



**Transportation
Security
Administration**

**OFFICE OF FINANCE AND ADMINISTRATION
REAL ESTATE MANAGEMENT DIVISION**

**TSA MANAGEMENT DIRECTIVE No. 200.12
SPACE AND FURNITURE FOR FIELD LOCATIONS**

To enhance mission performance, TSA is committed to promoting a culture founded on its values of Integrity, Innovation and Team Spirit.

REVISION: This revised directive supersedes TSA MD 200.12, *Space and Furniture for Field Locations*, dated September 1, 2015.

SUMMARY OF CHANGES: The entire Management Directive 200.12 was updated to reflect the new Division and Branch names due to the Office of Finance and Administration reorganization.

1. **PURPOSE:** This directive provides TSA policy and procedures for the leasing and renovation of office space, purchase and installation of furniture, parking for official Government vehicles, and related space services for the TSA field offices.

NOTE: This directive does not apply to checkpoint or baggage screening space. Checkpoint and baggage screening space, furnishings, and related services are managed separately.

2. **SCOPE:** This directive applies to all TSA field locations, requiring field office space, furnishings, and space-related services. Real estate for TSA Headquarters (HQ) in the DC metro area is addressed in [TSA MD 200.3, Headquarters Facilities Management](#).

3. **AUTHORITIES:**

- A. Aviation and Transportation Security Act of 2001 (ATSA)
- B. 41 CFR Part 101, Federal Property Management Regulations
- C. Americans with Disabilities Act (ADA) 2010 Standards, including both the Title II regulations at 28 CFR 35.151; and the 2004 ADAAG at 36 CFR part 1191, appendices B and D
- D. [DHS MD 119-02, Real Property Management Program](#)
- E. DHS 119-02-003, Workspace Standard Instruction
- F. [DHS MD 11030.1, Physical Protection of Facilities and Real Property](#)
- G. TSA MD 100.0, TSA Roles and Responsibilities
- H. [TSA MD 200.0, Chief Administrative Officer \(CAO\) Roles and Responsibilities](#)
- I. [TSA MD 200.14, TSA Parking and Carpool Program](#)
- J. [CAO Letter 200-9, TSA Workplace Standards Modification to Existing Policy](#)

- K. Applicable building and life safety codes regulating construction and finishes
- L. Applicable local, municipal and/or county codes

4. DEFINITIONS:

- A. Construction Drawings (CD): Full construction drawing set that includes all architectural, electrical, data and lighting configurations, mechanical, plumbing, furniture layout, security enhancements, engineering design, and all associated notes, equipment details and schedules.
- B. Design Intent Drawings (DIDs): Preliminary construction plan set that includes all attributes of CDs except engineering design.
- C. Federal Property Management Regulations (FPMR): Regulatory guidelines prescribed by the Administrator of General Services to govern and guide Federal agencies in regulations, policies, procedures, and delegations of authority pertaining to the management of property, and other programs and activities of the type administered by GSA, except procurement and contract matters contained in the Federal Acquisition Regulations (FAR).
- D. Field Services Branch (FSB): This branch within TSA Real Estate Management Division (REMD) that has the responsibility of providing quality office space (on and off-airport), furniture, facility services, and support services to the customers in the field. FSB manages checkpoint utilities, janitorial and maintenance services.
- E. Field Real Estate Request: Method by which TSA offices request space or real estate type services request such as furniture, janitorial services, security services, etc.
- F. General Services Administration (GSA): GSA is the Federal agency authorized to lease space for the government and, as such, provides real estate services to TSA, including leasing contract activities, construction projects, and all facilities services.
- G. GSA Brokers: Private contractors that work under the direction of the GSA and assist GSA in acquiring and negotiating leases in support of TSA field operations.
- H. Lease Agreement: An official document by which the rights of use and occupancy of space are transferred by the owner to another entity for a specific period of time and rental rate. The Lessee, or official tenant in the lease may be GSA, or it may be TSA (as in the case of a direct lease between TSA and a Lessor).
- I. Lessor: One who holds title to and conveys the right to use and occupy a property under lease agreement.
- J. Market Survey: A field survey and physical inspection of buildings in the delineated area of consideration.
- K. Occupancy Agreement (OA): A document executed between TSA and GSA that sets forth the costs and terms of occupancy for a space leased by GSA on TSA's behalf.

