

Appendices



Appendix A: Glossary

Definitions

11-(b): An 11-(b) is a congressionally requested study in which GSA reports to Congress regarding the housing needs of a specific locality. This study may or may not recommend a new project. If it does, then the need for the project must be justified through a study such as a Local Portfolio Plan or a Program Development Study.

Allowance Document: The Allowance Document transfers the appropriated funds to the Region.

Architect/Engineer (A/E): The A/E is the architecture/engineering firm selected to perform the design of a project.

Asset Business Plan (ABP): The GSA Asset Business Plan is a Web-based asset management tool that provides building history and projections for many areas, including space and income, that are used to develop long-range strategies for the asset, reinvestment plans, and capital investment priorities. The ABP is a document that provides all information, strategy, and long-term plans necessary to manage the business of operating and optimizing an asset.

Building Evaluation Report (BER): The Building Condition Assessment is done through a BER that documents the condition and deficiencies of a building. GSA will identify the BER work (called work items) that is to be addressed by the Program Development Study (PDS). However, a PDS also must recognize other impacted work that may not be fully described in the BER work items or the Feasibility Study.

Building Owners and Managers Association (BOMA): BOMA provides information to and a network forum for industry professionals.

Capital Investment and Leasing Program (CILP): The CILP is GSA's prescribed method for evaluating, proposing, and securing funding for capital projects. Feasibility Studies and Program Development Studies form the foundation of the Capital Program.

Categorical Exclusion (CATEX): Under the National Environmental Policy Act, a CATEX is an action that normally does not require the preparation of an Environmental Assessment or an Environmental Impact Statement.

Communications Plan: A Communications Plan identifies spokespersons for GSA, the customer agency, and stakeholders; schedules key communications to be disseminated in conjunction with project milestones; identifies potential issues; and includes strategies for responding to those issues.

Computer-Aided Design (CAD): All new construction and major renovations entail drawings created in a standard GSA format, with the help of computer-based programs such as CAD.

Cost Benchmark: A Cost Benchmark is the cost model, based on real, similar facilities, used to evaluate project costs for a similar type of building.

Customer Billing Record (CBR): The CBR is the mechanism that GSA uses to establish rent billing and is based on the business terms contained in the Occupancy Agreement.

Delineated Area: This is the suitable area from which a site may be selected (for new construction) or a leased building may be located. A delineated area must satisfy the project's goals, GSA's Location Policy, applicable Executive Orders, and so forth.

Design Excellence: For projects that require significant architectural and engineering treatment, programming direction must reflect GSA's commitment to Design Excellence. General design principles and philosophies are presented in the architecture and interior design chapter of the *Facilities Standards for the Public Buildings Handbook* (Public Buildings Service, U.S. General Services Administration, September 1998.)

Due Diligence: "Environmental Due Diligence" is a term that describes the responsibilities of a landowner, such as GSA, to conduct an appropriate inquiry prior to the purchase or development of a parcel of commercial real estate and ensure that all "recognized conditions" have been identified.

Environmental Assessment (EA): The EA is a concise public document that is prepared pursuant to the National Environmental Policy Act (NEPA) to determine whether a federal action would significantly affect the environment and thus require preparation of a more detailed Environmental Impact Statement (EIS). It also

- Briefly provides sufficient evidence and analysis for determining whether to prepare an EIS or a Finding of No Significant Impact (FONSI);
- Aids in an agency's compliance with the NEPA when no EIS is necessary, which leads to a FONSI; and
- Facilitates preparation of an EIS when one is necessary.

Environmental Impact Statement (EIS): The National Environmental Policy Act requires that federal agencies prepare an EIS for major projects or legislative proposals that significantly affect the environment. It is a decision-making tool that describes the positive and negative effects of the undertaking and lists alternative actions. An EIS is a detailed study that leads to a Record of Decision. It records decisions made and mitigation measures that relate to the environmental impacts of a project.

Environmental Site Assessment (ESA): An ESA is a study of a property's past use, the environmental conditions at the site and adjoining sites, and the likely presence of hazardous substances. An ESA can contribute to the "innocent landowner" defense under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).

Facilities Standards for the Public Buildings Service (P-100): The *P-100* is the primary GSA design criteria/standards document and is typically referenced for compliance in architecture/engineering firm contracts.

Feasibility Study: GSA uses this study to evaluate Prospectus-level proposed projects to ensure that they meet tenant agency space needs and government-owned facility requirements. This study determines the preferred alternative and basis for preparing a Program Development Study, which will meet the housing needs of the customer agency. The Feasibility Study supports a Prospectus proposal for site/design funding.

Funding Appropriation: Congress sets aside funding for a project or a particular use.

Funding Authorization: Congress approves funding for a project or a particular use. (Funds must be authorized and appropriated before becoming available for a project.)

Appendix A: Glossary (cont.)

General Construction Cost Review Guide (GCCRG): The Public Buildings Service *General Construction Cost Review Guide*, which is generally published yearly, provides costs to construct space by space type, escalation and location factors by localities, and a system for developing Cost Benchmarks.

Housing Plan: The housing plan identifies the customer agency's space needs.

Indefinite Delivery Indefinite Quantity (IDIQ) Contract: An IDIQ contract may be used to acquire services when exact times and/or quantities of future deliveries are not known at the time of the contract award. The IDIQ contract provides for an indefinite quantity, within stated minimum and maximum limits, of services to be furnished during a fixed period, with deliveries or performance to be scheduled by placing orders with the contractor.

Input Document: An input document is a supporting document, study, or report used to complete the Feasibility Study.

Leadership in Energy and Environmental Design (LEED): LEED is a national consensus-based, market-driven building rating system designed to accelerate the development and implementation of green building practices. GSA has adopted the LEED rating system of the U.S. Green Building Council as a measure for sustainable design. The *P-100* and the Capital Investment and Leasing Program (CILP) require that all new and fully renovated building projects meet the criteria for basic LEED Certification (higher levels of achievement are Silver, Gold, and Platinum).

Lease Construction: Lease construction refers to new construction of a facility for government use by the private sector in response to GSA's formal solicitation for offers. The construction may be on either a preselected site assigned by GSA to the successful offeror or the offeror's site.

