

ISSUE 16
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*An Interview with
the Facilities Design Team*

Upcoming Events

Hallway Chats

RENEWALS

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REENGINEERING UPDATE

What's IV & V?

Michael Burke

Are we building the right system? Are we building it right? These are key questions when a new information technology (IT) system is being developed. More and more organizations are turning to third parties to look at the work underway from an independent perspective. This work is referred to as independent verification and validation or *IV & V*.

Independent Verification...

The first question about building the right system addresses whether the system will satisfy the Office requirements. Last year, IBM completed a study of the Copyright Office's information technology needs to support the reengineered business processes. From that study came a report of IT requirements along with a definition of how they would fit into the business processes. The study also reported on possible hardware and software solutions. SRA based its proposal on that report of IT requirements. During their first 4 months on the project, their employees studied those requirements with Office process area task groups. Updates and refinements were made, reviewed by Reengineering Program Office managers and staff, and further reviewed and approved by the Change Control Board. The resulting

"Report of Refined System Requirements" is the benchmark according to which the system is being built and against which it will be measured for efficacy.

...and Validation

The second question about building the system correctly addresses whether the system is being built in accordance with the system development life cycle and applicable standards, is properly documented at each stage in the life cycle, and is thoroughly tested before implementation. SRA International Inc. has been evaluated by an independent third party as operating at Software Engineering Institute (SEI) Capability Maturity Model (CMM) Level 3. This means that SRA has demonstrated mature and robust systems development and management practices. By selecting a company for the system development

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An Interview with the Facilities Design Team

Judith Nierman

ReNews spoke with members of the Leo A Daly team from the architecture, planning, and engineering firm that is responsible for facilities design development for the reengineered Copyright Office.

Mercedes Goetz, senior project manager, stressed the team approach to the redesign. "As architects, we manage a design team," she said, "that includes Copyright Office staff members, representatives from the Library of Congress Integrated Support Services (ISS), Office of Security (OS), and the Architect of the Capitol (AOC), as well as Leo A Daly staff."

"We start a design project by studying the strategic plan of the client," said Lida Dersookian, vice president and director of interiors, "to ensure that the physical design supports the goals of the business process reengineering. We conclude by offering aesthetic and functional solutions with standards higher than expected for design excellence."

The design team has found a number of unique characteristics of the Madison Building. "The Madison Building was designed for book storage," said Daly Associate Saeed Noorbakhsh. "It has undergone a change in function that results in unique qualities for an office building." For example, the Madison Building has a 5" x 5" ceiling grid instead of the usual 2" x 2" or 2" x 5" grid and has few permanent interior walls. Because the walls are hung from the ceiling supports, all floor measurements of rooms must be in multiples of 5. In addition, the load of the building, that is, the spacing of interior support columns, is closer than the average office building because the support system was planned to support the heavy weight of books.

The ceilings are higher than the normal office building, a fact that lends a certain graciousness to interior space, said Noorbakhsh, but results in ceiling light fixtures that are too bright for an office, although they would have well illuminated stacks of books.

Another unique feature of the building is that renovations do not require a permit from the District of Columbia government but do require review by ISS, OS, and AOC.

An unusual, but not unique, feature of the building is the fact that there is no power in the walls, noted the designers. Instead, the Madison Building has a floor duct system for power, phone, and data connections.

The biggest challenge for the facilities designers is to finish the plan by June 30, a date that was accelerated due to the budget time line for the AOC and the Library. Secondary to the due date but still a major challenge is to design for tasks and a workforce that are not fully defined at this point. While the interior designers usually observe the workings of an office before tackling a redesign project, in this case they cannot observe what as yet exists only on paper.

Goetz added that the unique building features create challenges for redesigning the space, and the challenges become goals.

Some of the key design elements that are common throughout this design project are:

- **Standardization.** The Office needs a “flexible generic footprint for its spaces” said Noorbakhsh. Then work areas can be reorganized without damaging overall space. When work stations are the same size, their function can change but the size can remain the same. For example, in the new Office, division reception areas will have basically the same physical configuration but will be differentiated graphically.
- **Color.** Now all the walls are the same neutral color. The team plans to break the solid color with more glass and openings and use color and graphics wherever possible to give the building a visual identity.
- **Light.** Goals include providing light fixtures with a lens to diffuse the light, switches to turn off selected lights as needed, and more transparency in the form of open space, glass, color, and maximum utilization of existing windows.
- **Walls.** Resurfacing will cut down on sound transference through walls and echoes that result from the metal walls and high ceilings.
- **“Smart spines.”** A string of power and data outlets along the perpendicular panels of walls will give flexibility in the location of work stations and remove outlets from floors.

- **Circulation.** “It is crucial to separate material handling paths from staff circulation routes,” said Goetz. In the Office of the future, space will be organized in grids with uncomplicated and easy-to-understand patterns that repeat throughout the Office.
- **Consolidation.** Public viewing areas will be consolidated into a single space on the fourth floor. “This will eliminate unnecessary doors, enhance security, orient visitors to the public space, and limit public entrance,” said Noorbakhsh.

A result of the redesign will be a number of gains giving employees space that they did not have before. Employees will have a centralized conference center of up to six rooms on the fifth floor, an enlarged CARP room, consultation rooms in each division, an enclosed pantry, centralized coffee areas, and a centralized copy/fax room.



PHOTO BY KELLY EASTMAN

ABOVE: Leo A Daly facilities design team members (l to r) Saeed Noorbakhsh, Marie Velez, Lida Dersookian, Eileen Elevado, Mercedes Goetz, Mervet Ayad, and Samuel Gyulnazarian.

BACKGROUND: Artist's conception of a proposed Division office reception area.

[IV & V continued from page 1]

work that is already operating at CMM Level 3, the Copyright Office can already feel confident that the system is being built correctly. Nevertheless, even SRA agrees that having an IV & V contractor in place can help to identify anything that they may have overlooked.

Assessment

A statement of work (SOW), which defines the specific IV & V tasks that will be carried out for the Copyright Office, has been prepared. The work will center around assessing SRA deliverables, monitoring system testing with some independent testing, and inspecting the system for compliance with standards. The SOW details the specific deliverables to be assessed and sets time frames for the reviews. Based on our success last year in using government-wide agency contracts (GWAC), the Office will follow that path again in obtaining the IV & V services. Betsy Steele of GSA FEDSIM has been reviewing the several GWACs that are available to the Copyright Office for this type of work. The Office has decided to use the Army Information Technology Enterprise Solutions contract, and the necessary documents to begin the procurement process have been prepared and delivered. The task order is expected to be awarded in June.

Upcoming Events

▶ ALL HANDS MEETING

June 22 · 2:00 pm · Mumford Room

▶ HALLWAY CHATS

On Wednesday, June 23, following the All Hands meeting, staff from the Reengineering Program Office and contract representatives will conduct the first in a new series of Hallway Chats. Stations will be located on the fourth and fifth floors and representatives will be on hand to answer questions, address concerns, and hear ideas from the staff. There will be a station for facilities, for IT, and a combined station for process and organization. Exact locations and times will be announced later.

So, think about what you want to know, or any ideas you would like to share about reengineering and plan to stop by.

  Copyright Office
Reengineering Program

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