



SITE SELECTION

Region 8 Sustainability & Environmental Management System

1.0 Purpose & Scope

GSA has broad discretion in selecting sites for public buildings under 40 U.S.C. § 3304. The Site Selection Reference for Fee Simple Ownership dated February 21, 2012 is the reference guide that provides an outline for the entire site selection process. It is a menu of best site selection practices, GSA experience and recommendations. Suggestions include who the participants should be, what roles they play and when the various activities of the process occur. GSA recognizes that every site selection is unique and that the required activities could vary for every project.

By following this Reference, the user will be able to:

- Select a viable site for the intended Federal facility;
- Reduce the risk of unanticipated difficulties and their impact in terms of schedule and expense;
- Manage expectations among participants and increase understanding of the site selection process; and
- Encourage innovation and creativity in the site selection process, while incorporating existing precedents and industry-wide best practices

2.0 Activities & Departments Affected

The primary audiences for this Site Selection Reference for Fee Simple Ownership (Reference) are the United States General Services Administration's (GSA) real estate, design and construction professionals and customer agencies. Secondary audiences are the many stakeholders in the site selection process. Various individuals who possess a wide range of site selection, acquisition and design experience and knowledge may use this Reference. This Reference must be used for all GSA site selection actions. Site selection and acquisition are not competitive procurement actions; therefore, they do not follow the Federal Acquisition Regulation (FAR) or the Competition in Contracting Act (CICA).

3.0 Exclusions

None

4.0 Forms Used & Permits Required: (include reporting requirements)

Federal and State Forms and Permits: None

In-house GSA Region 8 and Contractor Forms:

- Site Acquisition Notification
- Sample Land Market Survey
- Sample Site Selection Report
- Sample Advertisement

5.0 Acronyms, Abbreviations and, Definitions

Acronyms	Meaning
ABP	Asset Business Plan
ACHP	Advisory Council on Historic Preservation
A/E	Architecture/Engineering firm
BA-51	Budget Activity 51 (Prospectus level)
BA-61	Budget Activity 61 (study monies and salaries)
BER	Building Evaluation Report (or Building Condition Assessment)
CADD	Computer-aided design and drafting
CATEX	Categorical Exclusion (National Environmental Policy Act process)
CEQ	Council on Environmental Quality
CERCLA	The Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CILP	Capital Investment and Leasing Program
CO	Contracting Officer representing the General Services Administration and the U.S. Government
COR	Contracting Officer's Representative (prime contact for contractors)
COTR	Contracting Officer's Technical Representative
EA	Environmental Assessment
ECCA	Estimated construction cost at award
EIS	Environmental Impact Statement
EO	Executive Order
ESA	Environmental Site Assessment
FAR	Floor area ratio
FEMA	Federal Emergency Management Agency
FONSI	Finding of No Significant Impact
FS	Feasibility Study
GSA	U.S. General Services Administration
LEED	Leadership in Energy and Environmental Design
LMS	Land Market Survey
LPP	Local Portfolio Plan
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NEPA	National Environmental Policy Act
NHPA	National Historic Preservation Act
NOI	Notice of Intent
NTP	Notice to Proceed (given by the Contracting Officer)
OMB	Office of Management and Budget
P-100	Facilities Standards for the Public Buildings Service
PBS	Public Buildings Service
PDS	Prospectus Development Study
PMP	Project Management Plan
POR	Program of Requirements
PT	Office of Portfolio Management
RC	Regional Commissioner
REQA	Regional Environmental Quality Advisor

Acronyms	Meaning
REXUS	Real Estate Across the US
ROD	Record of Decision
RWA	Reimbursable Work Authorization
SHPO	State Historic Preservation Officer
SSR	Site Selection Report
USCDG	U.S. Courts Design Guide

Source: <http://www.gsa.gov/portal/category/21138>

Definitions:

11-B: A congressionally required 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 Prospectus Development Study.

Allowance Document: The document that transfers the appropriated funds to the region.

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

Asset Business Plan (ABP): A document that provides all information, strategy and long-term plans necessary to manage the business of operating and optimizing an asset. 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.

BA-51: A direct budget activity with no-year budget authority through the Federal Buildings Fund (FBF), Fund 192. BA-51 funds the New Construction and Acquisition of Facilities program. The program provides for acquisition and construction of Federal buildings and the acquisition of United States Postal Service (USPS) properties through transfers. It funds a variety of tasks that enable PBS to meet its customer agency needs, including purchase or condemnation of land and improvements necessary for new construction, relocation assistance for former property owners and eligible tenants and related travel. This account includes funding for special purpose and unique facilities, such as courthouses and ports of entry, and new construction and acquisition projects that are under the prospectus threshold.

BA-61: BA-61, the Building Operations account, provides no-year budget authority for funding day-to-day operations of PBS. This includes program support, including preplanning and development studies, appraisals, surveys, scope development and in-house costs for management of design and construction.

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 Prospectus 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): A trade association that provides information and a network forum for industry professionals.

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. Within GSA, pursuant to our NEPA regulations, we have 2 types of CATEXes: Automatic and Checklist.

CERCLA: The Comprehensive Environmental Response, Compensation and Liability Act, commonly known as the Superfund, establishes prohibitions and requirements concerning closed and abandoned hazardous waste sites; provides for liability of persons responsible for releases of hazardous waste at these sites; and establishes a trust fund to provide for cleanup when no responsible party can be identified.

Climate Change Adaptation: A qualitative, iterative process that addresses risk vulnerability, adaptive capacity and resiliency. This process involves not only coping with the immediate problems, but also establishing and maintaining a reserve sufficient to cope with multiple stressors in anticipation of future climate changes – both incremental and variable.

Climate Change Mitigation: A concept that addresses a quantitative baseline and management actions to reduce greenhouse gas emissions.

Climate Protection Levels (CPLs): Climate-based, expert-determined benchmarks that are achieved through the implementation of design and performance standards with the express purpose of limiting the climate change risk exposure.

Communication Plan: A document that identifies spokespersons for GSA, the customer agency and stakeholders; schedules key communication 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: The cost model, based on real, similar facilities, used to evaluate project costs for a similar type of building.

Customer Billing Record (CBR): The mechanism that GSA uses to establish rent billing and is created through an Occupancy Agreement.

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 Service.

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 so that all “recognized conditions” can be identified. Due Diligence captures the efforts under the National Environmental Policy Act, the Comprehensive Environmental Response, Compensation and Liability Act and the National Historic Preservation Act.