Local Portfolio Plan (LPP): The LPP is a document that provides the method for managing local portfolios and client needs within a specific locality. The LPP provides the basis for market considerations; long-term tenant needs; existing leased and owned facilities; and community considerations to make decisions related to markets, tenant housing, and hold/divest situations.

Occupancy Agreement (OA): The OA is a complete, concise statement of the business terms governing the relationship between the Public Buildings Service and the customer agency for a specific space assignment.. The OA serves as a preview of the customer agency's total rent charges.

Planning Call: The *Planning Call* is issued annually in advance of the Capital Program submissions. It describes the content for each Feasibility Study and Program Development Study to be submitted that year. The specific format requirements of each *Planning Call* vary, but many of the same topics are included each year.

Pro Forma: The investment pro forma analyzes the predicted return on investment and income potential of the project.

Project Definition Rating Index (PDRI): The GSA project team performs a project evaluation, utilizing the Construction Industry Institute's PDRI process, prior to submitting the Feasibility Study or Program Development Study for funding a capital project. This process determines the project team's effectiveness in preparing a quality submission and assures minimization of risks and mitigation of potential negative issues. This self-evaluation aids in determining areas of project development that may need additional work or study prior to the project's submission for funding.

Project Management Plan (PMP): This is defined on the GSA/PBS Web site. For Project Management Plan requirements, visit the Web site.

Prospectus: The Prospectus is a formal document sent to the Office of Management and Budget and Congress to receive funding authorization. It includes project scope information, budget, and schedule, plus a housing plan. This, if approved, results in authorization letters from both the House and Senate that approve the project, whereas an appropriations bill actually funds the project.

Public Buildings Service (PBS): The General Services Administration's (GSA) Public Buildings Service organization manages, owns, and constructs space for housing federal agencies.

Site Directive (also referred to as Limited Site Directive): The Office of the Chief Architect issues the Site Directive either after the president's proposed Budget (which includes the Site/Design Prospectus) is submitted to Congress or after Congress approves and the president signs the Budget. With receipt of the Site Directive, Regions are authorized to begin formal site selection actions (and acquisition and professional services procurement actions) up to the point of award. The award is contingent upon project authorization and funding appropriation by Congress.

State Historic Preservation Officer (SHPO): The SHPO is the official appointed or designated pursuant to section 101(b)(1) of the National Historic Preservation Act to administer the state historic preservation program or a representative designated to act for the state Historic Preservation Officer.

System for Tracking and Administering Real Property (STAR): STAR is GSA's building inventory database for space management, leases, and rent billing.

Total Building Commissioning: The National Conference on Building Commissioning has established an official definition of "Total Building Commissioning" as follows:

"The systematic process of assuring by verification and documentation, from the design phase to a minimum of one year after construction, that all facility systems perform interactively and in accordance with the design documentation and intent, in accordance with the owner's needs, including preparation of operating personnel."

Work Plan: The Work Plan is a key tool that the project team can use to manage the Feasibility Study and PDS process. The Work Plan includes information relating to a project's staff, schedule, scope, budget, approvals, controls, and communications.

Workplace 20-20 Program: This GSA research initiative examines and measures the relationship between workplace environments and productivity. The program aims to accumulate best practices for incorporation into future projects.

Appendix B: Input Documents

Input Documents	Repair and Alteration	New Construction	Leasing
Studies/Surveys			
Accessibility Survey	■		■
Agency Requirements/Requests or Judge/Courtroom and Any Court Model (Courthouse only)	■	■	■
Appraisals	■	■	
Asset Business Plan (ABP)	■		■
Blast Studies (Progressive Collapse & Glazing Protection)	■	■	
Building Evaluation Report (BER) or Existing Conditions Report (ECR)	■		
Building Preservation Plan (BPP) or other Historic Studies	■		
Construction Cost Estimate	■	■	
Cultural Resource Study	■	■	■
Environmental Studies (EA, EIS)	■	■	
Fire Protection and Life Safety Assessment	■	■	■
Floodplain Analysis		■	■
Hazardous Materials Survey	■	■	■
Housing Plans	■	■	■
Local Portfolio Plan (LPP)	■	■	■
Market Analysis		■	■
Master Plan		■	
Occupancy Agreements (OAs)	■	■	■
Parking Study Supplemental Data Sheet	■	■	■

Input Documents**Repair and
Alteration****New Construction****Leasing**

Retention/Disposal Studies



Seismic Studies



Site/Geotechnical Studies



Threat/Risk Assessment



Wetland Determination

**Guidance/Codes**

Central Business District Map



Congressional District Map

*Facilities Standards for the Public Buildings Service,
P-100 (Latest Version)*

LEED Green Building Rating System



Local Plans/Design Guidelines



State/Local Regulations

*The Site Selection Guide*

Appendix C: Feasibility Study Checklist

The **Feasibility Study (FS)** evaluates customer needs, facility requirements, options to meet both, and impacts to GSA's inventory and business goals. Alternative scenarios are developed, evaluated, and used to define a recommended solution.

The Feasibility Study process has a greater impact than the PDS on the success of the project because it defines the project's basic parameters. Essentially, it defines what the project will be. Once the project's direction and scope are committed, delaying key issues until the PDS stage is far too late. The biggest difference is that the FS generally deals with strategic-scale issues and macro-level data, while the PDS addresses tactical-level issues and uses more detailed data. The following checklist outlines the fundamental roles of the Feasibility Study by topic.

