



## Federal Aviation Administration

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### Memorandum

Date: OCT 26 2010

To: Managers, Executive Operations  
Logistic Service Area Managers  
Real Estate Managers

From:  Mamie Mallory, Director, Aviation Logistics Organization, ALO-1

Subject: Memorandum of Administrative Spaceholder's Management Council

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The Administrative Spaceholder's Management Council (ASMC) was established to effectively manage and maintain quality work environments for staff and management personnel. The first priority was establishment of the *Standard Operating Procedure (SOP) for Administrative Space Guidance* (FAST/Acquisition Management System (AMS) at 2.4.1.1, Appendix A). Subsequently, Space Order 4665.4 was signed by the Administrator and has been submitted to the FAST/Acquisition Management System (AMS).

Lines of Business or Staff Offices seeking ASMC approval for administrative space projects will adhere to Order 4665.4 Appendix A Standard Space Guidelines. Any requirements that change the leased space (either increase or decrease the leased area) or any reconfiguration of current leased space will require a Business Case. Facility projects are classified in two general categories; Major Projects (page 6 of the Order) that have expected costs in excess of \$500,000 over the entire term of the lease are submitted to the Director, Aviation Logistics Organization (ALO-1) for review prior to submission to ASMC for approval. ALO-1 will sign when approved. Minor Projects (page 7 of Order) that have expected costs under \$500,000 over the entire term of the lease and are submitted to the Regional Space Council for review and approval.

At the present time, a Business Case is *not required* for offices that contain Administrative Space where all of the following conditions apply:

- the lease is expiring and there is a continuing need established by the LOB,
- the leased space location remains the same,
- the leased space remains configured the same,
- the lease terms and conditions remain the same, except where the Real Estate Contracting Officer (RECO) determines that:

- compensation could change (rent paid),
- the lease term will change (beginning and ending dates)

This procedure could change if the ASMC determines a change is needed.

Census data (number of employees and contractors in leased space) is required from the Real Estate Contracting Officer (RECO) or Executive Operations personnel responsible for GSA leases. The Facilities Management Division (ALO-100) requests that the census data be attached to and become part of an existing GSA operating agreement. At the present time, non-GSA direct leases will require census data by the end of FY-2011. Census data will include:

- only personnel on board as of the date of submission,
- only personnel assigned to the office location submitting the count,
- only vacant or proposed new positions that are approved, funded and verified by ABU will be provided to the RECO by the Line of Business responsible for each office.



U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION  
National Policy

**ORDER**  
**4665.4**

Effective Date:  
07/13/10

**SUBJ:** FAA Administrative Spaceholder's Management Council Standard Operating Process, Procedures and Guidelines

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1. **Purpose of this order.** The purpose of this order is to define the processes and procedures for ensuring a consistent application of the FAA's guidelines on standard administrative office space in order to achieve the agency's target utilization for administrative office space.
2. **Audience.** This order applies to those individuals who occupy administrative office space and to those who are responsible for planning, implementing, or maintaining FAA administrative office space. This order also applies to grantees, consultants, licensees, and any other person or entity, domestic or foreign, who has a formal written agreement with the FAA to plan, implement, or maintain FAA administrative office space.
3. **Where can I find this order?** You can find this order on the Directives Management Information System (DMS) Website: [https://employees.faa.gov/tools\\_resources/orders\\_notices/](https://employees.faa.gov/tools_resources/orders_notices/)
4. **Explanation of policy.** This order defines the operating process and procedures for the FAA Administrative Spaceholder's Management Council and its subordinate Councils in the Regions and Centers.
5. **Assumptions and Critical Success Factors.** Underlying assumptions for successful implementation of the Administrative, Regional, and Center Spaceholder's Management Councils include:
  - a. Establishment of and participation in Spaceholder's Management Councils at FAA Headquarters, FAA Regional Offices, the ATO Service Areas, the William J. Hughes Technical Center (WJHTC), and the Mike Monroney Aeronautical Center (MMAC)-the primary FAA organizations that use administrative office space
  - b. Participation by all lines of business (LOBs) and Staff Offices
  - c. Open and candid discussions
  - d. Consistent standard business case assessments to justify administrative space requests and to demonstrate their alignment with corporate needs
  - e. A clearly defined organizational mission in each business case
  - f. Development and implementation of a strategic, agency-wide master space plan
  - g. Council meetings conducted quarterly (but the chairs of the ASMC and of the Regional Space Management Councils (RSMC) have the authority to convene an out-of-cycle council meeting)
  - h. Supplemental council meetings scheduled as necessary to address time-critical projects or to avoid creating a backlog of projects

## **6. Administrative Spaceholder's Management Council Membership and Structure.**

**a.** Representatives from the organizations with the largest populations comprise the core membership of the ASMC. Additional members will be drawn from smaller LOBs and staff offices, as necessary. Membership is limited to the Senior Vice President (SVP) of the Air Traffic Organization (ATO), Associate Administrators, and Assistant Administrators or their deputies. Each member has one vote in decisions regarding administrative office space within the entire FAA. The ASMC should adopt a consensus-based decision-making process. The Assistant Administrator for Regions and Center Operations (ARC) will serve as the Chairperson, and the Director of Aviation Logistics Organization (ALO) will serve as the Secretariat for the ASMC. The SVP and Assistant and Associate Administrators (or deputies) listed below will serve as core members of the ASMC.

- 1) Air Traffic Organization (ATO) SVP
- 2) Associate Administrator for Airports (ARP)
- 3) Associate Administrator for Aviation Safety (AVS)
- 4) Assistant Administrator for Financial Services (ABA)
- 5) Assistant Administrator for Human Resource Management (AHR)
- 6) Assistant Administrator for Aviation Policy, Planning, and Environment (AEP)
- 7) Assistant Administrator for Security and Hazardous Materials (ASH)
- 8) Assistant Administrator for Information Services (AIO)

**b.** The following LOBs and staff offices may be asked to serve on the ASMC, as necessary:

- 1) Assistant Administrator for Civil Rights (ACR)
- 2) Chief Counsel (AGC)
- 3) Assistant Administrator for Government and Industry Affairs (AGI)
- 4) Assistant Administrator for Communications (AOC)
- 5) Assistant Administrator for International Aviation (API)
- 6) Associate Administrator for Commercial Space Transportation (AST)

**Note:** The FAA must comply with all of its statutory and contractual bargaining obligations related to workspace size and/or moves. Although the intent of the guidelines in this order is to use administrative office space effectively, the guidelines on workspace size in no way diminish the Agency's bargaining obligations on this issue.

