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**Headquarters Supreme Allied Command Transformation Norfolk,  
Virginia**



**MARKET SURVEY - REQUEST FOR INFORMATION  
RFI-ACT-SACT-25-13**

This document contains a Request for Information (RFI) call to industry for their input to NATO's requirement for Next Gen Workplace Design Concept

Those wishing to respond to this RFI should read this document carefully and follow the guidance for responding.

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<b>General Information</b>	
Request For Information No.	25-13
Project Title	Next Gen Workplace Design Concept
Due date for questions concerning related information	<b>5:00 pm EST 14 February 2025</b>
Due date for submission of requested information	<b>5:00 pm EST 3 March 2025</b>
Contracting Office Address	NATO, HQ Supreme Allied Commander Transformation (SACT) Purchasing & Contracting Suite 100 7857 Blandy Rd, Norfolk, VA, 23511-2490
Contracting Points of Contact	Ms. Margaret Anderson E-mail: <a href="mailto:Margaret.anderson@nato.int">Margaret.anderson@nato.int</a> Tel: +1 757 747 3699  Ms. Tonya Bonilla E-mail: <a href="mailto:tonya.bonilla@nato.int">tonya.bonilla@nato.int</a> Tel: +1 757 747 3575  Ms. Lou Syms E-mail: <a href="mailto:lou.syms@nato.int">lou.syms@nato.int</a> Tel: +1 757 747 3788
Technical Points of Contact (address all in correspondence)	Name: Mr. Duncan Thomson E-mail: <a href="mailto:Duncan.thomson@nato.int">Duncan.thomson@nato.int</a>
<b>All request for clarifications, questions, and responses to this RFI must be sent via email to all Points of Contact reported above. Individual emails will not be accepted and should not be sent. Contracting and Technical POCs must be included in any correspondence.</b>	

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## 1. INTRODUCTION

The Supreme Allied Commander Transformation's (SACT) priorities for the Headquarters Supreme Allied Command (HQ SACT) workplace is to make readily available differentiated work areas for individuals and teams that are optimized for each core activity. It has been over 20 years since ACT was established. During that time, whilst the Peacetime Establishment has remained static, the depth and breadth of mission has incrementally expanded. This expansion of ACT's mission has affected the workplace and is unlikely to change as the shape and nature of warfighting and warfare development continuously transform. Two transformative events have also shaped HQ SACT's working environment. Firstly, the global Coronavirus led to new ways of working leading to more options for how work is fulfilled. Secondly, NATO has responded to the impact of Russia's attack on Ukraine by implementing a challenging adaptation programme (NATO 2030). NATO 2030 has accelerated growth and production demand and that requires additional workforce to meet NATO priorities.

During 2025 the total number of people working in HQ SACT is expected to rise to over 950. With a maximum of 840 desk spaces, it is readily apparent that new flexibility workplace measures need to be developed. To facilitate new flexibility measures the physical use of available space needs to be reconfigured. Staff surveys and feedback to the chain of command have indicated that there may be better ways of working in HQ SACT. Staff cite the need to move away from standard cubicle workplace layouts to a combination of collaborative workplaces, teamwork spaces, and independent work areas that include the ability to isolate individuals to concentrate on NATO stakeholder virtual meetings. To meet the demands of increased capacity and new ways of working, HQ SACT must use the implementation of the Facilities Lifecycle Plan to leverage both business imperatives.

This Request for Information seeks input on design (redesign) solutions that will modernise the workplace with human-centered, flexible, and tech-enabled solutions while conforming to U.S. DoD regulatory requirements. The RFI intends to solicit best-practice guidance on:

- Redesign approaches for a modern and collaborative working environment
- ROM costs and effort estimates, and
- Infrastructure impacts (i.e. electrical and engineering requirements)

This is an RFI only. This RFI DOES NOT constitute a current RFP nor does HQ SACT offer a firm commitment to issue a future RFP.

The information gathered from this RFI will be used to develop a renovation and modernisation plan for consideration by NATO Stakeholders and, *if approved*, to inform the development of a detailed NCB/RFP, which will include specific requirements and evaluation criteria for vendors to submit formal proposals.

Following this RFI, HQ SACT may issue a National Competitive Bid (NCB/RFP) for the development of a pilot project re-design and implementation to test how the design meets HQ SACT's needs. This RFI shall serve as the basis for developing a bidders list in the event of an NCB/RFP release. **Consequently, respondents are asked to include certification of U.S. DoD-Accreditation in their response.** HQ SACT is not seeking

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proposals at this time; therefore, HQ SACT will not accept unsolicited proposals in respect to this RFI.