Environmental Assessment (EA): A concise public document that is prepared pursuant to the

National Environmental Policy Act to determine whether the proposed action is a major Federal action that would significantly affect the quality of the human environment and, thus, require preparation of a more detailed Environmental Impact Statement. It therefore:

- Supports an Agency's issuance of a Finding Of No Significant Impact, and therefore, no EIS is necessary;
- Briefly provides sufficient evidence and analysis for determining that it is necessary to prepare an EIS or a FONSI; and
- Facilitates preparation of an EIS when one is deemed 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): 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 GSA acquiring the "bona fide prospective purchaser" defense under CERCLA.

Facilities Standards for the Public Buildings Service 2010: The P-100 is the primary GSA design criteria and standards document and is typically referenced for compliance in A/E firm contracts.

Feasibility Study: GSA uses this study to evaluate prospectus-level proposed projects to ensure that they meet customer agency space needs and Government-owned facility requirements. This study also determines the preferred alternative and basis for preparing a Prospectus Development Study, which will meet the housing needs of the customer agency.

Funding Appropriation: Funding set aside by Congress for a project or a particular use.

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

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.

Input Document: A supporting document, study or report used to complete the Feasibility Study.

Land Market Survey (LMS): A data gathering format provided through the Center for Site Acquisition to be used as the central repository for all data gathered on every site considered in any site selection action.

Leadership in Energy and Environmental Design (LEED): 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 criteria for basic LEED Certification (higher levels of achievement are Silver, Gold and Platinum). As of fiscal year 2003, all new and fully renovated buildings must

meet a Silver LEED rating.

Lease Construction: New construction of a facility for government use in response to GSA's formal Request for Lease Proposals. 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): A document that provides the method for managing local portfolios and customer agency needs within a specific locality. The LPP provides the basis for market considerations; long-term customer agency needs; existing leased and owned facilities; and community considerations to make decisions related to markets, customer agency housing and hold or divest decision-making.

Long List: A long list is a list of all prospective sites considered in the site selection process.

National Environmental Policy Act of 1969: An Act effective January 1, 1970 and amended by Public Law 97-258, section 4(b), September 13, 1982, that establishes U.S. environmental policy promoting the enhancement of the environment. The act also establishes the President's Council on Environmental Quality.

National Historic Preservation Act of 1966: An Act cited in 16 U.S.C. 470 et seq., October 15, 1966, establishing a program for the preservation of historic properties throughout the nation. The Act created the National Register of Historic Places, the list of National Historic Landmarks and the State Historic Preservation Offices.

Notice of Intent (NOI): Describes the proposed action, possible alternatives and the proposed NEPA scoping process. It states the name and address of a person within GSA who can answer questions about the proposed action and EIS.

Occupancy Agreement (OA): An agreement similar to a lease between GSA and each customer agency in a building that establishes the rent and space assignment for each.

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

Program of Requirements (POR): Defines the scope of the project and the tenant improvements or reimbursable items associated with a project.

Project Development 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 Prospectus 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): Used to identify team, roles, responsibilities, risks, etc.

Prospectus: 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 resolutions from both the House and Senate that

authorizes funding for the project, whereas an appropriations bill actually funds the project.

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

Real Estate Across the US (REXUS): An inventory management system that replaces STAR.

Short List: The sites on the short-list are the best candidates from the long list and are further evaluated to develop a recommendation for site acquisition. The short-list typically includes 3 or 4 sites.

Site Directive (also referred to as Limited Site Directive): The Office of the Chief Architect issues the Site Directive after the President's proposed Budget is submitted to Congress, or after Congress approves and the President signs the annual appropriations act. 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.

Site Selection Work Plan: A key tool that the team can use to manage the site selection process. The Site Selection Work Plan includes information relating to a project's staff, schedule, scope, budget, approvals, controls and communication.

System for Tracking and Administering Real Property (STAR): GSA's building inventory database for space management, leases and rent billing until phased out and replaced by the REXUS system.

Transaction Screen: An inquiry process designed to meet CERCLA's "bona fide prospective purchaser" defense, but does not require the judgment of an environmental professional. It includes a questionnaire with guidelines for interviewing owners and occupants of a property, observing site conditions and conducting limited research. Based on the results, the user can determine whether additional information is required, proceed to a Phase I ESA or research other areas of concern. The same type of process can be applied to other lines of inquiry.

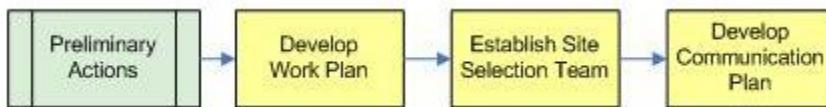
6.0 Procedure

State Specific Procedures & Requirements:

None as site selection is a federal agency procedure.

Standardized Procedure:

6.1 Step 1: Conduct Preliminary Actions (Approximately 20 Business Days)



Purpose

The regional offices establish the appropriate process for each project, based on the project requirements, expected time needed for site selection, availability and expertise of regional staff and other factors.

The purpose of the preliminary actions, or informal site selection process, is to assess when to begin the formal site selection activities, to determine whether there are any significant changes in the assumptions of the Feasibility Study and Site and Design Prospectus and to identify any emerging issues and information that may impact site selection.

During this step, the Site Acquisition Contracting Officer develops the Site Selection Work Plan (Work Plan), establishes the site selection team and develops the communication plan. Identifying changes allows the Site Acquisition Contracting Officer to plan and manage the site selection and acquisition schedule, budget and team appropriately.

Recommended Activities at a Glance

1. Develop the Site Selection Work Plan
2. Establish the site selection team
3. Develop the Communication Plan

Develop the Site Selection Work Plan

The Work Plan is an important project management tool. The site selection process is complex and requires careful management of the schedule, budget and team resources. Creating and using the Work Plan establishes a framework for organizing and leading the site selection effort. Composing a Work Plan will:

- Provide guidance so that site selection is performed accurately and completely;
- Facilitate appropriate participation by experts and professionals at the right time;
- Lead to completion of the site selection tasks in an efficient manner; and
- Aid in keeping stakeholders informed and in reaching consensus for the recommended site.

The Work Plan (together with the Feasibility Study and Project Management Plan, when available) is the business proposal for the project, and, as part of the capital delivery program, establishes the design and site acquisition budgets that GSA proposes to Congress. The Feasibility Study reflects all relevant input documents and related information that define the customer agency's operational and facility needs. The PM, through the Feasibility Study, identifies the basic requirements of the project, defines and analyzes viable alternatives, evaluates delivery methods and recommends the preferred solution. The PM also considers portfolio and facility needs, GSA and customer agency parameters and financial and technical constraints.