**c.** The ALO will provide cost estimates and technical and logistical assistance and guidance, as requested.

d. Administrative Spaceholder's Management Council Organizational Chart (See Figure 1).

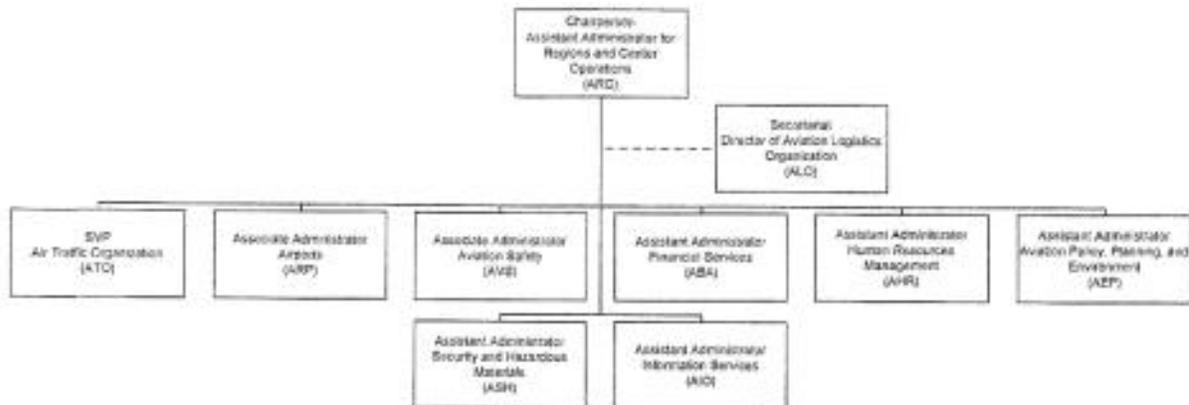


Figure 1. Administrative Spaceholder's Management Council

7. Regional/Center Spaceholder's Management Council Membership and Structure.

a. Representatives from the Regional or Center organizations with the largest populations (for example, MMAC and WJHTC) will comprise the core membership on the Spaceholder's Management Councils. Additional members will be drawn from smaller LOBs and staff offices, as necessary. Membership is limited to the representatives from the Regional or Center Management Team. Each member has one vote in decisions regarding administrative office space within the Regional or Center workplace. The RSMC/CSMC should adopt a consensus-based decision-making process. The Deputy Regional Administrator and Center Directors will serve as the Chairpersons of their respective Councils. The Regional Logistics Representative (RLR) will serve as the Secretariat for the RSMC, and the Center Facilities Manager (CFM) will serve as the Secretariat for the CSMC. Each RLR will be appointed by the RSMC/CSMC Chair. The individuals listed below will serve as core members of the RSMC/CSMC:

- 1) Deputy Regional Administrator/Regional Executive Manager/Center Director
- 2) Regional/Center Representative for Air Traffic Organization (ATO)
- 3) Regional/Center Representative for Airports (ARP)
- 4) Regional/Center Representative for Aviation Safety (AVS)
- 5) Regional/Center Representative for Security and Hazardous Materials (ASH)
- 6) Regional/Center Representative for Human Resource Management (AHR)

b. The following LOBs and Staff Offices may be asked to serve on the Spaceholder's Council, as necessary:

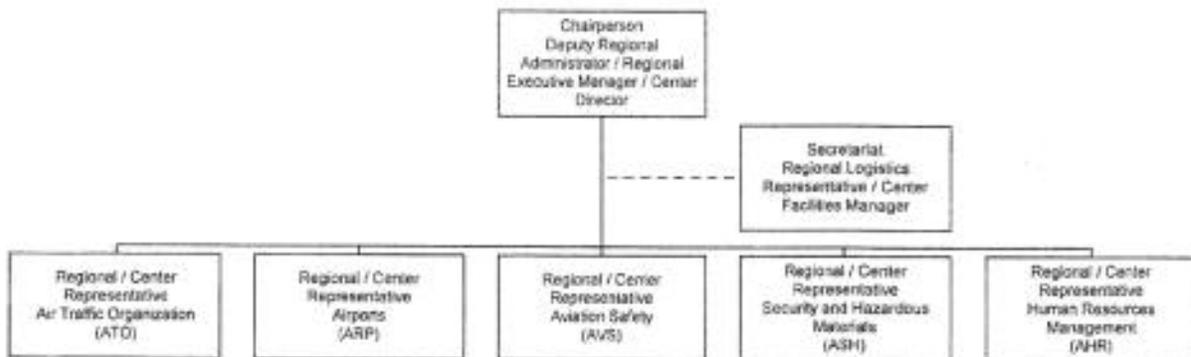
- 7) Regional/Center Representative for Assistant Administrator for Civil Rights (ACR)
- 8) Regional/Center Representative for Chief Counsel (AGC)

**Note:** The FAA must comply with all of its statutory and contractual bargaining obligations related to workspace size and/or moves. Although the intent of the guidelines in this order is to use administrative

office space effectively, the guidelines on workspace size in no way diminish the Agency's bargaining obligations on this issue.

- c. The ALO will provide cost estimates and technical and logistical assistance and guidance, as requested.

d. Regional, MMAC, and WJHTC Spaceholder's Management Council Organizational Chart (See Figure 2).