- L. Direct Leasing Branch (DLB): This branch within TSA Real Estate Management Division (REMD) that has the responsibility for procuring and managing lease agreements for TSA Direct leases.
- M. Real Estate Model: FSB high level space allocation tool to determine range of space allowances based on staffing assignments.
- N. Space Allocation Worksheet (SAW): Worksheet used by FSB to calculate amount of space authorized for a particular field location, based upon authorized staffing level and support space needs.
- O. Space Plans: An initial sketch that shows placement of walls and doors, but that does not have attributes such as electrical, data, and lighting details.
- P. Space Standards: Standards for the allocation of space that have been developed for implementation in TSA facilities. The standards are set forth in detail in the CAO Letter 200-9 TSA Workplace Standards Modification to Existing Policy and are used for space allocations at TSA facilities.
- Q. Support Space: Office space, other than individual workstation space, supporting operational activities within an office (e.g., file rooms, TSO break rooms, conference rooms, and storage space).
- R. Tenant Improvement (TI) Allowance: Also referred to as a Construction Allowance, it is monies, labor, supplies, or other consideration provided through the lease agreement by a landlord to a tenant for construction as part of the lease negotiation.
- S. TSA Space Guidelines: Document outlining the planning methods used to assign and allocate leased space for TSA offices.

5. RESPONSIBILITIES:

- A. FSB/DLB is responsible for:
 - (1) Providing workspace for all TSA employees in the field, and ensuring that those workspaces meet TSA standards;
 - (2) Working with the Field POC to review and/or update staffing numbers in order to develop accurate programming and project requirements;
 - (3) Reviewing, analyzing, and executing all Field Real Estate Requests;
 - (4) Creating space plans to assist the Field with understanding potential changes to the space and assist project managers with creating scopes of work;
 - (5) Creating cost estimates to assist with analysis of requests;
 - (6) Ensuring adherence to all space and construction standards to maximize efficiencies;

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- (7) Providing updated resources and tools to support the Field customer throughout the process;
- (8) Managing communications with field location points-of-contact (POC's), GSA, Lessor, the relevant TSA Offices/ Programs such as Office of Information Technology (OIT) and the Physical Security Section requiring field real estate services, and maintaining overall management responsibility for all projects within the scope of this directive;
- (9) Managing construction/renovations for all field locations;
- (10) Managing furniture acquisition for the field and assisting the field by providing solutions to space restrictions through use of furniture;
- (11) Managing all services requests and third party contracts, if required, such as janitorial and overtime utilities;
- (12) Providing assistance, support, and consultation to all Offices/ Programs regarding all field real estate matters;
- (13) Maintaining a complete and accurate accountability of all TSA real estate holdings in the field;
- (14) Conducting inspections of TSA real estate facilities in the field, for the purpose of accountability and compliance with laws, regulations and guidelines;
- (15) Providing complete Procurement Request (PR) packages to OA in accordance with MD 300.18 *Procurement Request Packages* for new procurement actions and any further modifications as may be required;
- (16) Coordinating with the respective Contracting Officer or Contract Specialist for any additional procurement-specific information that may be required to process the PR and establish milestones;
- (17) Awarding contracts for authorized lease actions and construction modifications for direct lease facilities; and
- (18) Developing the solicitation package to facilitate the evaluation and negotiation of all bids submitted by prospective lessors, in regards to all direct leasing actions.

B. GSA on behalf of TSA is responsible for:

- (1) Ensuring GSA leased construction/renovation projects adhere to all space and construction standards outlined in the TSA Program of Requirements (POR), and reviewing all drawings for POR compliance, as well as compliance with applicable codes such as OSHA, Fire, Safety, ADA, etc.;