Customer Considerations

- | | |
|--|---|
| ☐ Customer Moves and Phasing | ☐ Assesses alternative impacts on customer moves and phasing.
☐ Includes phasing and swing space plans for renovations in occupied buildings that take into account customer business cycles.
☐ Proposes the design and construction budget for the preferred alternative. The budget should reflect realistically the range of potential changes in project definition before construction begins (e.g., site acquisition and development, change in agency operation, cost increases). |
| ☐ Housing Plans | ☐ Creates housing plans for the considered alternatives, which support the alternatives' analysis and Site/Design Prospectus.
☐ Includes typical space layouts to ensure proper fit of the customer agency's requirements. Provides square-foot information for Occupancy Agreements (OAs) and pricing plans. |
| ☐ Occupancy Agreements | ☐ Creates a draft OA to demonstrate the customer agency's support for the Site/Design Prospectus. |
| ☐ Pricing Policy | ☐ Establishes building shell, TI, and security budgets.
☐ Defines a firewall between GSA's budget responsibility (shell, including security improvements) and the customer's budget responsibility (TI). |

Physical Plant and Structure

- | | |
|--|---|
| ☐ Building Systems and Envelopes | ☐ Defines the project's program goals and performance requirements, which influence systems decisions.
☐ Highlights special needs and alternative choices to meet those needs. |
|--|---|

☐ **Fire Protection Engineering and Life Safety**

- ☐ Establishes the project's direction and scope, based on the risk-reduction strategies identified in the fire protection engineering and life safety assessment.
- ☐ Develops a plan to implement the risk-reduction strategies.
- ☐ Establishes design budgets that are sufficient to incorporate the risk-reduction strategies.

☐ **Hazardous Materials**

- ☐ Defines the extent of any contamination due to hazardous materials.
- ☐ Identifies strategies for the treatment of hazardous materials.
- ☐ Highlights special needs, alternative choices, and costs.

☐ **Life-Cycle Costing**

- ☐ Compares the relative life-cycle costs of the alternatives.

☐ **Security Requirements**

- ☐ Establishes security-level requirements for the customer agency and the facility and the performance requirements for glass fragmentation, perimeter security, and so forth.
- ☐ Evaluates special requirements and costs associated with sensitive occupancy or facility types.
- ☐ Evaluates each alternative's ability to meet security needs.

☐ **Seismic Safety**

- ☐ Assesses the ability of existing buildings to meet seismic performance requirements for their construction type and seismic conditions set by ICSSC/Federal Emergency Management Agency (FEMA).
- ☐ Completes studies needed to make such assessments, estimates associated costs, and includes needed work in site/design funding proposal.

☐ **Telecommunications and IT**

- ☐ Highlights special telecommunications needs that impact project design strategy, phasing, or costs (e.g., 24-hour operations, allowable downtimes, sensitive equipment, and operations). These are also incorporated into the Project Management Plan's implementation strategy.

☐ **Total Building Commissioning**

- ☐ Determines appropriate building commissioning practice for the project and budgets for related costs.
- ☐ Identifies the process for quality assurance.

Appendix C: Feasibility Study Checklist (cont.)

Legacy Activities

- | | |
|---|---|
| ☐ Art in Architecture | ☐ Assesses the public nature of the building and the resulting public art opportunities.
☐ Determines the appropriate funding level for art.
☐ Includes a budget for Art in Architecture in the Site/Design Prospectus proposal.
☐ Includes a commissioning process in the submitted Project Management Plan. |
| ☐ Design Excellence | ☐ Establishes the fundamental project parameters and the scope for the project.
☐ Ensures adequate site acquisition and design budgets.
☐ Sets customer expectations to allow for a high-quality design effort later.
☐ Addresses community expectations. |
| ☐ First Impressions | ☐ Identifies First Impressions enhancements that should be included in the capital project. |
| ☐ Historic Resources | ☐ Sets customer expectations about the process and requirements of assessing, protecting, and renovating historic properties, archaeological sites, and cultural landscapes.
☐ Identifies historic districts and properties that may be affected.
☐ Develops a plan to implement the project in accordance with Section 106 of the NHPA.
☐ Uses BPPs to shape preferred alternatives and decisions about adaptive reuse.
☐ Establishes the project's direction, based on consideration of macro-level alternatives that affect the fundamental disposition of historic resources (e.g., demolition, new construction, disposal, or restoration).
☐ Suggests opportunities to further GSA's preservation goals.
☐ Establishes design budgets that are sufficient to meet NHPA Section 106 obligations.
☐ Ensures that project design/construction budgets include anticipated costs for archaeological resource identification, recovery, and construction as needed.
☐ Provides time and resources to identify, understand, and address community interests. |
| ☐ NEPA | ☐ Considers the NEPA-related impacts of various alternatives.
☐ Begins informal consultations with local officials, stakeholders, and/or experts.
☐ Ensures that the customer understands the NEPA process and sets expectations accordingly.
☐ Includes a plan for the NEPA process in the Project Management Plan that supports the Site/Design Prospectus.
☐ Provides supporting information for GSA's Environmental Checklist, which is submitted with the Site/Design Prospectus. |

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| ☐ Site Selection | ☐ Proposes project size, scope, typical floor plate size, setbacks, and other requirements that drive the size, location requirements, and cost of the site and play a major role in building massing and design decisions.
☐ Evaluates both the market capacity and the acquisition cost to supply a sufficient site at the time of acquisition.
☐ Begins to set customer and community expectations about the future site selection. |
| ☐ Sustainable Design | ☐ Includes sufficient sustainable design strategies for the project.
☐ Proposes and evaluates alternatives and full life-cycle implications accordingly.
☐ Documents the discussion and decision process for the LEED Certification file. |
| ☐ Urban Development | ☐ Proactively identifies community issues and opportunities to support goals.
☐ Begins informal consultations with local officials and stakeholders to create positive impacts and manage risks.
☐ Proposes responsive design scope and funding, including site/landscape development.
☐ Outlines a process for early community consultation and coordination in the Project Management Plan.
☐ Sets customer expectations. |

Project Implementation

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|--|---|
| ☐ Cost Estimates | ☐ Develops cost estimates based on the most recent <i>General Construction Cost Review Guide (GCCRG)</i> or other standards, per the <i>Planning Call</i> .
☐ Provides cost estimates prepared by a third-party estimator who does not have a financial stake in the project's total cost (e.g., excludes the A/E of Record or Construction Manager, CM, at Risk).
☐ Applies applicable programming and pricing models to new courthouse and border station construction projects.
☐ Derives cost estimates for existing buildings from prior-study cost information (e.g., BER, BPP, blast, seismic, hazardous materials), TI cost estimates, First Impressions program activities, charrettes, and detailed cost estimates where other cost information is not available. The Project Cost Estimate form (UNIFORMAT II) should be used for R&A estimates of existing buildings.
☐ Establishes shell, TI, and security budgets.
☐ Develops the site acquisition budget based on a short list of potential sites, test fits, projected costs, and likely future real estate market issues. |
|--|---|

Appendix C: Feasibility Study Checklist (cont.)