**Figure 2. Regional/Center Spaceholder's Management Council**

**8. Spaceholder's Management Council Determination and Review Processes.** Figures 3, 4, 5, and 6 illustrate how a project is categorized as being either "major" or "minor" and how the project's business case is submitted for review and approval by the ASMC or RSMC/CSMC. The Business Case Justification (Appendix C) captures relevant information about the project. The RLR/CFM/Executive Operations Representative (herein after referred to as the Exec Ops) can use this information in a decision tree (displayed below) to determine which type of project should be submitted for review and approval.

a. Decision Tree - Differentiating A Major Project from a Minor Project (The decision tree should be used by ALO, the Regional Logistics Representative, the Center Facilities Manager, or the Executive Operations Representative and recorded in the Business Case Justification.) (See Figure 3)

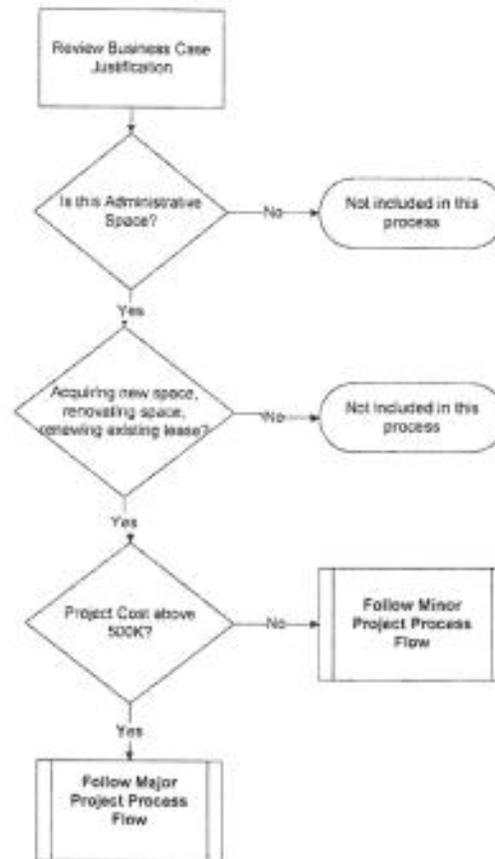
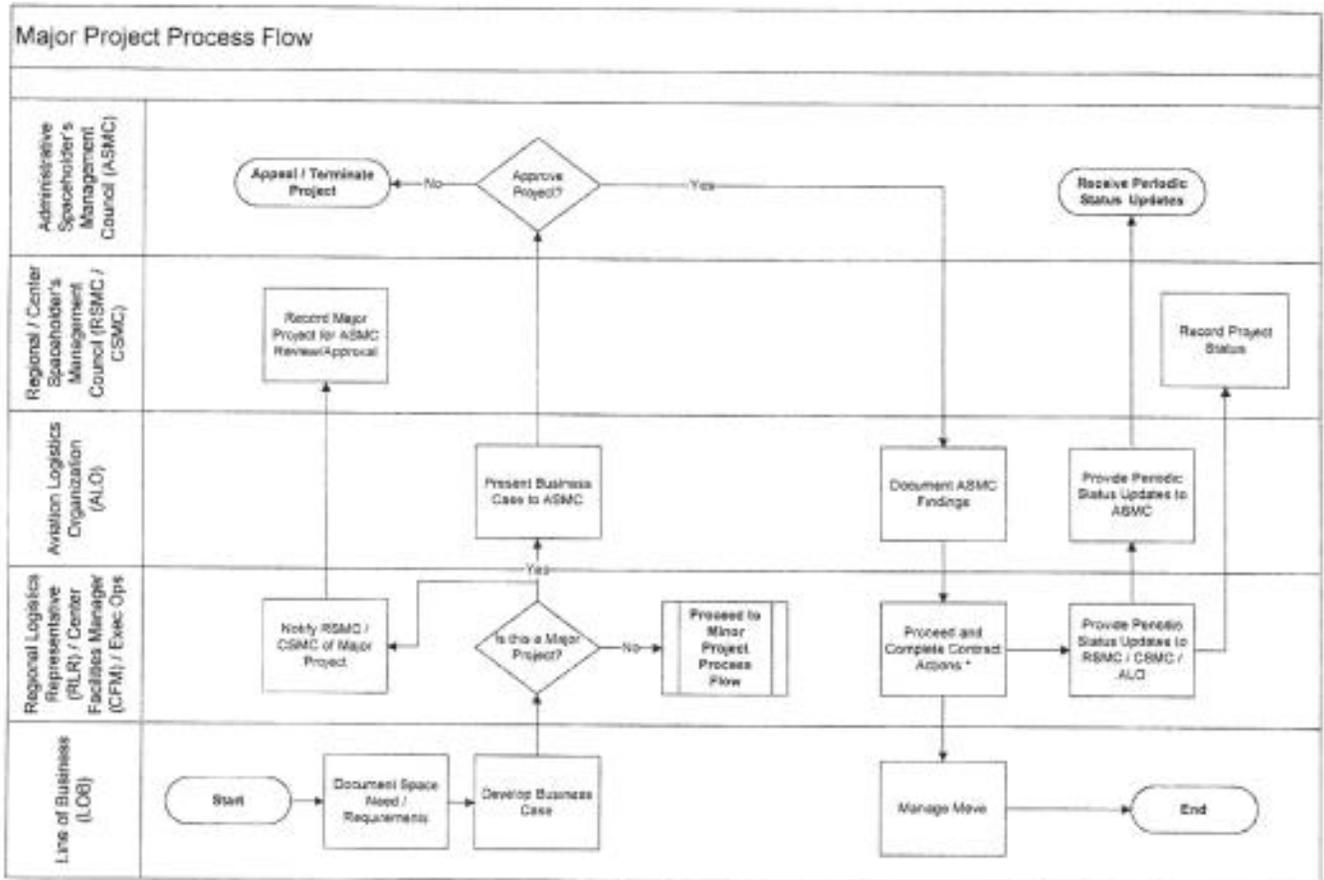