The PM must review the Site and Design Prospectus, the Feasibility Study and related documents to assess their validity to provide ongoing support for site selection. The PM must identify any topics or assumptions that may need to be modified because of recent changes in the customer agency, local community or economic conditions. The PM also reviews recently enacted changes to GSA programs, initiatives and Federal regulations to identify conditions and factors that have emerged since completion of the Feasibility Study. The PM must take steps to address these conditions and factors in the site selection process.

The PM must confirm key project criteria:

- Project requirements;

- Site cost assumptions;
- Relocation cost assumptions;
- Project approvals and funding; and
- Project schedule.

After the Site and Design Prospectus is prepared and enters the review and approval cycle, each region decides when to begin preliminary site selection. The timing reflects preferences of the regional office, the complexity of the project requirements and potential acquisition strategies. Some regions wait until the Site Directive or allowance document is issued to begin site selection. This is not recommended because it can create a significant delay in the completion of the project.

Until specific site acquisition funds are authorized and appropriated by Congress through a line item in the BA-51 account, the regions may engage in project planning activities and provide funds from the regional BA-61 budget. The project team must review the availability and the amount of funding at this time. The Site Acquisition Contracting Officer must confirm the Site and Design Prospectus budget and the source of funding for preliminary site selection.

Key Actions for Success in Developing a Work Plan

1. Review previously prepared documents and studies and assess the validity and usefulness of this information.
2. Review Feasibility Study to determine any changes to project requirements.
3. Revalidate the preferred alternative identified in the Feasibility Study. Review the impact of the project on regional performance measurements, targets and strategic goals.
4. Review GSA programs at the regional and national levels for compliance with the proposed course of action.
5. Review customer agency requirements.
6. Identify information needed to update congressional delegations on project status.
7. Review the prospectus for compliance with the proposed course of action.
8. Verify progress of the site and design authorization and appropriation and identify the date for the allocation of funds for design and site acquisition.
9. Confirm the availability of funds to carry out preliminary site selection activities. Preliminary site selection funds may be available from the region's BA-61 account or through a reimbursable work authorization from the customer agency. Common site selection expenses include travel and payment for contractors.

Establish Site Selection Team

Develop a project staffing plan that addresses roles, responsibilities, reporting structures and decision makers. Identify at what point in the process each member joins the team. A strong and competent project team contributes more to successful site selection than any other item identified in this Reference.

The site selection team should be viewed as a subset of the overall project. The PM manages the overall construction project and is responsible for determining and obtaining the necessary resources and assistance so that each sub-team can accomplish its part of the project. Program areas, such as procurement and site acquisition, which are subsets of the overall project, also may have team leaders. For example, the Site Acquisition Contracting

Officer leads the site selection team and coordinates the selection and acquisition of the real property.

Staffing for the project addresses roles, responsibilities, reporting structures and decision making authority. The size of a site selection team is determined by the complexity of the project. The composition is dependent on which GSA staffs are available, what expertise must be contracted and what in-house expertise is required. Contracted services may include real estate market services, appraisals, NEPA, environmental site assessments, historic preservation and cultural investigations, civil engineering and title and boundary surveys.

Key Actions for Success in Establishing a Site Selection Team

1. Identify GSA members from the region and Central Office, as well as the customer agency.
2. Write the project staffing plan, which includes roles, responsibilities, functions and a detailed list of activities.
3. Initiate the selection of contractors and manage their participation.

Develop Communication Plan

Effective communication brings important benefits to the project by managing customer agency, stakeholder and local community expectations; building consensus; supporting the project schedule; and enhancing coordination within the team and with the customer agency. The communication specialist team member can assist the team leader and others with these activities. Communication venues that may be used to distribute information about the project include:

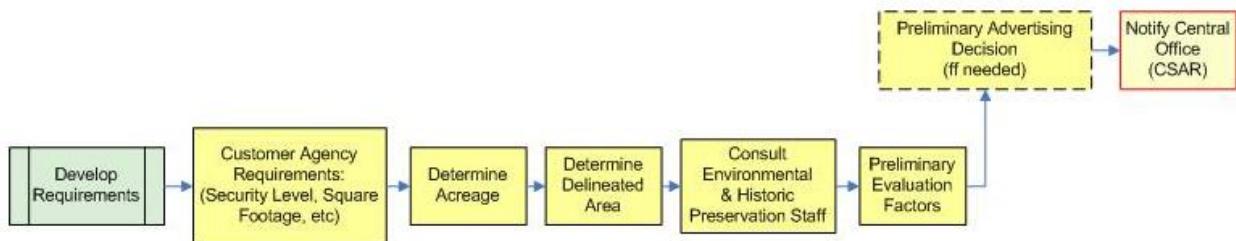
- GSA website;
- Customer agency website or newsletter;
- City website;
- Local newspapers, TV and radio; and
- Local interest newsletters and websites.

Key Actions for Success in Developing a Communication Plan

1. Understand the context of the project and the community.
2. Review contacts made with Federal, State and local government agencies during the Feasibility Study.
3. Review project and local history, local issues and activities that may create interest or controversy around the project, such as local elections and other development activities.
4. Identify key stakeholders in terms of the following:
 - Organization (size and structure);
 - Project stake;
 - Level of influence;
 - Issues of interest; and
 - Leaders and spokespersons, for contact information.
5. Develop a schedule of planned communication around project milestones, such as activity beginning and ending dates.
6. Identify communication venues that may be used to distribute information about the project.

7. Summarize this information and prepare the communication plan. Review the communication plan with the site selection team and the communication staff for the region, GSA Central Office and customer agency.

6.2 Step 2: DEVELOP REQUIREMENTS (Approximately 45 Business Days)



Purpose

GSA's site selection process supports effective and efficient performance of the customer agency's missions and programs. To this end, the site selection team must review and validate the customer agency's current requirements package to confirm that no changes have occurred. Ultimately, the size of the site needed will be based on the customer agency's program requirements, such as building footprint preferences, parking needs and security setbacks. From these factors, the size of the needed site can be determined.

The criteria addressed in this step will be considered in selection of building sites to the extent they are applicable on specific projects. Executive Order 12072 defines policy for satisfying Federal space needs in urban areas. In addition, EO 13514 requires agencies to take certain actions to establish an integrated strategy towards sustainability in the Federal Government. One facet of that strategy is Climate Change Adaptation Planning, which is addressed in sections 8(i) and 16 of EO 13514. These sections require all agencies to support the Federal climate adaptation strategy. In the Instructions for Climate Change Adaptation Planning Actions for FY 2012, September 30, 2011, agencies are required to:

- Establish a climate change adaptation policy;
- Increase understanding of how the climate is changing;
- Apply understanding of climate change to their missions and operations;
- Develop, prioritize, and implement actions; and
- Evaluate and learn through workshops.

