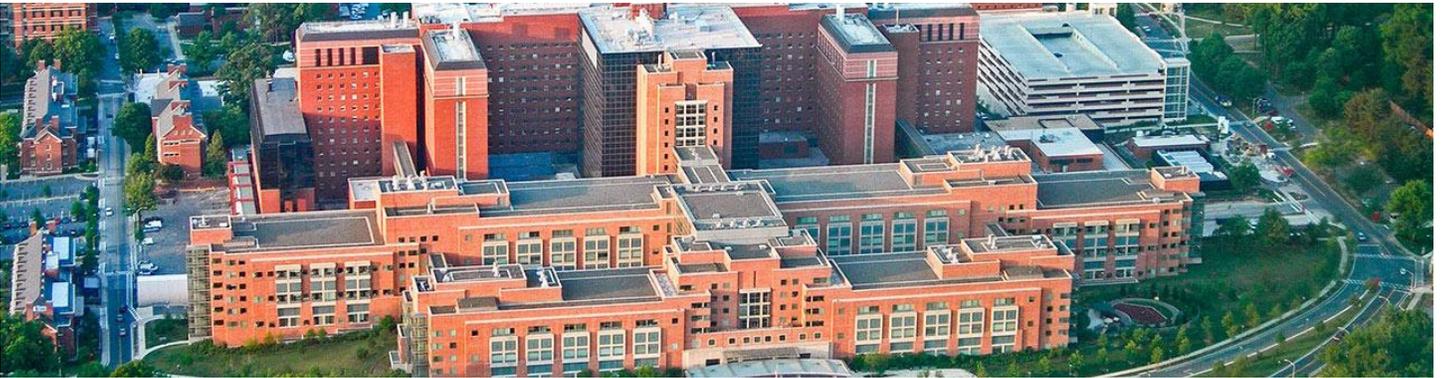
**Client:** NIAID

**AFG Services:** PM/CM, Move/  
Relocation Management

**Project Size:** 491k SF

**Laboratory Spaces:** 200

**Consolidated Tenants:** 2,000



## RESEARCH LABORATORY RENOVATIONS

### BETHESDA, MD

Since 2006, specific duties have included professional technical support as the owner's representative; conducting design reviews, constructability reviews, shop drawings reviews, review and preparation of furniture and equipment layouts, preparation of procurement documentations, and review and validation of vendor furniture and materials designs.

AFG provides transition planning, relocation planning and move management of over 200 laboratory and associated administrative spaces in a given year on board the National Institutes of Health Campus. Some of these renovation & relocations have occurred in Buildings 3, 4, 10, 31, 33, and 40; and in the NIAID Fernwood, Rockledge, and Twinbrook complexes. AFG coordinates with the NIAID end-users on all of their furniture and equipments needs and ensures that their requirements are being properly fulfilled by the architects, engineers, vendors, and contractors. In addition, during relocation planning, AFG focuses on the swing space requirements, swing moves, users' needs, project schedules, and move management.

The range of project types includes research laboratory renovations, executive office renovations, swing space preparation, branch suites renovations, conference room relocations; providing transition planning and relocation management for every user transitioning into new spaces; often times consolidating into smaller spaces.



**Client:** NIAID

**AFG Services:** PM/CM, Move/  
Relocation Management

**Project Size:** 491k SF

**Laboratory Spaces:** 200

**Consolidated Tenants:** 2,000

**DUNS**  
004643164

**Cage Code**  
1W3XB

**NAICS Codes**

236118, 236220, 541310, 541330,  
541350, 541410, 541990, 561210

**GSA/PSS Schedule**

Contract # GS-23F-037IP  
Industrial Group 871

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