Figure 3. Decision Tree for Determining Project Type

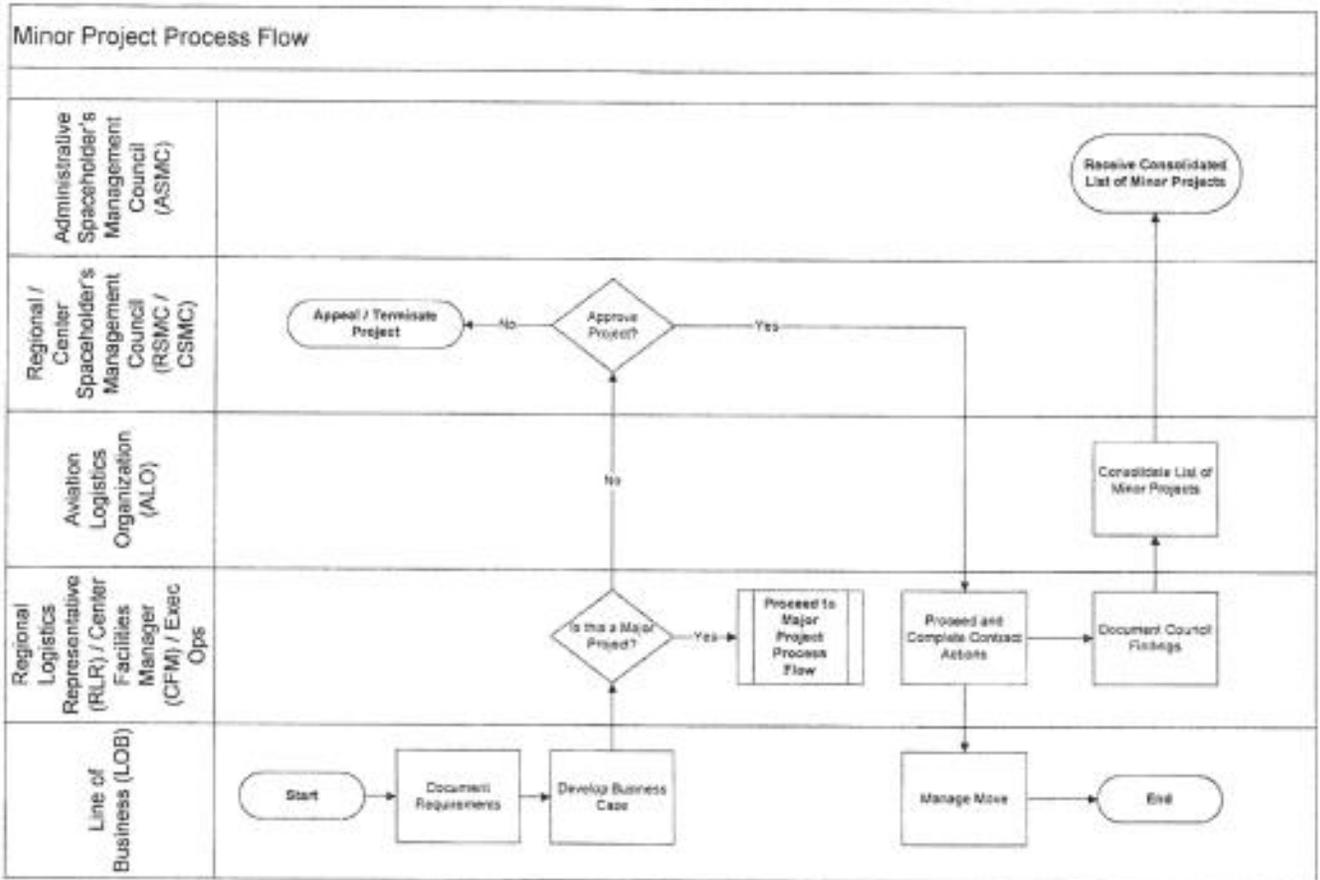
**9. Project Size and Complexity.** Facility projects are classified into two general categories: major projects and minor projects.

**a. Major Project.** A major project is a project that is expected to cost \$500,000 or more. For leases, GSA or FAA-Direct, this threshold is to be applied to the entire term of the lease, including the option years. Major projects include all GSA prospectus projects, GSA or FAA space acquisitions, and space renovation projects that meet the cost threshold. Major projects require a formal review and approval by the ASMC. The figure below depicts the approval process for a major project (See Figure 4).



**Figure 4. Major Project Process Flow (Projects Requiring ASMC Approval)**

**b. Minor Project.** A minor project is a project that is estimated to cost less than \$500,000. Minor projects require a formal review and approval by the RSMC/CSMC. A consolidated list of minor projects approved at the Regional level must be presented in summary to the ASMC during quarterly meetings. The figure below describes the approval process for a minor project (See Figure 5).



**Figure 5. Minor Project Process Flow (Projects Requiring RSMC/CSMC Approval)**

**Note:** Funding for projects is the responsibility of each LOB/Staff Office unless corporate funding is requested and is available. The RLR/CFM/Exec Ops is responsible for elevating major projects to the ASMC for its review.

**10. Decision and Appeals.**

**a. Decisions of the Administrative and Regional/Center Spaceholder's Management Councils.** Within 15 days following the quarterly meeting of each Council, a summary Record of Decisions (ROD) will be provided to Council membership. The Council will notify the SVP, Associate/Assistant Administrator, Center Director, or Representative affected by the decisions of the Council of actions to be taken and provide a tentative schedule or indicate when a schedule will be provided for the work to be accomplished.

**b. Appeals to the Decisions of the Administrative or Regional/Center Spaceholder's Management Councils.** Any ROD may be appealed to the Assistant Administrator for Regions and Centers for ASMC decisions, the Regional Administrator for RSMC decisions, or the Center Directors for CSMC decisions within 10 days of the date of the ROD announcement. Appeals for each ROD may only be heard once by the respective Council.

**c. Council Responsibilities.** Each Council will be responsible for making decisions consistent with agency policy, guidance, and standards or other regulations affecting the utilization of administrative office space and building infrastructure within the FAA workplace, including the MMAC and WJHTC. The quarterly Council meetings will focus on analysis-driven decision making. Detailed analyses of the space management portfolio of the LOBs and Staff Offices will guide the decision-making process. During its meetings, the Council will be responsible for:

- 1) Ensuring consistency in the application of corporate guidelines for space allocations;
- 2) Approving or disapproving new space acquisitions, renovations, and lease renewals;
- 3) Reviewing the status of major and minor projects, as appropriate, to ensure that timelines, costs, and resources are maintained within the bounds of the approved project budget; and
- 4) Reviewing the feasibility, affordability, and timelines of emerging space projects.