The site selection team must be mindful of variables that will influence the selection strategy by following these steps:

- Identify the most vulnerable sites determined by customer need and site infrastructure;
- Define Climate Protection Levels (CPL) criteria determined by risk probability, consequence, and vulnerability; and
- Determine the value (market and operational) of providing a robust site.

The use of space in urban areas must, to the maximum extent practicable, conserve existing urban resources and encourage development and redevelopment of cities. Site selection must give first consideration to a Central Business Area (CBA) and adjacent areas of similar character, including specific areas recommended by local officials. The delineated area for consideration of sites is established in consultation with the customer agency. This

is done taking into account the numerous EO's dealing with location, such as EO 13006 and EO 13514. With the delineated area determined, the Regional Environmental Officer, the Urban Development Officer and the Regional Historic Preservation Officer must be consulted for input on any potential concerns. They may have information on subareas within the overall delineated area from previous work. In addition, you should seek assistance, as needed, from the Office of Federal High Performance Green Buildings regarding climate factors for climate change adaptation planning.

While site selection is not a competitive process, the site selection team will still develop preliminary evaluation factors for potential sites. Examples of factors may include proximity to major highways, proximity to transportation hubs, such as airports and bus stations and proximity to other Federal facilities.

Recommended Activities at a Glance

1. Review Customer Agency Requirements.
2. Determine Acreage.
3. Determine Delineated Area.
4. Consult with Environmental and Historic Preservation Staff.
5. Establish Preliminary Evaluation Factors.
6. Make a Preliminary Advertising Decision (if needed).
7. Notify Center for Site Acquisition and Relocation (CSAR).

Recommended Activities in Detail

Review Customer Agency Requirements

As mentioned earlier, some time may have passed from when the customer agency developed its initial requirements until this step. Take this time to validate that no changes have occurred or are likely to occur. The key is to acquire the correct size of site for any modified customer agency requirements.

Key Actions for Success in Reviewing Customer Agency Requirements

1. Reconfirm the validity of current requirements with the customer agency and adjust requirements accordingly.
2. Review Feasibility Study and other related documents.
3. Revalidate the preferred alternative.
4. Confirm square footage.
5. Confirm Facility Security Level (FSL).
6. Identify potential sites.
7. Define preliminary evaluation factors.

Determine Acreage Needed

Based on the customer agency's requirements, you must determine the approximate site size required to satisfy those requirements. The determination of acreage is critical because we need the land size to fit the need. Having too much land will cost the project additional funds for purchase and could result in the erroneous elimination of an otherwise viable smaller site. Having too little land could negatively impact the customer agency's use of the facility and its associated security setback.

While the approximate size of the required ground for the foundation footprint of the buildings to be constructed may be determined by the customer agency's requirements, the

actual required acreage might differ. The project team must consider local building and zoning ordinances establishing required setbacks, land to building floor area ratios, height limits, or other site area criteria when designing a federal facility. It must review seismic, topographic or foundation conditions, since these may limit building size, height or design. It also must determine local requirements relating to access, vehicle traffic movement and parking, since these additional factors may impact acreage.

Several regions utilize computer models (spreadsheets) that will calculate the acreage needed based on input fields, such as security setbacks, number of parking spaces and anticipated floor plate size. Land for special features, such as helipads, must also be included. The site selection team must consider site security requirements, including setback, at this stage.

While the cost of the land is usually 10% or less of the total construction project, it is important that we not obtain more land than needed. GSA is prohibited from land banking, an action whereby the Federal Government obtains more land than is currently required for a project with the intent of banking the added land for a possible future project.

Key Action for Success in Determining Acreage Needed

Determine size necessary for the site.

Determine Delineated Area

This critical step in the site selection process determines the overall search area. By its very nature, it excludes potential locations outside the delineated area. It also can be a highly political decision, both at the community level (city government) and the national level (Congressional Members).

As directed by EO 13514, 12072 and 13006, the team must consult with local officials and consider their recommendations before establishing the delineated area. The delineated area should be large enough to provide several sites for comparison and evaluation. It may be as small as several blocks in a dense urban area or as large as an entire CBA in a rural community.

The choice of site may create opportunities for both the project and the community. The site selected may hold the potential to support other Federal and local planning initiatives, such as community development. Some project requirements, technical factors or financial factors may be satisfied by the choice of the delineated area. The purpose of defining the delineated area is to set the boundaries of where to search for potential sites. Consult with the municipality to identify the boundaries of both the CBA and city limits, and consider their recommendations for the most appropriate areas to consider for the planned facility.

The Site and Design Prospectus may set parameters on the delineated area, so review the prospectus to ensure Prospectus integrity. Consider project requirements, technical factors or financial factors that are to be addressed by the general location or that are partially influenced by location in the definition of the delineated area.

Consider the following factors in general site location determinations:

- Convenience and suitability to the public and public transportation;
- Convenience to prospective employee housing and services;
- Special requirements of customer agencies, such as the courts, FBI and SSA;

- Positive contribution to established municipal planning goals and priorities (40 U.S.C. § 3312);
- Rate and direction of growth or decline; and
- Environmental suitability, including floodplains, wetlands and disturbance of natural ecosystems.

The site should optimally contribute to the efficient construction, maintenance and operation of the facility to be constructed. The site must be evaluated by balancing the Federal Government's total space needs in the community with the efficiency by which services can be delivered to the planned facility. Property presently owned by the Federal Government must be considered for use to the degree that it meets requirements for location, size and adaptability. Site locations adjacent or contiguous to existing Federal Government facilities must be considered to the extent that this property would improve the overall efficiency of Federal Government services. Location in planned civic or private redevelopment zones should be considered to the extent that the projected development is well planned, financed and development assured. Consider how each site presents opportunities to coordinate Federal resources and strategies with local development and ways to enhance those efforts. Areas of common interest may include climate change adaptation planning, urban design, parking, transit, personal and property security, traffic neighborhood conditions, area amenities and employee and visitor amenities.

Consider location-specific factors (as distinguished from site-specific factors), such as proximity to other Federal and public facilities, shops and services, transportation routes and systems, historically significant neighborhoods, land use or zoning use districts or redevelopment areas. There are a number of EO's that deal with general location, such as first consideration of inclusion in a CBA (EO 12072), or historic district (EO 13006), or sustainable sites (EO 13514). In addition, note that EO 11988, Floodplain Management, takes precedence over EO's 12072 and 13006.

Site selection for Federal facilities must comply with EO 12898, Environmental Justice for Low Income and Minority Populations, which requires appropriate measures to identify and avoid any disproportionately high and adverse human health or environmental effects on minority and low-income populations. Project environmental documents must identify any affected minority or low-income communities, as well as the beneficial and adverse effects resulting from the selection of a site. Measures considered for mitigation, including avoidance or minimization of impacts, must be discussed. Environmental justice issues must be fully identified and resolved during the environmental assessment process.