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|---|--|
| ☐ Procurement Method | ☐ Sets project delivery method.
☐ Confines delivery options based on parameters established in the Site/Design Prospectus. |
| ☐ Project Management Plan (PMP) | ☐ Evaluates alternatives for project phasing and procurement.
☐ Proposes the implementation strategy and incorporates the strategy into the PMP to support the Site/Design Prospectus.
☐ Initiates the long-term strategies for success, such as enlisting community participation and planning for sustainable design. |

Capital Program Support

- | | |
|--|---|
| ☐ Asset Planning | ☐ Evaluates broad alternatives that may impact multiple GSA properties and the community.
☐ Relies on the LPP and relevant ABPs. |
| ☐ Budget Development | ☐ Ensures that the site budget for future site acquisition is sufficient, based on macro-level program test fits, likely availabilities, and supportable market data.
☐ Creates a budget that can accommodate potential changes in the project definition due to site acquisition issues, mission or operation changes at the customer agency, and increased costs.
☐ Ensures that the design and management and inspection (M&I) budgets are sufficient.
☐ Provides a sound estimate for construction costs of the shell, TI, and GSA-provided security improvements. |
| ☐ Financial Analysis | ☐ Refines all of the estimates for feasibility analysis, including estimates required to compare the preferred alternative to other viable alternatives.
☐ Provides inputs for financial analysis as specified in the <i>Planning Call</i> , including vacant space created during construction, and swing space costs. |
| ☐ The Planning Call | ☐ Provides analysis and a recommended alternative for the Site/Design Prospectus.
☐ Supports the recommendation of the delineated area cited in the Site/Design Prospectus. |

Appendix D: PDS Checklist

The **PDS** takes the project developed in the Feasibility Study, affirms that it is still the best course of action; and develops a detailed implementation strategy, cost estimates, and design directives. These support the Construction Prospectus and the design start.

The Feasibility Study generally deals with strategic-scale issues and macro-level data, while the PDS addresses tactical-level issues and uses more detailed data. The following checklist outlines the fundamental roles of the PDS by topic.

Customer Considerations

☐ Customer Moves and Phasing	☐ Assesses micro-level alternatives, such as moves and planned buildouts within a building.
☐ Housing Plans	☐ Refines the housing plans to support the Construction Prospectus and the initiation of the design phase.
☐ Occupancy Agreements	☐ Refines the occupancy schedule, terms, and costs associated with customer buildouts. ☐ Supports revisions to the final OA between GSA and the customer.
☐ Pricing Policy	☐ Revalidates and refines the estimates for specific buildouts and systems that affect shell, TI, and security costs. However, the firewall set during the Feasibility Study should not change significantly.

Physical Plant and Structure

☐ Building Systems and Envelopes	☐ Makes general systems choices, based on performance and program requirements.
☐ Fire Protection Engineering and Life Safety	☐ Evaluates the fire protection engineering and life safety assessment, based on the project's direction established in the Feasibility Study. ☐ Ensures that the proposed construction costs are sufficient to support the fire protection engineering and life safety goals for the project. ☐ Ensures that required fire protection and life safety mitigating measures that affect the construction budget or schedule are incorporated into the construction request.
☐ Hazardous Materials	☐ Develops detailed costs and programs to address requirements regarding the treatment of hazardous materials.
☐ Life-Cycle Costing	☐ Considers multiple micro-level alternatives and compares the life-cycle costs of various options (especially regarding building systems choices).
☐ Security Requirements	☐ Refines specific countermeasures and costs associated with the preferred alternative. ☐ Refines the project's design strategy and costs to meet performance requirements for progressive collapse.

Appendix D: PDS Checklist (cont.)

☐ Seismic Safety	☐ Refines the project's design strategy and costs to meet seismic performance requirements.
☐ Telecommunications and IT	☐ Develops budget and implementation strategies to support the Construction Prospectus.
☐ Total Building Commissioning	☐ Establishes the team for building commissioning. ☐ Refines the process for quality assurance. ☐ Develops budget for building commissioning, based on Commissioning Practice Level.

Legacy Activities

☐ Art in Architecture	☐ Includes design directives for Art in Architecture. ☐ Proposes design directives and a budget to reflect unique opportunities that may warrant additional funding.
☐ Design Excellence	☐ Ensures adequate construction funding to cover "the right scope" with appropriate fixtures, finishes, and site development.
☐ First Impressions	☐ Includes First Impressions projects in the overall project design and funding strategy.
☐ Historic Resources	☐ Conducts detailed investigations to guide the design effort and establish sufficient budgets in Construction Prospectus that can meet preservation goals. ☐ Evaluates micro-level alternatives, based on the project direction established in the Feasibility Study (e.g., incorporation of modern systems into a historic building). ☐ Uses BPPs to shape detailed proposals and cost estimates for projects that affect historic buildings and districts.
☐ NEPA	☐ Ensures that required NEPA mitigation measures that affect the construction budget or schedule are incorporated into the construction request.
☐ Site Selection	☐ Reviews the Site Selection Study and refines site preparation and construction costs. Construction costs for new courthouse projects are provided by the Center for Courthouse Programs. ☐ Uses the most up-to-date site information (including subsoil, contamination, urban design, expansion requirements, demolition, and relocation) to ensure that the project funding request is sufficient to build on a typical site in the delineated area.
☐ Sustainable Design	☐ Establishes sustainable design goals and refines architectural, systems, and operational choices in light of these goals. ☐ Uses the LEED Checklist to identify specific sustainable design strategies to meet the project's goals. ☐ Proposes a construction budget that can accomplish sustainable design goals.

☐ **Urban Development**

- ☐ Ensures that proposed construction costs are sufficient to support project's community coordination, urban design, and public space (First Impressions) goals.
- ☐ Ensures that project design/construction budgets include anticipated costs for archaeological resource identification and recovery, and other activities as needed.