**d. Responsibilities of ALO/RLR/CFM/Exec Ops.** Prior to scheduled meetings, the ALO/RLR/CFM/Exec Ops staff and support personnel will analyze the space management portfolio and develop recommendations for the Council to consider, if so requested. Specific responsibilities of ALO/RLR/CFM/Exec Ops will include:

- 1) Reviewing and analyzing baseline administrative space portfolios of LOBs/Staff Offices;
- 2) Requesting specific requirements for space from LOBs/Staff Offices;
- 3) Reviewing the business cases, completing an evaluation and forwarding a recommendation to headquarters;
- 4) Obtaining feedback on recommendations from LOBs/Staff Offices;
- 5) Overseeing work on the "FAA Administrative Space Management Plan," including:
  - a. Reviewing operational requirements and providing recommendations to LOBs/Staff Offices on the "FAA Administrative Space Management Plan,"
  - b. Working with the LOBs/Staff Offices to implement the "FAA Administrative Space Management Plan," and
  - c. Monitoring and updating the "FAA Administrative Space Management Plan", as necessary, and using information for future space management decision making; and
- 6) Ensuring that building infrastructure issues are analyzed and that recommendations are prepared for the Spaceholder's Council consideration and approval.

**e.** This information will develop the basis for how the Council accomplishes its tasks of approving or resolving issues relating to administrative office space within the FAA workplace.

## 11. Responsibilities of the Secretariat

- a. Prepare agenda and coordinate quarterly meetings
- b. Administer and maintain action items list
- c. Prepare briefings for the Chairman
- d. Receive, for the purpose of coordination and meeting planning, briefings and presentations of other Council members and/or working group chairs in a timely manner
- e. Retain LOB-provided business cases for historical record
- f. Manage, arrange, notify, and publish Council meetings and schedule
- g. Provide meeting minutes to all salient parties within 10 business days
- h. Provide oversight and management to support contractor team, as required
- i. Receive and disseminate minutes and other information from ASMC and RSMC
- j. In the case of the RSMC/CSMC Secretariat, provide information about the status of its work to the ASMC Secretariat, as required
- k. Provide administrative support and maintain ROD database or files
- l. Support development of agency's five-year facility/space management plan

## 12. Requesters (LOBs/Staff Offices)

a. **Overview of Requesters' Responsibilities.** LOBs or Staff Offices seeking approval for modified workspace, additional workspace, or new workspace are responsible for working with ALO in headquarters, with RLR and/or Executive Operations for Regions/Centers or Field Offices, and with facility management offices in MMAC and WJHTC who manages the space.

### b. Specific Responsibilities of Requesters.

The requesting organization will:

- 1) Develop and justify space requirements for new or modified space assignments for presentation to the Spaceholder's Management Council.
- 2) Contact the appropriate offices to determine the requirements for information technology, telecommunications support, equipment and furnishings, and physical moves.
- 3) Look at other FAA offices with the intent of sharing resources such as conference rooms and telecommunications equipment.
- 4) Consider such issues as movements affecting bargaining unit employees and accommodations for persons with disabilities. ALO will utilize the business case provided by the Region/Center to present the new request to the Council.

## 13. The Space Acquisition/Modification Business Case Justification.

a. **Preparation of Business Case.** LOBs and Staff Offices seeking approval for space projects will provide a completed Space Acquisition/Modification Business Case Justification (hereinafter referred to as the Business Case) to their respective RLR, CFM, or Exec Ops, who will make a presentation to the appropriate Council during the next quarterly meeting. The meetings are informal.

**b. Presentation of Business Case.**

1) The purpose of the presentation is to provide information to the Council and to seek support for the space that is being requested.

2) A sample format for a business case that describes the requirements and provides justification can be found in Appendix C (FAA Form 4665-7 located [https://employees.faa.gov/tools\\_resources/forms/](https://employees.faa.gov/tools_resources/forms/)). The LOB or Staff Office making the request can provide any additional backup data or information that will support the business case presentation.

3) For all major project business cases, the RLR/CFM/Exec Ops representative will forward the business case to the Council's Secretariat for review 2 weeks prior to the announced meeting date. The Secretariat will, in turn, provide copies of the business case to members of the Council prior to the scheduled meeting.

4) For all minor project business cases, the RLR, CFM, or Exec Ops, who acts as the Secretariat for their respective Regional and Center Council, will present the case to the Regional/Center Council with support from the requesting LOB. The RLR/CFM/Exec Ops representative must then report the decisions made by the RSMC/CSMC to the Secretariat of the ASMC.

**c. Supporting Documentation: Floor Plan.** A floor plan, if available, showing the location of various offices, workstations, conference rooms, and common areas should be included with the business case. The floor plan should identify the space classification for each area on the floor plan. The purpose of the floor plan is to give the Spaceholder's Council a visual understanding of what the organization's goal and vision are relative to the request. Refer to Appendix B (Basic Space Guidelines) for general information regarding the standard sizes of office space, workstations, conference rooms, and common areas.

**d. Cost Estimates.** The business case requires a rough cost estimate for construction, equipment, furniture, communications enhancements, and other amenities. The estimate provides an initial assessment regarding the scope and magnitude of the work to be accomplished. In addition, it creates an awareness of the funding requirements for both the requesting organization and other organizations affected by the plan. Each LOB or Staff Office is responsible for developing a plan for funding unless corporate funding has been requested and is available. Real Estate Contracting Officers (RECOs) are expected to collaborate with LOB representatives to complete business cases, as the LOB will not likely have access to all cost information and analysis (market surveys, available existing space, lease costs, construction costs, etc.) that would support the recommendations found in the business case.