It is also important to understand how a site is perceived by various local stakeholders, beyond official planning perspectives. Will the current occupant's move from the existing location impact the present location? Does the project preclude or displace other viable economic uses that exist or that are proposed for any of the sites? Give consideration to viable alternative uses, such as private development or public parks, that would offer economic or social benefit, or both, to the community and that can be incorporated into the final site design.

Site location and selection must consider the predetermined design requirements of the facility insofar as these require a site of certain size, location and topographic features. Design requirements include a broad range of factors, including landscaping, future expansion needs, utilities service and accommodation of existing natural growth.

Planning and design of new court facilities present special and unique requirements that influence site selection. These factors include perimeter security and parking for court personnel, as well as collocation with related functions, such as probation offices, detention facilities and private ancillary support services. The special site requirements for courts are addressed in the U.S. Courts Design Guide.

There are a number of statutory provisions and EO's that direct GSA to have meaningful consultations with local officials to promote economic development, sustainable site selection choices and compatibility with local planning goals, including 40 U.S.C. § 3306, and EO's 12072, 13006 and 13514. Communication with local officials and consultants should involve the site selection and how the site compares to recommendations from local officials, long-range plans for the area and whether the envisioned development would have a neutral, positive or negative impact on the furtherance of local long-range plans.

Executive Order 11988 requires agencies to minimize flood impact on human safety and welfare, avoid adverse impacts of development in floodplains and avoid support of floodplain development where practicable alternatives exist. Consult with the Regional Environmental Officer for guidance in the consideration of floodplains in site location for Federal facilities.

Executive Orders 12072 and 13514, as well as other Federal policies, require consideration of how facility placement will impact long-term sustainability. Reporting requirements in EO 13514 for greenhouse gas emissions associated with employee and visitor commuting patterns are particularly relevant. Consult with the Regional Urban Development Officer or Good Neighbor Coordinator.

Key Actions for Success in Determining the Delineated Area

1. Research local government data.
2. Consult with local officials to determine the boundaries for the CBA and city limits.
3. Research and tour the anticipated delineated area to determine the viability of finding a suitable site within the proposed area.
4. Determine whether a delineated area or general project location area was identified in the Feasibility Study or Site and Design Prospectus.

Consult with Regional Environmental and Historic Preservation Officers

Once the delineated area has been established, consult with regional staff that is responsible for environmental issues, historic preservation and cultural resources for potential or known concerns. This is more of a macro view of the delineated area and not a micro level study of specific potential sites. Executive Order 13006 requires the Federal Government to use historic properties and districts, whenever operationally appropriate and economically prudent. As the government's primary manager of urban Federal facilities, GSA has a significant role in implementing EO 13006. Historic sites and districts are vital parts of our country's heritage and should be integrated with the civic life of the Nation's communities. Consideration of historic properties in site location of Federal facilities is a part of GSA's portfolio and community planning responsibility. Any Federal action that involves site development, including lease construction, is subject to Section 106 of the NHPA, since archeological resources could be present on the site. Therefore, a Phase I archeological survey will generally be required during the environmental due diligence phase.

It is important for the project team to be aware of any known environmental and cultural resource issues within the delineated area. Environmental issues are created through previous land uses or migration of contaminant from one site to adjacent lands. Likewise, certain areas lend themselves to being more prone to cultural resources, such as sites that adjoin bodies of water, including rivers, streams and lakes. Wherever the migratory and settlement paths existed for a community, there is a strong likelihood of finding artifacts.

An associated area of concern is historic issues. Some communities have very active historic preservation groups. With this general area knowledge and understanding, the project team can make more informed decisions, while being sensitive to environmental, cultural and historic concerns.

Key Actions for Success in Consulting with Regional Staff

1. Consult with regional environmental and historic preservation staff to gain further insights into the characteristics of the delineated area.
2. Obtain contact information of any community groups that may need to be informed of the project.
3. Become aware of the types of environmental, historic, cultural, and archaeological resources present.

Establish Preliminary Evaluation Factors

With the delineated area identified, the project team is able to consider preliminary evaluation factors. These involve criteria that are both customer agency driven, such as proximity to certain features or services, and construction driven, such as utility capacities. At this point, the process moves from discussing needs and possibilities to describing initial evaluation requirements for the project site.

Use minimum requirements and general evaluation factors to evaluate sites. Both help to determine whether an offered site is adequate for the customer agency's needs, function and operation. Minimum requirements must be satisfied. These factors are mission critical and are rated as a simple Go/No-Go. If the site complies with the minimum requirements, then it can be considered further; if it does not, then it is eliminated. Only those factors that are absolutely essential should be defined in this manner. The importance of a well prepared Program of Requirements (POR) and the flexibility in defining appropriate Go/No-Go factors cannot be overstated in the site selection process. Some examples of Go/No-Go factors are:

- Sites must be within the delineated area;
- Sites must be of the required size;
- Sites must be located outside the flood zone and away from hazards due to incremental climate change and climate variability such as the coasts, riparian flood plains, flammable forests and grasslands; and
- Sites must have ingress and egress capabilities.

General evaluation factors identify desirable attributes, but not necessarily essential factors. The ability of each site to satisfy the factors is evaluated, and factors may be prioritized or ranked against each other. Examples of general factors may be:

- Proximity of site to airports;
- Proximity of site to major highways or other major transportation facilities, such as regional commuter train or subway stations; and

- Proximity of site to other Federal facilities.

Key Actions for Success in Establishing Preliminary Evaluation Factors

1. Collect data about the potential project and project area to select the appropriate criteria.
2. Finalize evaluation criteria.

Make a Preliminary Advertising Decision

40 U.S.C. § 3304(b) authorizes the Administrator of GSA to acquire real property necessary for the use as sites for public buildings. 40 U.S.C. § 3304(d) further provides that the Administrator may, if he or she deems necessary, solicit, by public advertisement, a proposal for the sale, donation or exchange of real property to the United States to be used as such site. The provisions of 40 U.S.C. § 3305(b) also apply to the acquisition of land necessary to carry out the alteration of any public building.

The purpose of advertising is to canvass the geographic area in which a site is to be selected and to establish the identity of available sites. Advertising for a site is recommended as a good practice in all cases, even if a site has been offered for donation. Site submissions received in response to this advertising are not considered competitive bids. Site acquisition activities are not subject to CICA; however, the Government Accountability Office has held on at least one occasion that GSA cannot comply with statutory requirements to acquire a site unless it acts in such a way as to promote intelligent competition among offerors - in the Matter of Richard S. Cohen, B-256017 (June 27, 1994).