Project Implementation

☐ **Cost Estimates**

- ☐ Provides Project Cost Estimate form in UNIFORMAT II, Level 3 or other documentation as required in the *Planning Call* (see "Appendix G").
- ☐ Incorporates knowledge gained by destructive testing/investigations.
- ☐ Applies applicable programming and pricing models to new courthouse and border station construction projects. For projects proposing new courthouse construction, the OCA's Center for Courthouse Programs develops benchmark construction costs.
- ☐ Revalidates and refines shell, TI, and security budgets.

☐ **Procurement Method**

- ☐ Evaluates and refines proposed delivery method, based on current and more detailed information.
- ☐ Informs choices about construction and construction management procurement methods.

☐ **Project Management Plan (PMP)**

- ☐ Validates or modifies, then refines the Feasibility Study's recommended actions for implementation, procurement strategies, and delivery method.
- ☐ Refines implementation strategy in detail for project implementation and its PMP.

Capital Program Support

☐ **Asset Planning**

- ☐ Evaluates more focused micro-level alternatives, often within a single GSA property.
- ☐ Relies most heavily on ABPs.

☐ **Budget Development**

- ☐ Ensures that the construction funding request is sufficient.
- ☐ Refines construction or site prep costs, as needed, to provide a sound funding request for the shell, security improvements, and TIs.
- ☐ Complies with courthouse or border station program and Cost Benchmarks, where applicable.

☐ **Financial Analysis**

- ☐ Provides sound estimates for construction cost and implementation analysis, including sufficient estimates required to compare the preferred alternative to other viable alternatives.

☐ **The Planning Call**

- ☐ Supports the Construction Prospectus.

Appendix E: FS & PDS Team Roles/Responsibilities and Worksheets

Roles/Responsibilities	FS	PDS
Team Leader	■	■
The FS/PDS team leader can be from any discipline, including, real estate, asset management, or project management, as long as he or she has thorough knowledge of project development, the Capital Program, client needs development, team management, and asset planning. Typically, the Feasibility Study team leader is an Asset Manager, and the PDS team leader is a Program Manager. Some of these duties also can be accomplished by other GSA staff and consultants. The team leader allocates distribution of duties and is responsible for the overall project effort. • Understands overall GSA and project goals, complexity, and issues and has the expertise required to address them effectively. • Plans, coordinates, leads, and assigns tasks to team. • Knows requirements of Capital Program and how to perform the required analysis. • Ensures that project submittal (e.g., FS, PDS) meets the information requirements of the <i>Planning Call</i> and supplies good background information for long-term management of the process. • Develops public outreach communications strategies that might be required. • Understands the stakeholder’s point of view and sets realistic client and community expectations early in the project. • Ensures a creative and determined look at viable alternatives.		
Project Manager	■	■
An experienced Project Manager is a valuable resource to lead or advise the team during project planning. • Advises the team on appropriate FS and PDS scopes to address project needs and issues and on the professional services that are required to complete the work. • Provides expertise to identify potential risks to the project’s schedule and budget that should be accounted for during project planning. • Evaluates viable alternatives in FS and PDS to ensure appropriate assessments. • Develops the Implementation Plan and project delivery strategy. • Develops the Project Management Plan (PMP).		

Roles/Responsibilities

FS

PDS

Asset/Portfolio Manager



- Supplies expertise on the goals and requirements of the Capital Program.
- Supplies expertise on the business goals of affected assets (e.g., Asset Business Plans and Local Portfolio Plan).
- Ensures that viable alternatives and proposed project are developed in concert with local portfolio goals.
- Leads financial analysis required of the *Planning Call*.
- Ensures that outside stakeholder concerns are addressed during project development (e.g., consideration of local plans).

Communications Specialist



- Works with the team leader to develop the project's Communications Plan.
- Assists in outreach to community and stakeholders.
- Drafts communications for release to the public and the media.
- Assists the team leader with the development and release of all external and internal communications.

Local GSA Regional Officer/Urban Development Specialist



This person may be an Asset Manager, Realty Specialist, Property Manager, or Project Manager, but should have good local relationships and an understanding of how the project may affect local context and plans.

- Provides the team input and guidance regarding the coordination with local communities and stakeholders.
- Identifies local entities that can bring alternate sites or solutions to bear on the project planning, including opportunities to coordinate with local activity.
- Coordinates meetings with local officials, development organizations, and other stakeholders to provide input for the project team.
- Ensures that potential future issues or controversies are addressed early and included in the alternatives' analysis.
- Helps to set realistic client and local stakeholder expectations about the project.

Appendix E: FS & PDS Team Roles/Responsibilities and Worksheets (cont.)

Roles/Responsibilities	FS	PDS
Regional Counsel This is a team support member who is called upon as needed for legal advice and may not accompany the team in its daily efforts. Provides legal advice to the team to assist in project strategy and budgeting (especially regarding projects that propose site acquisition, relocation, or potential controversies).	■	
Regional Environmental Quality Advisor - Provides technical advice to the team. - Manages and reviews all GSA NEPA analyses. - Acts as primary contact for NEPA activities and oversees NEPA process for projects in the Region.	■	
Regional Fine Arts Officer This team member is the regional expert on all matters pertaining to fine art and related program policies and procedures. - Directs implementation of the Art in Architecture program for the Regional Office. - Assures reference of the Art in Architecture program in all budget estimates and appropriate documents, including the PDS and design directives. - Communicates and coordinates with the Center for Design Excellence and the Arts and works in tandem with the Center to accomplish program goals. - Implements the community liaison effort for each Art in Architecture project, in consultation with the project team and associates from the Center for Design Excellence and the Arts.	■	■
Regional Historic Preservation Officer - Determines need for archaeological/cultural resource studies. - Communicates and coordinates with SHPO and Advisory Council on Historic Preservation. - Reviews consultants' reports and summarizes results and recommendations. - Acts as the Contracting Officer's Technical Representative (COTR) for consultants' contracts. - Participates in and/or leads public meetings regarding the cultural resources impacted by the project, for example, historic buildings or districts, archaeological resources.	■	■

Roles/Responsibilities

FS

PDS

Regional Fire Protection Engineer

■

■

- Engaged in all aspects of the project planning and is empowered to make decisions affecting fire protection and life safety strategies for the project.
- Evaluates, presents, and suggests fire protection and life safety strategies that address potential risk exposures to loss of life or property, or federal tenant mission interruption from fire.
- Provides specialized fire protection and life safety expertise throughout the project (e.g., planning, concepts, design, construction, commissioning).
- Ensures that all fire protection and life safety systems are complete, inspected, fully tested, and approved.
- Ensures that all outstanding fire and life safety deficiencies have been corrected.
- Issues Certificate of Occupancy prior to occupancy.