**e. Discussion.** Following the presentation, issues such as funding, space guidelines, assumptions, and dates can be clarified through discussion. The ALO/RLR/CFM/Exec Ops will provide information regarding the design, construction, furniture, and equipment installation processes. In addition, they will explain applicable General Services Administration (GSA) regulations and governing procedures.

**f. Content of the Business Case.** The following material describes the various elements that must be included in the Business Plan. See Appendix C for an example of a Space Acquisition/Modification Business Case Justification.

1) Executive Summary. Briefly summarize the problem statement, alternatives considered, expected results, and recommendation. This section should not exceed one-half page.

2) Background. Provide any background information or course of events that led to the need for this business case and the associated decision/recommendation.

3) Mission Need and Requirement. State the need and requirement of this business case and justify why the proposed solution should be implemented (e.g., requirements, telecommuting, storage requirements, cost analysis breakdown, alternatives, length of occupancy, annualized dollar amount, square footage, staffing numbers, compliance with space standards, floor plan drawings, etc.).

4) Assumptions. List and describe any assumptions relevant to achieving the recommended solution.

5) Constraints. List and describe limiting factors or constraints relevant to achieving the recommended solution.

6) Cost Analysis. Provide a supporting cost estimate for implementing the proposed recommendation/solution. Include, if available, a cost comparison of different alternatives for the solution.

7) Space Fees and Other Expenses. Provide a description of the various fees and expenses that the organization will have to sustain under the proposed recommendation/solution. Examples include: shell rental-rate increases, operating-cost increases, lease expirations, the impact of step increases, PBS fee charges, parking increases or decreases, joint-use changes, estimated tax increases, basic security charges, building-specific operating security charges, etc.

8) Implementation Schedule. Provide the implementation timeline and duration of the proposed recommendation/solution.

9) Recommendation. Provide recommendations based on the analysis above. Ensure that your conclusion touches upon the business objectives, outlines all of the decision criteria included, and explicitly states the metrics, results, and findings.

10) Basic Project Information. Provide basic project information that describes the proposed effort, including estimated project cost, start date, end date, duration, and U/R impact; total usable square feet affected; total usable square feet added or removed; workstation space requirements exemption (Y/N); and type of space: major or minor project.

11) Summary of Disposition. Provide a summary of the review/approval of the project from the Council.

12) Approvals. Provide names, dates, and signatures of the sponsor who submits the proposal and the Council chair who approves it.

#### **14. Scheduling and Planning.**

a. After a major project has been approved, the Center Secretariat (See Section 8a above for the identification of the different secretariats) will manage all aspects of the project and will keep the customer organization informed of the project status, schedule, and cost changes through a mutually agreed-upon communications plan. If the project is a new Regional Office prospectus, it will be handled by both the logistics organization and Exec Ops.

b. The staff will use the Lease Template Action Plan (LTAP), a Microsoft® Project tool, to report project progress and as the basis for all execution plans. Staff can modify the LTAP as needed, based on the scale and scope of the project.

c. A copy of the project plan will be provided to ALO. Logistics or Exec Ops for Regions and Centers or Field Offices will maintain liaison with ALO throughout the life cycle of the project. The Design and Construction Project Plan, in Appendix A, depicts a typical planning summary. Soft copies of the LTAP must be posted on the Space Management KSN Site:  
<https://ksn.faa.gov/km/arc/Logistics/realproperty/default.aspx>

d. Once the project plan has been developed and the engineering drawings have been completed and approved, any changes requested may cause considerable and undesired delays in the project timeline. In addition, changes to construction contracts may result in increased project costs that may, in turn, jeopardize future work for other organizations.

e. Once a project has been approved, changes that result in major cost increases or excessive project delays may need to be reviewed by the Spaceholder's Management Council. The requirement for this review will be coordinated among the requesting office, ALO and/or Exec Ops - Building Services Team.

**Note:** The LTAP will be reviewed annually, and any significant changes and/or updates will be vetted through the Spaceholder's Management Council.

## 15. Background.

a. The FAA continues to strive to be one of the federal government's most desired places to work. It achieves this goal by effectively managing and maintaining quality work environments for staff and management. The FAA currently occupies approximately 8 million square feet of administrative space. Managing a portfolio of this size requires the implementation of standard policies, processes, and procedures that leverage FAA corporate resources. The Administrative Spaceholder's Management Council (ASMC) plays an important role in this process by providing guidance, oversight, and stewardship of administrative space and its efficient use.

b. In today's complex environment the efficient, fair, and equitable distribution of space can only be accomplished through a corporate management approach that best serves the Agency. It is the goal of the Spaceholder's Management Council to assist in planning for the efficient and effective use of workspace in crowded surroundings and to develop a process that provides a simple, but fair, corporate-wide solution. This approach to managing workspace can only succeed with the assistance and cooperation of each organization within the FAA.

c. The Acquisition Management System (AMS) Real Estate Guidance Paragraph 2.4.1-Appendix A: Administrative Space Guidance will be updated annually to incorporate the standard sizes outlined in Appendix B.

**16. Distribution.** This order is distributed to FAA Headquarters, FAA Regional Offices, and other FAA facilities (including the WJHTC and the MMAC), and to all LOBs and Staff Offices that occupy administrative office space.



J. Randolph Babbitt  
Administrator

## Appendix A: Sample Design and Construction Project Plan

The figure below depicts a sample project schedule that outlines the steps and stages that are included in a major space project and the approximate days needed to complete each milestone. The sample project plan included is that of a GSA prospectus-level project.