Key Actions for Success to Make a Preliminary Advertising Decision

1. Determine if adequate resources, such as personal market knowledge and city contacts, are available to successfully locate a suitable site.
2. If advertising, determine by which means to advertise (see sample Ad in Appendix G of "Site Selection Reference for Fee Simple Ownership").

Notify the Center for Site Acquisition and Relocation about the Project

The purpose of updating CSAR is to increase the knowledge base and coordinate with other offices at the Central Office level.

Key Actions for Success in Notifying CSAR of the Project

1. Complete the Site Acquisition Notification Form (Appendix D of "Site Selection Reference for Fee Simple Ownership") and formally notify CSAR about the project.
2. Determine what resources CSAR can contribute toward the project. These resources range from providing advisory services to conducting more hands-on assistance.

6.3 Step 3: RESEARCH MARKET (Approximately 45 business days)



Purpose

GSA's site selection process supports effective and efficient performance of the customer agency's missions and programs. Additionally, the process provides an opportunity to support Federal policies for sustainability, community planning, historic preservation and environmental quality in the delineation of the search area and the development of criteria chosen to identify successful sites.

There is no legal requirement that GSA obtain competition in selecting sites for public buildings. However, soliciting for sites is one way of proving that the chosen alternative is the best one. The evaluation process should be completed regardless of how the site is obtained to document the rationale for the selection. This methodical analysis will answer many questions often asked by Congress, OMB and the taxpayer regarding how the site was selected.

The search for potential sites requires an understanding of GSA's real property acquisition procedures, as well as familiarity with real estate and development activities in the local community. Examining a variety of sites demonstrates that the selected site offers the government the best site for all factors considered. This process also provides viable second- and third-choice sites. If the preferred site is eliminated later, then these alternative sites may be used without restarting the site selection process and adversely impacting the schedule. The examined sites may include sites presented by private landowners, identified by the site selection team or used in the Feasibility Study.

For prospectus-level projects, action for the acquisition of real property originates in Central Office with the issuance of a Site Directive. The Site Directive sets forth the site requirements as specified in the prospectus, including the approximate site size, whether public advertising is required and authorization to proceed with site selection or acquisition, or both. The Site Acquisition Contracting Officer may acquire needed interests in real property by purchase, condemnation, donation, exchange, easement or transfer of jurisdiction. This authority is delegated to warranted contracting officers who are subject to the limitations specified in their warrant. Approval of the Administrator is required when buildings with sites are to be purchased or real property is to be exchanged.

The Site Directive authorizes the PBS Regional Commissioner to proceed with the site selection and acquisition. If site funds have not yet been appropriated, the authority will extend only up to the point of award and no sales contract or other purchase agreement may be executed until funds sufficient to acquire the site are appropriated, unless the agreement is expressly conditioned upon the availability of funds. Some site projects, such as small projects and assignable options, are non-prospectus level and a Site Directive will not be required.

The Site Acquisition Contracting Officer must obtain a copy of the Allotment Advise (Allowance Documents) in the amount of the award prior to award and the Site Directive from either the Project Manager or financial management staff. The Allotment Advise indicates that the site funds have been forwarded to the region. Both documents should be retained in the site acquisition files to document the amount of funds allotted for site acquisition or design, or both, as well as authority to proceed with the project.

Recommended Activities at a Glance

1. Revisit Communication Plan.

2. Advertise.
3. Contract Local Brokers.
4. Reaffirm Go/No-Go Factors.

Recommended Activities in Detail

Revisit Communication Plan

With the basic project established, the project team should reevaluate its communication plan. Since it was first developed, new team members may have been added and, thus, new roles may need to be established. In addition, the project team should meet with the customer agency and GSA Central Office and periodically engage local community leaders, such as the Mayor, City Manager, local planning agencies and community groups, as well as Congressional Members. During the meetings, the project team should review project goals and local development goals to identify possible synergy.

In these meetings, the project team also should explore the potential to leverage Federal and local development efforts and to fine-tune the evaluation factors in support of the project and local needs.

The importance of engaging the community leaders cannot be overstated. It is a way to position the project as being a Good Neighbor in the community. If not managed correctly, local politics can negatively affect the project. One way to mitigate this is to give the community leaders and stakeholders a voice in the project. Ultimately, project decisions are made by GSA in consultation with stakeholders, not the reverse.

Key Actions for Success in Revisiting the Communication Plan

1. Address any changes that need to be made with the Communication Plan.
2. Formally notify the community leaders of the project by letter and in-person visit.
3. Keep minutes or other reports of all meetings and phone calls. Coordinate all contact with local authorities with the appropriate GSA regional staff. The PM should be the control point for all communication.
4. Meet with representatives of local government and civic organizations, including zoning boards, health departments, fine arts commissions, fire marshals, regional planning commissions and local design review boards, to ascertain development issues.
5. Contact the State environmental agency and State Historic Preservation Office, when appropriate, and begin to discuss the potential sites' compliance with State policy, programs and regulations.
6. Discuss the needs and roles of team members for publicity, press releases and other communication activities.
7. Discuss the local real estate market and development conditions.
8. Discuss any sites (as represented by State and local planning officials or others) that could be donated to the government, are a part of a redevelopment area, or could be acquired at a substantial discount through exchange.

Advertise

The Site Acquisition Contracting Officer is responsible for the preparation and coordination of the release of public notices and advertisements related to the acquisition of property. Even though site selection is not a competitive action, it still may be prudent to issue an Expression of Interest. When might this be needed? Depending on the team's knowledge

of the delineated area, it may be wise to advertise to gauge the market interest in offering a site for consideration.

Soliciting or advertising for sites is a way of demonstrating, through comparison and evaluation, that one alternative is preferred. No matter how the site is obtained, the evaluation process always must be completed.

If an acceptable site is identified for donation or exchange by a local government, or if the Federal Government already has an acceptable site, the advertising process may not be necessary. The region makes the final determination with input from the PM and the Site Acquisition Contracting Officer whether to advertise for sites.

The advertising for a site focuses on a particular area suitable for the project. Usually, if GSA advertises for property, it should be placed in the prominent community paper or business publication, or both, as well as FEDBIZOPPS. The basic ingredients of the Expression of Interest are:

- Delineated area;
- Size of site;
- Submission due date;
- Submission address;
- Contact person; and
- Statement that the site selection process is not competitive.

The advertisement's language requests that site owners supply adequate information to GSA to enable selection of the best site, based on the site's ability to meet the project requirements, technical factors and financial factors. The description of the delineated area and the evaluation factors are key items included in the advertisement for sites.