Regional Realty Representative or Designee

■

■

This person participates as the customer agency liaison. This person (or persons) should have strong working relationships with all customers affected by the project.

- Serves as expert on and liaison regarding customer needs and issues.
- Provides expertise on local market conditions or trends that may impact project planning.
- Helps to set the customer's expectations in project development.
- Applies knowledge of local players to recommend local stakeholders who should be consulted.

Customer Agency Representative

■

■

- Evaluates, presents, and suggests strategies to meet customer needs.
- Remains engaged in all aspects of project planning and is empowered to make decisions affecting project planning and evaluation of alternatives.
- Assists the project team in explaining project drivers to the internal agency and outside stakeholders.

Appendix E: FS & PDS Team Roles/Responsibilities and Worksheets (cont.)

Roles/Responsibilities	FS	PDS
Architect/Engineer/Interior Designer	■	■
Architect/Engineer/Interior Designer services are an invaluable part of project planning—to help assess and strategize approaches to specific needs and develop general implementation strategies.		
• Evaluates customer needs and goals, develops the program goals, and analyzes the ability of existing buildings to meet those goals. • Develops layouts and test fits to meet customer needs in new or existing buildings and sites. • Develops cost estimates with shell and tenant improvements (TIs) broken out separately, to inform Occupancy Agreements (OAs). • Ensures that alternatives' analysis has a complete base of information for general and specialized needs (e.g., seismic, systems efficiencies). • Takes the lead in the technical analysis of alternatives. • Ensures that proposed budgets are appropriate for project phasing, underlying issues and conditions, and other items. • Provides specialized expertise as needed during project planning (e.g., civil engineering, blast, geotechnical, seismic, archaeological, preservation, and NEPA specialists).		
Real Estate Appraiser	■	■
• Gathers ownership information for any affected sites. • Establishes appropriate rental rates for OAs and financial analysis. • Develops sound estimates of the future acquisition and relocation costs of needed sites.		
Security Assessment Specialist	■	■
• Verifies all federal security requirements. • Coordinates federal security requirements with fire protection engineering and life safety requirements. • Meets with the Regional GSA Fire Protection Engineer. • Ensures that proper security design criteria, setbacks, and so forth are incorporated into site plans and Feasibility Studies. • Provides crime statistics and special security studies as required. • Inspects sites with the project team and assists in analyzing the security risks and costs associated with each site.		

Roles/Responsibilities	FS	PDS
Construction Consultant • Provides detailed cost estimating. • Ensures constructability.		■
Environmental Due Diligence Consultant Most regions use an umbrella environmental services contract. • Conducts NEPA study. • Conducts Phases I, II, and III Environmental Site Assessments, as required. • Assists with NHPA, archaeological, and cultural resource studies, as required.		■
Real Estate Broker/Consultant • Assists in locating sites and providing demographic information. • Assists in title search, market research, and trends analysis. • Investigates viable sites and provides solid estimates of future acquisition cost, assessments of likely availability, and other documents.	■	

Using the FS & PDS Team Roles/Responsibilities Worksheets

The team leader may use the following Worksheet to develop a complete roster of GSA team and contractor roles/expertise and to identify the appropriate level of responsibility for each team member for each step of the project. This exercise provides information to manage individual and team member activities, support efficient coordination across the team, and keep the activities moving smoothly and on schedule.

To complete the Worksheet, select the appropriate roster of GSA team members and contractors for the project (adding or deleting roles as required). The descriptions of team roles and responsibilities on the previous pages may be helpful. Next, identify the level of responsibility for each step of their involvement. Finally, share the completed Worksheet with all GSA team members and contractors.

The six levels of project responsibility are listed below.

1. Authorizes and/or actuates
2. Approves
3. Performs
4. Recommends and/or reviews and counsels
5. Must be notified or consulted
6. Receives documentation

Appendix E: FS Team Roles/Responsibilities Worksheet

Selected for project team	Team Leader	Project Manager	Asset/Portfolio Manager	Communications Specialist	Urban Development Specialist	Regional Counsel	Regional Environmental Quality Advisor
Step 1: Confirm Readiness							
1.1 Assess basic needs and supporting data							
1.2 Affirm FS funds and schedule							
1.3 Assemble GSA and customer FS team							
1.4 Develop a Work Plan and a Communications Plan							
Step 2: Develop the Scope of Work/Select Feasibility Study Contractors							
2.1 Develop the scope of work							
2.2 Choose in-house or contracted services							
Step 3: Conduct the Feasibility Study							
3.1 Begin discussions with stakeholders							
3.2 Establish project goals and requirements							
3.3 Define alternatives							
3.4 Evaluate viable alternatives							
3.5 Identify and develop the preferred alternative							
3.6 Prepare the Implementation Plan							
3.7 Produce the budget							
Step 4: Prepare and Submit the Site/Design Prospectus Package							
4.1 Prepare Capital Program submission (including PDRI)							
4.2 Submit project for funding							

Appendix E: PDS Team Roles/Responsibilities Worksheet

Selected for project team	Team Leader	Project Manager	Asset/ Portfolio Manager	Communications Specialist	Urban Development Specialist	Regional Counsel	Regional Environmental Quality Advisor
Step 1: Confirm Readiness							
1.1 Affirm project status and PDS resources							
1.2 Assess supporting documents							
1.3 Assemble the PDS team							
1.4 Update the PMP and develop the Work Plan and Communications Plan							
Step 2: Contract for the PDS							
2.1 Confirm A/E delivery method							
2.2 Develop the PDS scope of work							
2.3 Select the PDS contractor							
Step 3: Conduct the Study							
3.1 Begin discussions with stakeholders							
3.2 Affirm program goals							
3.3 Develop design directives							
3.4 Produce the Implementation Plan							
3.5 Prepare a detailed budget							
Step 4: Prepare and Submit the Capital Program Package							
4.1 Prepare submission per <i>Planning Call</i>							
4.2 Submit project for funding							

[illegible]

Appendix F: GSA's Standard Scopes of Work

The key to successful Feasibility Studies and Program Development Studies (PDSs) is a complete, customized, and focused scope of work (SOW). The best SOWs are those that are passed along from project team to project team, enhanced, and refined to address project-specific needs.