WBS	Task Name	Duration	Start	Finish
1	Lease Process Start Date	1 day	Thu 11/15/07	Thu 11/15/07
2	<b>GSA Lease Process</b>	<b>949 days</b>	<b>Thu 11/15/07</b>	<b>Tue 7/5/11</b>
2.1	RECO Lease Management Process	5 days	Fri 11/16/07	Thu 11/22/07
2.2	LOB Requirements Generation	6 days	Thu 11/22/07	Thu 11/22/07
2.3	<b>Define and Document Requirements</b>	<b>158 days</b>	<b>Thu 11/15/07</b>	<b>Thu 6/23/08</b>
2.3.1	Document Special Requirements (Specs)	14 days	Fri 11/30/07	Wed 12/19/07
2.3.2	Identify Delineated Area	5 days	Thu 12/20/07	Wed 12/19/07
2.3.3	GSA provides Draft Occupancy Agreement (OA) to RECO	1 day	Thu 12/27/07	Wed 12/27/07
2.3.4	GSA provides Scoring Evaluation to RECO	1 day	Fri 12/28/07	Fri 12/28/07
2.3.5	GSA provides Broker contact information to RECO	1 day	Mon 12/31/07	Mon 12/31/07
2.3.6	Work with LOB to determine if requirements require new space or renewal	5 days	Tue 1/1/08	Mon 1/7/08
2.3.7	LOB populates Space questionnaire (if applicable)	1 day	Tue 1/8/08	Tue 1/8/08
2.3.8	Submit space questionnaire to RECO	1 day	Wed 1/9/08	Wed 1/9/08
2.3.9	Develop SF-81	3 days	Thu 1/10/08	Mon 1/14/08
2.3.10	RECO provides SF-81 to Logistics Service Area Manager (LSAM) for concurrence	2 days	Tue 1/15/08	Wed 1/16/08
2.3.11	Develop justification statement	1 day	Thu 1/17/08	Thu 1/17/08
2.3.12	RECO provides SF-81 and Business Case (justification package) to ALO-100	1 day	Fri 1/18/08	Fri 1/18/08
2.3.13	<b>Assessment from Headquarters LOBs</b>	<b>20 days</b>	<b>Thu 5/22/08</b>	<b>Wed 6/18/08</b>
2.3.14	Develop Administrative Space Project Document (ASPD) with LOB	1 day	Thu 6/19/08	Thu 6/19/08
2.3.15	Provide ASPD to the LSAM for review	1 day	Fri 6/20/08	Fri 6/20/08
2.3.16	LSAM approves ASPD and forwards to ALO-100	1 day	Mon 6/23/08	Mon 6/23/08
2.3.17	MILESTONE: Requirements Package	1 day	Thu 11/15/07	Thu 11/15/07
2.4	<b>ARC Approval Process of Prospectus Level Project</b>	<b>201 days</b>	<b>Thu 11/15/07</b>	<b>Thu 8/21/08</b>
2.4.1	GSA Rent Budgetary Impact	3 days	Tue 6/24/08	Thu 6/26/08
2.4.2	<b>ALO-100 Review of Requirements Package</b>	<b>44 days</b>	<b>Thu 11/15/07</b>	<b>Tue 1/15/08</b>
2.4.2.1	Determine if RECO needs to provide clarification of the project documentation	1 day	Thu 11/15/07	Thu 11/15/07
2.4.2.2	Update Project Document with clarification (if applicable)	1 day	Fri 11/16/07	Fri 11/16/07
2.4.2.3	ALO-100 forwards recommendation to ALO-1	42 days	Mon 11/19/07	Tue 1/15/08
2.4.3	<b>ALO-1 Review of Requirements Package</b>	<b>91 days</b>	<b>Wed 1/16/08</b>	<b>Wed 5/21/08</b>
2.4.3.1	Authorize the RECO to sign the GSA draft OA	1 day	Wed 1/16/08	Wed 1/16/08
2.4.3.2	Incorporate draft OA changes/updates to request	1 day	Thu 1/17/08	Thu 1/17/08
2.4.3.3	Authorize GSA to proceed with Prospectus	14 days	Fri 1/18/08	Wed 2/6/08
2.4.3.4	ARC-1 brief the unions on the project	60 days	Thu 2/7/08	Wed 4/30/08
2.4.3.5	ALO-1 provides ARC-10 approval to incorporate line items into Business Case	14 days	Thu 5/1/08	Thu 5/20/08
2.4.3.6	MILESTONE: ALO-1 Approval of Requirements Package	1 day	Wed 5/21/08	Wed 5/21/08
2.4.4	ALO-1 works with ABU to approve funding for inclusion into ARC budget	1 day	Thu 6/19/08	Thu 6/19/08
2.4.5	ARC-1 presents business case to the CFO and all LOBs	1 day	Fri 6/20/08	Fri 6/20/08
2.4.6	ALO-1 notified ALO-100 of funding approval	7 days	Mon 6/23/08	Tue 7/1/08
2.4.7	ALO-100 notifies LSAM of funding level approved by ABU	7 days	Wed 7/2/08	Thu 7/10/08
2.4.8	RECO forwards draft OA to ALO-100	21 days	Fri 7/11/08	Fri 8/8/08
2.4.9	Present to Shareholder's Management Council for Approval	0 days	Fri 8/8/08	Fri 8/8/08

## Appendix B: Standard Space Guidelines

Workspace is apportioned based on: (1) the availability of floor space, (2) the mission need to be addressed in a particular location or facility, and (3) the desire for contiguous space assignments across the organization. In addition, to ensure a level of standardization for workstations, the general guidelines and dimensions listed below apply to all administrative office space within all technical facilities, including but not limited to Terminal facilities, Technical Operations facilities, En Route and Oceanic facilities, and Systems Operations facilities.

The assignment of administrative office and support space to an organization is based upon an average of 152.5 square feet per person. The policy that governs Administrative Space Standard requirements is the Acquisition Management System (AMS) Real Estate Guidance, Appendix A (Administrative Space Guidance), Paragraph 2.4.1. The following guidelines are consistent with AMS standards.

- a. Non-supervisory personnel, including J, K, and L Bands, and GS-14 and GS-15 employees are not authorized private office space without an approved business case justification. Justifications that do not meet the standards set forth herein must be approved by ALO-1.
- b. If an office assignment exception is approved, based on a business case justification, private office assignments may not exceed 80 square feet in total size.
- c. Offices and conference rooms may not be constructed on exterior glass areas of buildings except in Executive Suites.
- d. A conference room of 300 square feet will be assigned to an SES Director and above. If an LOB or Staff Office provides acceptable justification for additional dedicated conference room space, and if the exception is approved, the size of such conference room(s) will be dictated by available space on a case-by-case basis and must be constructed within the existing space assignment. Shared-use conference space will be made available to the maximum extent that floor space will allow.
- e. The current office and cubicle sizes are considered standard. FOB-10B offices and cubicles, however, differ from the above sizes in certain instances.