Site selection is often controversial, causing inquiries by various GSA offices. Informational electronic copies of the advertisement should be provided to:

- Local Property Management Office;
- PBS Regional Commissioner, Regional Administrator, and Regional Public Affairs; and
- CSAR, which will be responsible for the distribution to Central Office points of contact.

If it becomes necessary to amend the announcement or advertisement for solicitation of sites, the amendment must be made as early as practicable through the same processes as above. The amendment must be distributed to all the parties who were initially notified, including the above GSA offices.

Key Action for Success in Advertising

Advertise for site in accordance with the communication plan.

Contact Local Brokers (if needed)

Just as advertising may be useful, the use of a broker may facilitate identifying possible sites. Usually, the landowner of an offered site will pay any broker fees for their services. If GSA uses a broker, the broker locates a site for consideration and represents the current landowner. Use of local brokers is not part of the National Broker Contract, and GSA will not pay broker commissions. Usually, a phone call may be made to the Chamber of

Commerce for a list of brokers. In addition, you may contact the local Association of Realtors in many communities.

Key Actions for Success in Contacting Local Brokers

1. Contact the community Chamber of Commerce.
2. Contact the local Association of Realtors.

Reaffirm Go/No-Go Factors for Evaluation of Sites

With the responses to the ad received (if an ad was used), the team may begin evaluating each offered site as each relates to the Go/No-Go factors. For example, each offered site should be within the delineated area. Each site should meet the size criteria, as well as any other factors. To the extent that an offered site does not meet all the Go/No-Go factors, it should be rejected.

Key Actions for Success to Reaffirm Go/No-Go Factors

1. Evaluate each offered site against the Go/No-Go factors.
2. Issue rejection letters to those offered sites that do not meet all the Go/No-Go factors.

6.4 Step 4: COMPLETE LAND MARKET SURVEY (Approximately 20 business days)



Purpose

In this step, the site selection team, using their knowledge of the project and its requirements, technical factors and financial factors, reviews and evaluates the long list of sites that meet the Go/No-Go factors. Typically, the long list of potential sites is in excess of 5 locations. The reality is that further due diligence on more than 3 or 4 sites is very costly and time consuming. In short, the team does not have unlimited resources (time and money) to conduct detailed analysis on numerous sites.

The following factors should be considered in selecting a specific site:

- The use of existing Government-owned sites and acquiring contiguous area, as necessary;
- Subsurface and topographical conditions, availability of utilities, easy access, security and sustainability, parking, public transportation and suitability of environs for the project; and
- Positive contribution to neighborhood context, plans and priorities.

Recommended Activities at a Glance

1. Complete the LMS Form.
2. Complete Benefits and Risks Assessment.
3. Conduct Relocation Evaluation.
4. Conduct Initial Review for Each Site.
5. Determine Final Evaluation Factors.

-
6. Update Go/No-Go Factors.

Recommended Activities in Detail

Complete the LMS Form

There is no substitute for the actual experience of visiting the delineated area and potential sites. A field visit often reveals important views and visual relationships, information about the neighborhood character and amenities, as well as a better understanding of scale, proximity and adjacencies.

By touring the local marketplace and viewing the delineated areas and potential sites, additional information may be gained that identifies other potential sites and suggests fine-tuning of the evaluation criteria. The site selection team may identify potential sites to be analyzed and considered without a formal offer from the site owner or agent.

Some of the information requested in the LMS may require research on the part of the site owner or its representative. As such, it may be advantageous to provide each owner with a copy of the form in advance of the site visit so they have time to gather any needed requested information.

Key Actions for Success to Complete the LMS Form

1. Obtain Rights of Entry for each site.
2. Complete the LMS form (Appendix E of “Site Selection Reference for Fee Simple Ownership”) for each remaining site during the site visit.

Complete Benefits and Risks Assessment

In the world of real estate, three things are key - location, location, location! As such, each site in the long list will have its benefits and risks. The site selection team must review the LMS data for each site and determine if the benefits outweigh the risks. It may be a process of give and take for each site in consultation with the customer agency. For example, proximity to certain amenities may be more or less important depending on site location. In addition, the customer agency needs to provide input on the importance of factors as they relate to one another. For example, proximity to airports may outweigh proximity to other features.

Key Actions for Success in Completing a Benefits and Risks Assessment

1. Focus on each site’s strengths and weaknesses in light of the customer agency’s mission.
2. List pros and cons for each site.

Conduct Relocation Evaluation

A location may seem perfectly fine after looking at its benefits and risks. However, relocation issues need to be considered. Basically, if the project is going to displace residences or businesses, or both, such entities are entitled to relocation benefits under the law. This is not often a deal breaker for a site, but it may be. Refer to the Relocation Reference, which addresses all relocation issues, for more details.

Relocation requirements must be developed for each site. The time and money required for certain relocation situations may necessitate rejecting certain sites due to their current use. For example, some 24-hour operation businesses, such as industrial laundromats and some

telecommunication operations, cannot suffer any down time during the relocation process. As a result, the government may have to duplicate the operations in its new place of business prior to moving them. This may cost significant dollars and delay the project schedule. Consequently, the Relocation Specialist should be included early in the project development to make sure relocation implications are addressed.

Key Actions for Success in Relocation Evaluation

1. Assess need for residential or business relocation, or both, and estimate costs for each site.
2. Contact CSAR for any advice or assistance needed regarding relocation.

Conduct Initial Review for Each Site

Now that you have captured most, if not all, of the needed data for each site on the long list, the site selection team can formally begin to evaluate the pros and cons for each location. Zoning has been confirmed, local community plans have been evaluated, review is completed of any existing environmental or historic preservation studies, floodplain checks have been made and square footage requirements have been confirmed. Remember, site selection is not a competitive process, so the Government may select the site that is most advantageous. To this end, the team should avoid developing elaborate, weighted scoring formulas. The goal is not to run each site through a mathematical formula whereby a score is assigned and the locations ranked. GSA has been authorized with broad latitude to select sites.

Key Actions for Success in Initial Review for Each Site

1. Schedule the meeting for the site selection team to review and evaluate all of the sites.
2. Review the minimum requirements and the general evaluation factors published in the advertisement. In addition, the site selection team has the discretion to consider any other factors and to evaluate the criteria at any degree of detail that is appropriate.
3. Agree on a methodology to manage the evaluation activities.
4. Review each site and then compare the sites overall. Identify the 3 or 4 most suitable for the project.