- (2) Conducting all lease-related activities for GSA leases within authorized square foot allocations established by FSB, and coordinating with field location POC and assigned FSB staff member to locate space;
- (3) Conducting market surveys and communicating market survey results for GSA lease procurements;
- (4) Preparing the Solicitation for Offers and submitting to FSB for approval prior to soliciting the open market;
- (5) Preparing all draft and final OA documents relevant to any TSA leasing actions and submitting to FSB for approval and funding;
- (6) Providing an executed copy of the GSA lease agreement to FSB;
- (7) Negotiating and signing GSA lease agreements after receiving signed OA from FSB;
- (8) Preparing and submitting all project schedules and all drawings to FSB in the required format for approval and sign-off prior to proceeding to the next planning level and/or initiation of construction;
- (9) Preparing detailed construction cost estimates based on approved CDs;

NOTE: Cost estimates should include line-item construction material/labor costs covered by tenant improvement allowance, as well as line items requiring additional funding and should be submitted to FSB for approval and sign off prior to initiation of construction.

- (10) Providing lease acquisition, lease administration, and project management services in accordance with the [*Pricing Desk Guide for GSA Public Building Services*](#);
- (11) Keeping FSB informed on all aspects of the space projects by providing regular updates on all projects as required; and
- (12) Managing projects, coordinating weekly progress meetings, managing meeting minutes, providing schedules and schedule changes, conducting any necessary inspections and managing general contractors (and their performance).

C. Occupational Safety, Health and Environment Division (OSHE) is responsible for:

- (1) Providing concurrences or recommendations for architectural design change or modifications to FSB projects;
- (2) Participating in site visits, as required, for evaluating and assessing proposed locations and facilities identified for TSA use;

- (3) Providing oversight, technical support, and assistance to managers and supervisors in carrying out their responsibility of providing a safe and healthful work environment for all TSA employees; and
- (4) Ensuring TSAs efforts as an environmental steward by providing support and technical assistance to all functional levels within TSA.

D. Office of Information Technology (OIT) is responsible for:

- (1) Providing telecommunication services directly to the field customer, to include all data and telephone service and equipment, except for IT cable installation that occurs during major construction;
- (2) Participating in evaluating Real Estate Services Requests from field locations and providing input regarding telecommunications impact of request;
- (3) Providing the IT scope of work as required for any IT work at a TSA field office;
- (4) Reviewing drawings received from FSB to ensure compliance with applicable sections of the IT program of requirements, and providing concurrences or recommendations for architectural design changes or modifications;
- (5) Participating in field site visits, as required; and
- (6) Providing FSB/DLB and the field office support to arrange for moving computers and/or additional voice/data work required for the removal and relocation of furniture. All required electrical work for the move/relocation will be completed by FSB/DLB.

E. TSA Offices/Programs requesting real estate services for field locations are responsible for:

- (1) Providing FSB with accurate staffing levels including position and pay band (supported by staffing validation when required) and unique operational space requirements so that the appropriate amount of office and support space may be acquired;
- (2) Coordinating with FSB to prioritize the expenditure of funds on field offices requiring space, renovations, and/or furniture;
- (3) Reviewing and validating the requirements for TSA Space Guidelines.

F. Physical Security Section is responsible for:

- (1) Defining minimum security requirements for facility locations, and providing input regarding the security impact of requests;
- (2) Providing the physical security scope of work as required for any security work at a TSA field office;

- (3) Reviewing drawings received from FSB to ensure compliance with applicable sections of the Security POR, and providing concurrences or recommendations for architectural design changes or modifications based on review; and
- (4) Participating in field site visits, as required.

G. Property Management Division (PMD) is responsible for:

- (1) Validating data regarding number of official Government vehicles at each airport location so that the correct number of parking spaces can be acquired/maintained; and
- (2) Working with the field-level POC to remove excess TSA-owned equipment and furniture as necessary.

H. TSA Field Locations are responsible for:

- (1) Engaging FSB as early as possible in the planning of new space requirements;
- (2) Submitting a Field Real Estate Request for program needs such as space, improvements, furniture or facilities services;
- (3) Assisting FSB in obtaining AUTOCAD drawings from Airport when possible;
- (4) Participating in meetings regarding space plans, DIDs and CDs;
- (5) Collaborating with FSB Portfolio or Project Managers regarding issues with deliverables (including construction, services, furniture, etc.);
- (6) Identifying a POC to work with FSB throughout all phases of a space or furniture project and participating in kick-off meetings, as well as regularly scheduled meetings to ensure that goals and objectives are presented and carried out appropriately;
- (7) Staying within authorized square footage allocations established by FSB;
- (8) Working with GSA and/or GSA Broker to locate space and participate in market survey with the GSA representative as needed;
- (9) Providing up to date staffing lists and labeling existing seating/space usage on drawings when requested in conjunction with any Request or leasing action;
- (10) Working with OIT POCs to obtain OIT support of IT connectivity and equipment (if applicable);
- (11) Supporting FSB efforts to ensure adherence to all space and construction standards outlined in the Space Guidelines and POR;