Respondents are advised that HQ SACT will not pay for any information or administrative costs incurred in responding to this RFI. The costs for responding to this RFI shall be borne solely by the responding party.

The purpose of this request is to involve industry through collaboration, in an examination of the current marketplace related next generation workspace design.

### 1.1. PROJECT DESCRIPTION

#### 1.2. Background

**1.2.1.** I.A.W HQ SACT's facilities lifecycle plan, HQ SACT 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> floors, approximately 36Kft<sup>2</sup>, are due for renovation and modernization during the 2025/26 period. With an acknowledgment that the number of personnel working inside the headquarters has outstripped the ability to allocate one workspace per one workforce, it has been decided to implement new ways of working in parallel to the renovation of the floors. The initial project will consider the available workplace and incorporate innovative solutions to add flexibility to the workplace and workspace as a pilot project on the 5<sup>th</sup> floor of HQ SACT. The lessons identified from the project will then form inputs to the design of the rest of HQ SACT lifecycle renovations and be shared with NATO stakeholders for their consideration.

#### 1.3. Vision

**1.3.1.** The redesign will be limited to existing floor space; no construction will be required unless the design team present an exceptionally compelling business case. HQ SACT is situated on USN Naval Support Activity Hampton Roads, Norfolk, Virginia, and is subject to US DoD facilities rules and regulations. Given the complexity of issues involved, it is essential that respondents are **professional U.S. DoD-accredited architectural design companies**. It is expected that the proposed design and associated estimated costs for implementation will be submitted to the NATO Investment Committee for approval in early 2025. In this increasingly diverse, complex, quickly evolving, and demanding operational environment, the NATO Enterprise and the Alliance need to enhance their ability to operate across multiple domains to effectively prevent, detect, counter and respond to the full spectrum of threats using all available tools necessary, alongside relevant civilian and military stakeholders. This includes the development and maintenance of MDO related capabilities delivered through changes in doctrine, organization, training materiel, leadership, personnel, facilities, and interoperability.

**1.3.2.** HQ SACT will host site visit and Q&A session on **Friday, 14 February 2024 at 1000** for interested vendors. Companies are requested to submit a request for attendance to the POCs named below. **Attendance at the site visit and Q&A session is not mandatory but highly encouraged to be able to fully respond to this RFI. The site visit will be the final forum for Questions & Answers. All Q&A's will be recorded and published at [www.act.nato.int/contracting](http://www.act.nato.int/contracting) for**

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**transparency.**

**1.4. Objectives**

**1.4.1.** Receive responses to a set of questions to assess options that are immediately available and/or future systems, products, services, technologies, and methodologies pertaining to the redesign of the workplace to increase the productivity utilizing the existing space available, including situational awareness applicable to the military environment.

This RFI is interested in information about materiel and non-materiel solutions in support of the improvement of space utilization. HQ SACT information needs, surveyed with a questionnaire provided at Appendix 1, include but are not limited to:

1.4.1.1. Systems, products, services, applications (and their functionality), interfaces, data, and dependencies on hardware, facilities, and infrastructure.

1.4.1.2. Restructuring, space improvement, processes, personnel, and organization required for the solutions.

1.4.1.3. Availability, readiness, and feasibility of Industrial solutions

**1.4.2.** HQ SACT will review responses to questions to shape the requirement for space redesign. HQ SACT key criteria are outlined here:

1.4.2.1. Improvement of workplace flexibility.

1.4.2.2. Assessment of workspace / work environment conditions.

1.4.2.3. Workplace and workspace designs to include modern ways of working and associated planning considerations and risks.

1.4.2.4. Proposed Design solutions that comply with US federal and state (Virginia) regulatory requirements;

1.4.2.5. Proposed Design solutions that accommodate collaboration, team, and individual working;

1.4.2.6. Design options that include solutions to increase workplace capacity;

1.4.2.7. Resources: Rough Order Magnitude costs for implementing design, including construction, labour, electrical requirements.

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**1.5. Expected Benefits to Respondents**

1.6. Industry participants will have the chance to display and introduce their concepts, products, ideas in an international environment. Industry participants will form bidders list for a potential National Competitive Bid in 2025.

**1.7. Expected Benefits to NATO**

1.7.1. Exposure to, and understanding of, current, emerging, and future solutions in workspace redesign and increasing workforce environment.

