



## **THORNBURG INVESTMENT MANAGEMENT HEADQUARTERS** SANTA FE, NM

Thornburg Investment Management sought to create a healthy, sustainable “building of excellence” that would inspire employees to do great work while efficiently adapting to frequent moves within the company. The resulting environment goes above and beyond, even earning a LEED® Innovation in Design Credit for exceptional performance.



**Waste calculations applied the 36 percent churn rate to 69 proposed private offices, resulting in moves affecting an estimated 24.8 offices each year.**

Building System	Waste Per Move	Waste Per Year
Conventional walls and overhead air	904.4 lbs	4,493 lbs
Moveable walls and underfloor air	4.7 lbs	116.7 lbs

“Using building technologies such as demountable walls and underfloor air distribution can significantly reduce environmental impacts, by reducing the amount of waste generated and as well as reducing the negative impacts on indoor air quality.”

—Caryn Grosse and Julie Walleisa, Dekker/Perich/Sabatini

The Thornburg Investment Management team knew that creating a sustainable environment to support their valuable employees was a primary objective for their new headquarters. However, to Thornburg, true sustainability rested as heavily on long-term adaptability as other more familiar environmental initiatives.

After all, the investment management industry experiences a high rate of churn, mostly attributed to employees moving within the company. Upwards of 36 percent of their team members are expected to change workspaces each year.

A study of the environmental impact of employee moves conducted by collaborating architect Dekker/Perich/Sabatini compared waste generated by fixed-in-place construction with overhead air systems to moveable walls with raised flooring and underfloor air distribution systems. In addition to

air quality issues relating to demolition, sanding, and the use of new paint and adhesives, the team found an astonishing difference in the amount of waste generated by employee churn.

Of course, not all moves result in construction. According to the IFMA Space and Project Management Benchmarks Report, only 21 percent require rebuilding. Thus, five offices would likely be reconstructed each year, generating nearly 4,500 pounds of waste. Reconfiguring moveable walls and underfloor air for all 25 moves, however, would reduce waste by 97 percent.

This data made the choice of an interiors partner easy. Only Organic Workspace™ solutions from Haworth offered the seamless functional and aesthetic integration of walls, systems, floors, and furniture, as well as design flexibility not available in other product lines. Haworth’s built-in adaptability allows Thornburg to reallocate and reconfigure space with minimal waste and downtime, and without compromising the integrity of the overall design.

The use of Haworth’s integrated, adaptable products not only contributed to LEED Gold certification for the Thornburg Campus, but they helped the project earn a LEED Innovation in Design Credit for reducing the environmental impact of churn—the first ever for a solution of this type.



Top: Interior private offices feature Enclose moveable walls with glass panels to minimize reconstruction waste and allow daylight to pour in.  
 Bottom left: Meeting areas of various sizes can be found throughout the building, so a well-equipped, impromptu gathering space is always close by.  
 Bottom right: TecCrete flooring allows modular power, voice, and data to be efficiently routed and reconfigured throughout the open plan. Underfloor air distribution to individual workers ensures exceptional comfort.



\* Please note that some products shown are not manufactured by Haworth.



Top: In addition to providing much-needed nearby storage, X Series files wrapped in Patterns enclosures help add rhythm and interest to the space.

Bottom: Dedicated file rooms at the building's interior satisfy workers' needs for easy-to-access, lockable storage.

#### CUSTOMER PROFILE

Based in Santa Fe, Thornburg Investment Management is an employee-owned firm that manages six equity funds, nine bond funds, and portfolios for select institutions and individuals. Founded in 1982, as of late 2009 the company has approximately \$48 billion in assets under management.

#### HAWORTH PRODUCT

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#### ARCHITECT & DESIGN FIRM

Design Architect:  
 Legorreta + Legorreta  
 Mexico City, Mexico

Collaborating Architect:  
 Dekker/Perich/Sabatini  
 Albuquerque, New Mexico

#### HAWORTH FURNITURE DEALER

Contract Associates  
 Albuquerque, New Mexico



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**CLIENTSPACES**