- (12) Participating in design reviews of all drawings (including initial space plans through design intent drawings) and providing comments directly to FSB for review;
- (13) Preventing direct actions with GSA or lessors that would obligate TSA to an expenditure of funds; and
- (14) Avoiding discussions with lessors or otherwise assuming the responsibilities of GSA, DLB or FSB as outlined in this directive.

6. POLICY:

- A. TSA will promote and enforce efficient space utilization on the basis of policies and standards contained within this directive with due consideration for mission needs, economy, and efficiency.
- B. FSB is the only program entity that has the authority to direct GSA to proceed with a space, renovation, or construction activity, as applicable.
- C. FSB shall approve Occupancy Agreements only after certification of availability of funding before GSA can enter into a lease agreement on TSA's behalf.
- D. Funding and space availability notwithstanding, office space and furniture shall be allocated to TSA programs in accordance with authorized staffing levels and standards established in the CAO Letter 200-9, TSA Workplace Standards Modification to Existing Policy.
- E. All requests from field locations for new space, expansion space, moves, space reductions, furniture, lockers, renovation/construction work, utilities etc. require submission under the FSB iShare electronic Field Real Estate Request.

Note: A Field Real Estate Request should not be completed if the request is about a TSA facilities issue in non-leased checkpoint and baggage areas. The Checkpoint License Program (FSB) should be contacted at CLProgram@dhs.gov for any janitorial or utility reimbursement assistance in checkpoint areas.

The Requirements Management Progress (REMA) Request, located on the Office of Security Capabilities (OSC) iShare site, should be completed, if furniture or supplies are needed for checkpoint areas.

- F. In general, purchase cards may not be used to acquire or renovate space, acquire or install furniture (rental or permanent), or other facility services. Exceptions may be found in the [DHS Purchase Card Manual](#) and the [TSA Purchase Card User Guide](#).
- G. TSA Space Standards and Build-Out Specifications:
 - (1) Space standards, furniture layouts, and build-out specifications, for administrative space, have been developed and are published in the CAO Letter 200-9 TSA Workplace Standards Modification to Existing Policy.

- (2) The TSA Space Guidelines provides the detailed specifications for all TSA program offices.
 - (3) The TSA Space Guidelines provide guidance regarding the space components that must be provided on the airport in direct support of the TSO workforce (e.g., TSO break rooms and TSO locker areas) versus space components which may be provided “offsite”.
- H. Space Allowances: Space allowances for field locations shall be determined using the following tools:
- (1) Staffing Levels for FSD field offices: Staffing level data is provided by Office of Security Operations (OSO) and includes the full complement of budgeted personnel such as FSD staff, TSOs, and TSO managers. Staffing data for other programs located in the FSD office are provided by their respective Program Offices.
 - (2) Space Allocation Worksheet (SAW): The SAW is required in order to justify space requirements for TSA offices based on staffing numbers. When the SAW is populated with the validated staffing numbers, it automatically calculates the various functional room size requirements and adds on “circulation space” to calculate the total allocation. The SAW is a tool that calculates the maximum space allowance but is not an entitlement for space. Actual requirements for leased space are based upon the SAW in conjunction with local conditions, operational requirements and business considerations. Space requirements are limited by OMB mandate for ‘Reduce the Footprint’ for all federal agencies.
 - (3) Offices/ Workstation Sizes: see Appendix.
- I. Parking:
- (1) Within available funding, FSB shall provide one (1) parking space for each official Government Owned Vehicle (GOV) assigned to a Program Office.
 - (2) Privately owned vehicle (POV) parking spaces may be made available in commercial office buildings, only when they are provided by the Lessor at no separate or additional cost, and as part of the lease.
 - (3) In accordance with GSA regulations, in any instance, where a Program Office requires employee POV parking spaces and the cost for these parking spaces are to be subsidized by the rent, the TSA Administrator (or designee), and the TSA Chief Financial Officer must determine such employee parking spaces are necessary to avoid a significant impairment to the program’s operating efficiency.
- J. Utilities and Janitorial Services:
- (1) In most cases, utilities and janitorial services are included in the lease. In the event a lease does not include utilities or janitorial services, FSB shall work with the field POC and either GSA, DLB or the Office of Acquisition (OA) to contract for the required services. This does not include any procurement and contract matters contained in the Federal Acquisition Regulations (FAR).