**2. REQUESTED INFORMATION**

**2.1. The response(s) to this RFI shall be submitted by e-mail.**

Submissions must include both the Contracting and Technical POCs listed on page 2. HQ SACT reserves the right to seek clarification on submissions.

**2.2. Eligibility to Respond:**

Only NATO Nations, Industry and Academia that originate or are chartered/incorporated within NATO Nations are eligible to respond to this RFI. Companies from Partner Nations who want to participate should collaborate with a primary company headquartered within a NATO Nation.

**2.3. Response Template:**

2.1.1. Provide name, mailing address, overnight delivery address (if different from mailing address), designated point of contact (phone number, e-mail).

2.1.2. Respondents can collaborate with other providers, but all companies/organizations must be clearly identified, and their role/services clearly stated.

2.1.3. Response should include at a minimum, responses to the questionnaire. Please respond to each question and do not disclose any classified information. Please see Appendix 1 for the questions.

2.1.4. In addition to the responses to questions, any available product brochures, specification sheets, photographs, illustration, and technical descriptions that describe your company's current services are welcome. Companies are encouraged not to include marketing informational materials that do not relate to the requested items described in this RFI as it will be discarded; however, responses may include URL links to technical documentation materials (i.e., technical data sheets for products) are welcome.

2.1.5. The document should be single-spaced, have one-inch margins, assume US letter-size (8 1/2 by 11 inches) or European A4 page, use 12-point font, and be formatted for compatibility with Adobe Acrobat Reader (current versions).

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**2.1.6.** Submissions should be named according to the following convention:  
<Respondent company name; maximum of 12 characters>\_NEX GEN WORKSPACE DESIGN\_<date in YYYYMMDD format>.PDF.

**2.1.7. Responses shall not be classified above NATO UNCLASSIFIED.**

## **2.4. Price Estimates**

HQ SACT seeks non-binding Rough Order Magnitude (ROM) price estimates for the sole purpose of estimating programmatic costs and planning funding for future programme proposals/bids. Provision of data, or lack of, will not prejudice any respondent in the event that there is a competitive bidding process later as part of NATO Common Funded Capability Development.

## **2.5. Response Due Date**

Responses to this RFI must be received by **5:00 p.m. EST on 3 March 2025.**

## **3. CLARIFICATIONS AND QUESTIONS**

Inquiries of a technical nature about this RFI shall be submitted by e-mail solely to the aforementioned POCs. Accordingly, questions in an e-mail shall not contain proprietary and/or classified information. Answers will be posted as soon as possible on the HQ SACT P&C website at: <https://act.nato.int/contracting>.

All questions should be submitted by **14 February 25** to allow for appropriate response time prior to the response due date.

## **4. ADDITIONAL INFORMATION**

### **4.1. Non-disclosure Principles and/or Non-disclosure Agreement (NDA) with Third Party Company.**

**4.1.1.** Please be informed that HQ SACT may contract a company to conduct investigation in support of this project. HQ SACT will follow nondisclosure principles and possibly conclude an NDA with other entities involved to protect submitted information from further disclosure. As the third-party beneficiary of this nondisclosure, this RFI serves to inform you how HQ SACT plans to proceed and intent to protect information from unauthorized disclosure. This requires all entities managing the provided information to protect the disclosed information using the highest degree of care that the company utilizes to protect its own Proprietary Information of a similar nature, and no less than reasonable care.

**4.1.2.** The entities managing the received the information shall not, without explicit, written consent of HQ SACT:

- a) Discuss, disclose, publish, or disseminate any Proprietary Information received or accessed under nondisclosure principles and subject to an NDA, if an NDA is

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concluded;

b) Use disclosed Proprietary Information in any way except for the purpose for which it was disclosed in furtherance of the goals of the instant project, collaboration, activity, or contract; or

c) Mention the other party or disclose the relationship including, without limitation, in marketing materials, presentations, press releases or interview.

#### **4.2. Organizational Conflicts of Interest.**

As Procurement/Contracting involves the expenditure of funds allocated by the member nations, we must always strive to maintain trust in and preserve the integrity of the procurement procedures. It is essential that our procedures facilitate transparent and robust competition from industry.

Contractor and subcontractor personnel performing work under an HQ SACT contract may receive, have access to, or participate in the development of sensitive information relating to source selection methodology, cost or pricing information, budget information, and future specifications, requirements or Statements of Work or perform evaluation services that may create a current or subsequent Organizational Conflict of Interests (OCI). Similarly, companies responding to an HQ SACT RFI may create a subsequent OCI determination when pursuing future NATO contracts generated from that RFI.