The project management network is the best source for SOWs upon which to build a scope of work. Other Project Managers can provide valuable insight into how their scopes worked in developing their studies, how much they cost, and what they might change to make them more effective.

Sample SOWs are available via other Project Managers and via the Construction Excellence and Project Management Division's Web site (contact the relevant OCA representative).

Appendix G: GSA Organizations and Resources

The following are the best GSA Public Buildings Service resources for technical, organizational, and project management advice during project planning. All represent experts in the field, and all have Web-based resources and tools.

To access these resources directly, visit the home Web page for each organization and the PBS intranet site.

Office of Applied Science

- Provides guidance on NEPA, sustainable design (LEED), and property management.
- Provides key tools for project planning, including the *NEPA Desk Guide* and LEED Green Building Rating System.
- Provides guidance on the application of *P-100* with regard to GSA fire protection engineering and life safety requirements.
- Provides guidance on the application of *P-100* with regard to Codes to utilize for projects.
- Serves as the liaison between GSA and Local Building Code and Fire Code Officials on fire protection and life safety issues.
- Provides guidance on Workplace 20-20 and sponsors the Workplace 20-20 process for developing an integrated workplace.

Office of the Chief Architect

Border Station Center

- Provides guidance on the management of the border station construction program, including strategic planning, budgeting, benchmarking, and design guidance. The *Border Wizard* model is a key tool.

Center for Courthouse Programs

- Provides guidance on all levels of development of courthouse projects between GSA and OMB, AOC and Congress and serves as a liaison between all new courthouse projects.
- Provides training for Project and Asset Managers regarding the latest U.S. Courts and U.S. Marshals requirements.
- Provides benchmarks for Feasibility Studies and program submissions.

Center for Design Excellence and the Arts

- Provides guidance on A/E and artist selections under the Design Excellence and Art in Architecture programs, which can help shape project management strategies and budgets.
- Manages National Peer Review program for projects in the design phase.
- Provides such key tools as desk guides for Design Excellence and charrettes on special projects.

Appendix G: GSA Organizations and Resources (cont.)

Center for Federal Building and Modernization

- Provides guidance on project development, the application of *P-100*, and evaluation of non-financial criteria for the Capital Program.
- Provides key tools for project planning, including *P-100*, *The Site Selection Guide*, and *General Construction Cost Review Guide*.
- Provides energy goals.

Center for Historic Buildings

- Provides technical, collaborative, and management guidance in all phases of project development that involve historic buildings.
- Supports Regional Historic Preservation Officers.
- Manages a network of experts who offer help with historic preservation issues.
- Serves as the liaison between GSA and national preservation bodies, including the Advisory Council on Historic Preservation and the National Trust for Historic Preservation.
- Features the *GSA Preservation Desk Guide*; a technical database; and online project management tools, including contract language for contractor qualifications, solicitation language for E.O. 13006, and scopes of work for preservation projects.

Construction Excellence and Project Management Division

- Provides training and project management workshops that develop skills in all aspects of project development, from preliminary development through procurement and project delivery.
- Comprises a network of Project Managers (with listserv) who offer help with project development issues.
- Includes such tools as model scopes of work for Feasibility Studies, Program Development Studies, and Project Management Plans, as well as the *Building Commissioning Guide*.

Urban Development/Good Neighbor Program

- Provides training, best practices, and on-site project assistance to PBS staff working with communities on Good Neighbor issues during project scope development, design, and execution.
- Comprises a network of Regional Urban Development Officers and national partner organizations (e.g., International Downtown Association, National Main Street Center) to help develop strategies and implement projects that support communities.
- Provides the *CivicSquare—Urban Development/Good Neighbor Insite* and various urban policy and technical guidance.

Office of Real Property Asset Management

- Issues the *Planning Call* to guide development of the annual Capital Investment and Leasing Program (Capital Program) submission.
- Receives regional program submissions and prepares the national Capital Program for submission to OMB.
- Provides training in TAPS, LPP, pro forma, Prospectus, PBS's Pricing Policy, and OA preparation and other tools for the Capital Program.
- Provides guidance to regional Real Property Asset Management Offices and serves as a liaison to GSA's stakeholders in Congress and OMB.
- Provides key tools for project development, including the *Planning Call* and the Real Property Asset Management intranet site.
- Oversees and guides portfolio analyses and retention/disposal decisions for GSA assets.

Appendix H: Major Federal Laws, Executive Orders, Regulations, and GSA Directives

Real Property Acquisition

Uniform Relocation Assistance and Real Property Acquisition Policies Act, 42 U.S.C. §§ 4601–4655; and implementing regulations in 49 CFR, Part 24

40 U.S.C. §§ 3301–3315 (formerly the Public Buildings Act of 1959, 40 U.S.C. §§ 601–619)

Federal Management Regulation Part 102–73—Real Estate Acquisition, 41 CFR, Part 102–73

PBS Commissioner’s Memorandum, “Implementation of the Interagency Security Committee (ISC) Design Criteria Regarding Site Selection,” April 26, 2002

Location, Consultation, & Coordination

Rural Development Act, 7 U.S.C. § 2204b-1

Farmlands Protection Act, 7 U.S.C. §§ 4201 et seq.

40 U.S.C. §§ 901–905 (formerly the Federal Urban Land Use Act, 40 U.S.C. §§ 531–535)

Federal Management Regulation Part 102–83—Location of Space, 41 CFR, Part 102–83

E.O. 11988, “Floodplain Management,” May 24, 1977

E.O. 12072, “Federal Space Management,” August 16, 1978

E.O. 13006, “Locating Federal Facilities on Historic Properties in Our Nation’s Central Cities,” May 21, 1996

Historic Preservation

American Indian Religious Freedom Act, 42 U.S.C. §§ 1996–1996a

Archaeological Resource Protection Act, 16 U.S.C. §§ 470aa–470mm

Federal Management Regulation Part 102–78—Historic Preservation, 41 CFR, Part 102–78

National Historic Preservation Act, 16 U.S.C. §§ 470 et seq.