All TSA facilities must be cleaned during normal duty hours. If for any reason spaces cannot be cleaned during normal working hours, an authorized TSA field employee will be assigned to escort the cleaning personnel while in the office, pursuant to DHS MD 11030.1 Physical Protection of Facilities and Real Property.

K. Real Estate Service Requests:

- (1) All requests must be submitted via the Field Real Estate Request electronically (found on the [FSB iShare site](#)). The electronic Field Real Estate Request allows Field POCs to submit a request for action in a leased space at any TSA Field Office. These requests can be related to space, furniture, construction, design, janitorial services, utilities, maintenance, or security. The Field Real Estate Request creates a Request Tracking Number (RTN) for FSB and the Field to track the progress of the request throughout its lifecycle.
- (2) FSB has Portfolio Managers assigned by regions. The Portfolio Managers are responsible for managing all field real estate actions. The names of the Portfolio Managers and airport assignments are listed on the [FSB iShare site](#). The Portfolio Manager reviews the contents of the Field Real Estate Request and sends a follow up e-mail with the Request Tracking Number (RTN) to the Field POC.

L. Release/Return of Space:

- (1) As conditions change (i.e., staffing levels, program changes, space availability, change in lease terms) resulting in changed space requirements, FSB shall work with FSDs or relevant TSA Office/ Program to readjust space assignments accordingly.

NOTE: The current OMB mandate to reduce the federal real estate footprint makes it incumbent on all field offices to continually and actively support right-sizing opportunities.

- (2) When the field POC or relevant TSA Office/ Program becomes aware of a right-sizing opportunity, he/she shall submit a Field Real Estate Request, requesting assistance in returning space.
- (3) FSB can initiate right sizing actions and shall work with the FSD or TSA Office/ Program to select appropriate space to return, and coordinate the return of space to mitigate disruption to operations.

7. PROCEDURES:

For detailed instruction and guidance on the Request Process, refer to the [FSB Request FAQ's](#) or the [FSB Process Site](#).

8. **APPROVAL AND EFFECTIVE DATE:** This policy is approved and effective the date of signature unless otherwise specified.

APPROVAL

Signed

September 19, 2016

Pat A. Rose, Jr.
Assistant Administrator/ Chief Financial and
Administrative Officer
Office of Finance and Administration

Date

EFFECTIVE

Date

Distribution: Assistant Administrators, Division Directors, All Employees
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APPENDIX

(a) Workstation Sizes: The following maximum office/workstation sizes must be adhered to:

TSA Workplace Standards

Position	Type of Workspace	Maximum Space Allocation
Administrator, Deputy Administrator, Assistant Administrator, Deputy Assistant Administrator	Closed Office	240 square feet
TSES (not in above)	Closed Office	120 square feet
L, M, Supervisory	Closed Office	120 square feet
Series 0905 (lawyers)	Closed Office	120 square feet
All Others	Open Workspace	30-48 square feet

In addition to the above standards, the following also apply:

- The standards are the maximum space that is authorized although less may be assigned due to location or other constraints;
- No employee shall have more than one assigned workspace within TSA owned/leased space;
- Employees routinely out of their workspace/office (job duties/AWS/telework) 40% or more per pay period shall not have a dedicated workspace, but will instead share workstations;
- Contractors being housed within TSA leased space will NOT be routinely approved (as agreed to by the SLT in July 2012); and
- Any new field space requests will be driven towards existing TSA field locations that may require modifications without expanding the footprint (related to OMB's Reduce the Footprint guidance of 2012).