Each individual contracting situation will of course be examined based on its particular facts and the nature of any proposed contract. The exercise of common sense, good judgment, and sound discretion is required in both the decision on whether a significant potential conflict exists and, if it does, the development of an appropriate means for resolving it.

In anticipation of a future OCI determination, any company either awarded an HQ SACT contract or responding to an HQ SACT RFI while also anticipating bidding on future NATO contracts relating to this work, should consider having a mitigation plan in place to address or mitigate any OCI concerns now or in the future.

#### **4.3. Handling of Proprietary Information**

Proprietary information, if any, should be minimized and clearly marked as such. HQ SACT will treat proprietary information with the same due care as the command treats its own proprietary information. HQ SACT will exercise due care to prevent its unauthorized disclosure. Please be advised that all submissions become HQ SACT property and will not be returned.

**4.4. Exceptions to Obligations.** The entities receiving the information may disclose, publish, disseminate, and use Proprietary Information:

a) To its employees, officers, directors, contractors, and affiliates of the recipient who have a need to know and who have an organizational code of conduct or written agreement with the recipient requiring them to treat the disclosed Proprietary Information in accordance with nondisclosure principles and the NDA (if executed);



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b) To the extent required by law; however, the company receiving the information will give HQ SACT prompt notice to allow HQ SACT a reasonable opportunity to obtain a protective order or otherwise protect the disclosed information through legal process that is:

- demonstrated in written record to have been developed independently, or
- already in the possession of the company receiving the information without obligation of confidentiality, prior to the date of receipt from HQ SACT, or
- disclosed or used with prior written approval from HQ SACT, or
- obtained from a source other than HQ SACT without obligation of confidentiality; or publicly available when received.

**4.5. Any response to this RFI is considered to establish consent to this process. A copy of the NDA, if or when concluded, can be provided on request.**

## **5. Follow on Procurement**

Issuance of a National Competitive Bid / Request for Proposal resulting from this RFI is not guaranteed. The Purchaser's decision to issue an NCB/RFP will be based on concept approval and budget availability. HQ SACT may also opt to procure elements recommended using other procurement processes, including by procuring solutions off the shelf or with limited customisation on a commercial basis where appropriate.

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APPENDIX: RFI-ACT-SACT-25-13 – QUESTIONNAIRE

Company Name	
Company Address & Phone #	
Company Web page	
Company POC	
Company POC E-mail & Phone	
DoD Accreditation Confirmation	

**1. Instructions**

1.1. Respondents to the Request for Information (RFI) should complete the questionnaire below. Please respond to every question.

Features of Interest:

1.2. HQ SACT may contact some of the participants to clarify the ambiguities about their responses.

**2. Questions**

2.1. Based on the preliminary information provided, how do you interpret the overall goal of redesigning the 3rd through 5th floors of the NATO HQ SACT building? What key challenges do you anticipate?

2.2. What design principles or philosophies would you apply when redesigning these floors to best align with the mission of NATO HQ SACT and its organizational culture?

2.3. How do you plan to optimize space usage on each floor to meet the varying needs of NATO personnel (e.g., offices, collaborative spaces, conference rooms, and multi-purpose areas)?

2.4. What strategies would you recommend for creating a flexible, future-proof workspace that can adapt to the evolving needs of the organization over time?

2.5. How will your design approach ensure compliance with accessibility standards and local building codes (e.g., ADA, fire safety, etc.) for all users of the space, including staff, visitors, and any specific requirements of NATO?

2.6. What technological solutions or innovations do you propose integrating into the design to enhance efficiency, communication, and security? How would you ensure seamless integration with NATO's existing infrastructure?

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2.7. How would you incorporate sustainable design elements into your proposal? Please provide examples of energy-efficient materials, systems, and practices you would recommend for this project.

2.8. NATO HQ SACT places a high value on collaboration. How would you design shared spaces (e.g., meeting rooms, lounges, collaborative areas) to foster teamwork while maintaining privacy and confidentiality where necessary?

2.9. Given the sensitive nature of NATO operations, what security features or design elements would you incorporate to ensure the protection of personnel, assets, and information on these floors?

2.10. What is your approach to balancing design quality with budgetary constraints? How would you ensure the project stays on track and meets key milestones within the expected timeline?

2.11. What is your approach to addressing the necessary multi-national cultural and mindset changes needed to implement a modern office design anticipated in question 2.8?