**Note:** Workstation Locations: Every attempt should be made to situate workstations along windows to provide maximum natural light and to maximize air flow throughout the workspace.

<b>Administrative Space Guidelines</b>		
<b>Workspace</b>	<b>Staff Level</b>	<b>Space Guidelines</b>
Executives (Band 02/03)	Executive Directors Executive Division Managers Executive Deputy Division Managers ATO VPs at Band 02 Deputy Regional Administrators Chief Scientists/Technical Advisors	225 square feet
L/M Band K Band	Directors and Supervisors Division Managers Deputy Directors Group Managers (K) Deputy Regional Administrators Logistics Service Area Managers	150 square feet
K/J Band	Branch Managers Supervisory Team Leads	100 square feet
Workstations		Standard is 8' x 8'. This accommodates a work area (desk), chair, under-desk filing cabinets, over-station storage area, pencil drawer, and computer keyboard tray.  <b>**Note: Currently, FOB-10A is the only approved exception to the 8' x 8' standard, and other facilities will be evaluated as business needs dictate.</b>
Conference Rooms		LOBs and Staff Offices set their requirements for conference rooms within the facility space allocated to their organizations. Generally, large conference rooms (20 people) do not exceed 300 square feet and small conference rooms (8-10 people) range from 150 to 200 square feet.

<b>Administrative Space Guidelines</b>		
<b>Workspace</b>	<b>Staff Level</b>	<b>Space Guidelines</b>
Common Areas		Break rooms, supply rooms, storage rooms, and other special-use rooms will be sized based on the availability of overall floor space assigned to the LOB or Staff Office. They will be constructed according to the needs of the organization and general space requirement guidelines established by GSA.

**Appendix C: Space Acquisition/Modification Business Case Justification**

Business Case Justification Form			
<b>Region:</b>			
<b>Business Case Name:</b>			
<b>Submission Date:</b>			
<b>Name:</b>			
<b>Routing Symbol:</b>		<b>Room #:</b>	
<b>Phone:</b>		<b>E-mail:</b>	
<b>Project Sponsor:</b>			
<b>Other:</b>			

**1. Executive Summary**

*Briefly summarize the problem statement, alternatives considered, expected results, and recommendation. Not to exceed one-half page.*

**2. Background**

*Provide any background information or course of events that led to the need for this business case and the associated decision/recommendation.*

**3. Mission Need and Requirement**

*State the need and requirement of this business case and justify why the proposed solution should be implemented (i.e. requirements, telecommuting, storage requirements, cost analysis breakdown, alternatives, length of occupancy, annualized dollar amount, square footage, staffing numbers, compliance to space standards, floor plan drawings, etc.)*

**4. Assumptions**

*List and describe any assumptions relevant in achieving the recommended solution.*

**5. Constraints**

*List and describe and limiting factors or constraints relevant in achieving the recommended solution.*

**6. Cost Analysis**

*Provide a supporting cost estimate for implementing the proposed recommendation/solution. Include if available, a comparison of different alternatives for the solution.*

**7. Space Fees and Other Expenses**

*Please provide a description of funding sources for the proposed recommendation/solution. Examples of funding sources include shell rental rate increase, operating cost increase, lease expirations, step increase impacts, PBS fee charges, parking increases or decreases, joint use charges, estimated amount for tax increases, basic security charges, building specific operating security charges, etc..*

**8. Implementation Schedule**

*Provide the implementation timeline and duration of the proposed recommendation/solution.*

**9. Recommendation**

*Provide recommendations based on the analysis above. Ensure that your conclusion touches on the business objectives, outlines all of the decision criteria included, and explicitly states the metrics, results, and findings.*

**10. Basic Project Information**

*Provide basic project information that describes the proposed effort.*

<input type="text"/>	Est. Project Cost	<input type="text"/>	Est. Start Date	<input type="text"/>	Workstation Space Requirement Exemption(s)? (Y/N)
<input type="text"/>	Total Usable SF Affected	<input type="text"/>	Est. End Date	<input type="text"/>	Type of Space
<input type="text"/>	Total Usable SF Added/Removed	<input type="text"/>	Est. Duration	<input type="text"/>	Major/Minor Project
		<input type="text"/>	Est. U/R Impact		

**11. Summary of Disposition**

*Provide a summary of the review/approval of the project following Council.*

**12. Approvals***Submitted by:*

\_\_\_\_\_  
 (Print, Sign)  
 Line of Business (Project Sponsor)

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 (Print, Sign)  
 Aviation Logistics Organization/Regional Logistics Representative/  
 Center Facilities Manager/Executive Operations Representative

\_\_\_\_\_  
 Date

*Approved by:*

\_\_\_\_\_  
 (Print, Sign)  
 Administrative Spaceholder's Management Council  
 Chairperson

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 (Print, Sign)  
 Regional/Center Spaceholder's Management Council Chairperson

\_\_\_\_\_  
 Date

FAA Form 4665-7 (07/10) - Electronic Form

**Appendix D: Acronyms**

ALO	Aviation Logistics Organization
ARC	Administrator for Regions and Center Operations
ASMC	Administrative Spaceholder's Management Council
ASPD	Administrative Space Project Document
CFM	Center Facilities Manager
CSMC	Center Spaceholder's Management Council
DMS	Directives Management Information System
GSA	General Services Administration
LOB	Lines of Business
LSAM	Logistics Service Area Manager
MMAC	Mike Monroney Aeronautical Center
OA	Occupancy Agreement
RECO	Real Estate Contracting Officer
RLR	Regional Logistics Representative
ROD	Record of Decisions
RSMC	Regional Spaceholder's Management Council
SVP	Senior Vice President
WJHTC	William J. Hughes Technical Center