Native American Graves Protection and Repatriation Act, 23 U.S.C. §§ 3001 et seq.

Religious Freedom Restoration Act, 42 U.S.C. §§ 2000bb–2000bb-4

E.O. 13007, “Indian Sacred Sites,” May 24, 1996

Environmental Protection

Clean Air Act, 42 U.S.C. §§ 7401 et seq.

Clean Water Act, 33 U.S.C. §§ 1251–2 et seq.

Coastal Zone Management Act, 16 U.S.C. §§ 1451 et seq.

Comprehensive Environmental Response, Compensation, and Liability Act,
42 U.S.C. §§ 9601 et seq.

Endangered Species Act, 16 U.S.C. §§ 1531 et seq.

Energy Policy Act, 42 U.S.C. § 13201 et seq.

Fish and Wildlife Coordination Act, 16 U.S.C. §§ 661 et seq.

National Environmental Policy Act, 42 U.S.C. §§ 4321 et seq.

Resource Conservation and Recovery Act, 42 U.S.C. § 6962 et seq.

Safe Drinking Water Act, 42 U.S.C. §§ 300f et seq.

Solid Waste Disposal Act, 42 U.S.C. §§ 6901 et seq.

Toxic Substance Control Act, 15 U.S.C. §§ 2601 et seq.

Wild and Scenic Rivers Act, 16 U.S.C. §§ 1271 et seq.

E.O. 11514, "Protection and Enhancement of Environmental Quality," March 5, 1970;
as amended by E.O. 11991, May 24, 1977

E.O. 11593, "Protection and Enhancement of Cultural Environment," May 13, 1971

E.O. 11990, "Protection of Wetlands," May 24, 1977

E.O. 12088, "Federal Compliance With Pollution Control Standards," October 13, 1978;
as amended by E.O. 12580, January 23, 1987

E.O. 12580, "Superfund Implementation," January 23, 1987; as amended by E.O. 12777,
October 18, 1991, and E.O. 13016, August 28, 1996

E.O. 12898, "Federal Actions to Address Environmental Justice in Minority Populations
and Low-Income Populations," February 11, 1994

E.O. 13101, "Greening the Government Through Waste Prevention, Recycling,
and Federal Acquisition," September 14, 1998

E.O. 13123, "Greening the Government Through Efficient Energy Management,"
December 2, 1999

E.O. 13148, "Greening the Government Through Leadership in Environmental
Management," April 21, 2000

Appendix I: Professional Organizations and Resources

Community Planning and Development

International Downtown Association (IDA)

1250 H St. NW, 10th Floor
Washington, DC 20005
Phone: 202-393-6801 / Fax: 202-393-6869
www.ida-downtown.org

IDA is a world leader and champion for vital and livable urban centers. It nurtures community-building partnerships and helps create healthy and dynamic centers that anchor the well-being of towns, cities, and regions throughout the world. It is a key GSA partner and good supplemental source for identifying local stakeholders.

National Charrette Institute (NCI)

3439 NE Sandy Blvd., Suite 349
Portland, OR 97232
Phone: 503-233-8486 / Fax: 503-233-1811
info@charretteinstitute.org
www.charretteinstitute.org

NCI leads charrettes (community-oriented design workshops) and provides training in the collaborative planning process. NCI would be a good resource for developing the collaborative and communications skills of a project team prior to the design process.

Sustainable Design

U.S. Green Building Council (USGBC)/LEED

1015 18th St. NW, Suite 805
Washington, DC 20036
Phone: 202-82-USGBC or 202-828-7422 / Fax: 202-828-5110
info@usgbc.org
www.usgbc.org

USGBC is a coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable, and healthy places to live and work. USGBC developed and continues to refine the LEED (Leadership in Energy and Environmental Design) rating system for “green” buildings.

Historic Preservation

National Main Street Center of the National Trust for Historic Preservation

1785 Massachusetts Ave. NW
Washington, DC 20036
Phone: 202-588-6219 / Fax: 202-588-6050
mainstreet@nthp.org
www.mainstreet.org

The National Main Street Center works with communities across the nation to revitalize their historic or traditional commercial areas. Main Street works with more than 1,000 communities and may be a good supplemental resource for identifying local stakeholders, especially for projects that may affect historic resources or areas.

National Trust for Historic Preservation (NTHP)

1785 Massachusetts Ave. NW
Washington, DC 20036
Phone: 202-588-6000 / Fax: 202-588-6038
www.nationaltrust.org

NTHP is the leader of the vigorous preservation movement that is saving the best of our past for the future. Activities include preservation advocacy services to local communities where historic resources are threatened. The Web site includes informative case studies and local contract information to supplement existing local contacts.

Advisory Council on Historic Preservation (ACHP)

1100 Pennsylvania Ave. NW, Suite 809
Old Post Office Building
Washington, DC 20004
Phone: 202-606-8503 / Fax: 202-606-8672
achp@achp.gov
www.achp.gov

ACHP promotes the preservation, enhancement, and productive use of our nation's historic resources and advises the president and Congress on national historic preservation policy.

Real Estate

Appraisal Institute (AI)

550 W Van Buren St., Suite 1000
Chicago, IL 60607
Phone: 312-335-4100 / Fax: 312-335-4400
www.appraisalinstitute.org

AI is a worldwide organization dedicated to real estate appraisal education, publications, and advocacy. AI is valuable primarily as a technical and professional development tool for the project team's on-staff Appraiser.

Building Owners and Managers Association (BOMA) International

1201 New York Ave. NW, Suite 300
Washington, DC 20005
Phone: 202-408-2662 / Fax: 202-371-0181
www.boma.org

BOMA provides information to and a network forum for industry professionals. BOMA may be a valuable technical resource for the PDS contractor in developing specific design directives with the most relevant industry knowledge.