Determine Final Evaluation Factors

Review the preliminary evaluation factors in Step 2 to determine any changes, additions or deletions of any factors that may be required in evaluating each site. The purpose of this last look at the evaluation factors is in response to any new information that may have been developed during the site selection process. For example, it may be that after the long list of sites is evaluated with the current factors, it becomes apparent that all sites should be eliminated. In another scenario, perhaps the customer agency has changes in its program that require a modification of factors. Although changes such as the examples above are possible, many times there are no changes in the current developed factors.

Key Actions for Success in Final Evaluation Factors

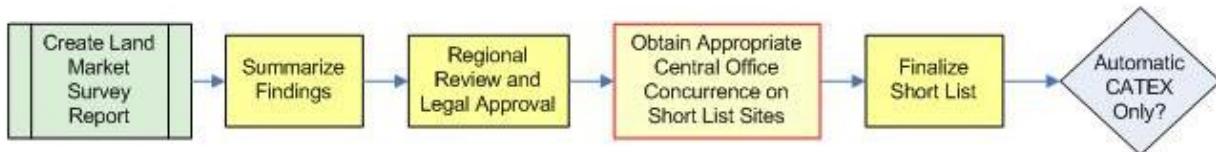
1. Analyze any new information or changes to preliminary evaluation factors to determine impacts.
2. Evaluate each site for compliance with any new information or changes.

Update Go/No-Go Factors, If Needed

Review all accumulated data and customer agency requirements and evaluate the existing Go/No-Go factors. Determine if any changes are necessary.

Key Actions for Success in Updating Go/No-Go Factors

1. Analyze any new information or changes to preliminary Go/No-Go factors to determine if there are any impacts.
2. Evaluate each site for compliance with any new information or changes.

6.5 Step 5: WRITE LAND MARKET SURVEY REPORT (Approximately 45 business days)**Purpose**

With the long list of sites evaluated, the site selection team creates an LMS Report that summarizes the findings from each of the LMS forms completed for each site. The goal of the Report is to document the site search history in a concise format for review by the Office of Regional Counsel and Central Office. The objective of this Report is to obtain concurrence on the short list of sites. The purpose of narrowing down the list of sites to approximately 3 or 4 is that due diligence is very costly and time consuming.

Recommended Activities at a Glance

1. Summarize Findings.
2. Obtain Regional Review and Legal Approval.
3. Obtain Appropriate Central Office Concurrence for Short List Sites.
4. Finalize Short List.

Recommended Activities in Detail**Summarize Findings**

The purpose of the LMS form is to gather additional information on each remaining location (long list of sites). The use of this form allows the team to collect the same site information for each location. This information is evaluated to determine the short list of sites. The team summarizes its findings in the LMS Report. It provides a narrative of the project parameters, a listing of each site considered, site facts and a decision as to whether it made the short list. If a site does not make the short list, state the reasons.

The LMS Report may serve as the basis for the Site Selection Report later in the process. Use the LMS Report to go from the long list of sites to the short list of sites. After we conduct our Due Diligence on the short list, we identify the preferred site. The vehicle to document this decision is the Site Selection Report (sample in Appendix F of "Site Selection Reference for Fee Simple Ownership").

Key Action for Success in Summarizing Findings

Designate a site selection team member to prepare the draft LMS Report for proofing among the team.

Obtain Regional Review and Legal Approval

Once the report is prepared, submit it within the region for review and concurrence. Typically, each site selection team member signs the report, as well as the appropriate Directors of Real Estate, Portfolio, Operations, and Design & Construction, Regional Counsel and the Regional Commissioner for PBS.

Key Actions for Success in Regional Review and Legal Approval

1. Determine Regional routing and review.
2. Submit LMS Report throughout the regional office for concurrence and approval.

Obtain Appropriate Central Office Concurrence on Short List Sites

Once the LMS Report has been reviewed and approved at the regional level, submit it to Central Office for review and concurrence, which will require 30 business days. The Office of Leasing, the Office of Design & Construction and the Office of the Commissioner are the primary reviewers, but others may elect to participate. The goal is to get the sites reviewed from different perspectives. A site's characteristics may be conducive for acquisition (for instance, clear title and no environmental issues), but not necessarily optimal for design or construction (it may have irregular shape, the presence or absence of certain utilities or other unique features).

Key Actions for Success for Obtaining Appropriate Central Office Concurrence on Short List of Sites

1. Submit the LMS Report through the regional office for concurrence and approval.
2. Submit the LMS Report to CSAR for distribution within Central Office.

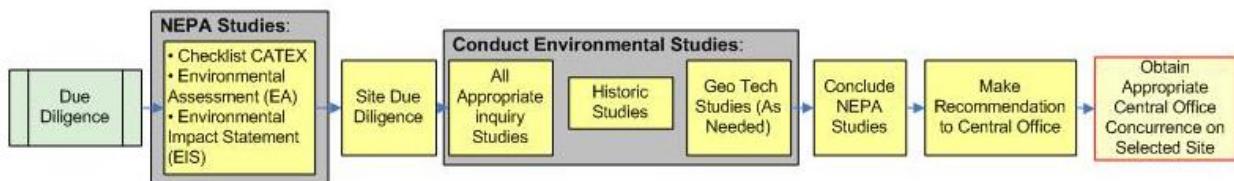
Finalize Short List

With both regional and Central Office concurrence, the short list of sites is finalized. This is the list of sites on which GSA will conduct further studies.

Key Actions for Success in Finalizing Short List

1. Issue rejection letters to those sites that do not make the short list.
2. Communicate the short listed sites to appropriate regional parties.

6.6 Step 6: CONDUCT DUE DILIGENCE (Approximately 260 business days)



Purpose

The purpose of this step is to evaluate the short-listed sites and to recommend a final site. This step of the site selection process historically has been the most difficult. The inherent pressures and conflicts all come into focus with the completion of the final detailed analysis and evaluation. The team may avoid many of these complications by following a structured and thorough process.

Additionally, the completion of the National Environmental Policy Act (NEPA) (i.e., CATEX, EA or EIS), CERCLA Environmental Site Assessment (ESA) (Phases I, II, III),

and NHPA (Section 106) reports, as well as special studies, occurs during this step. It is not uncommon for these activities to take 6 to 12 months to complete, and they may lead to elimination or change in preference of the short-listed sites.

Recommended Activities at a Glance

1. Obtain Title Evidence.
2. Complete NEPA and NHPA Studies.
3. Conduct Environmental Studies.
4. Make Recommendation to Central Office.
5. Obtain Appropriate Central Office Concurrence on Selected Site.

Recommended Activities in Detail

Obtain Title Evidence

The Site Acquisition Contracting Officer will normally have an informal contact with all owners before a property is appraised, and the representative will explain the project and the appraisal and acquisition process. At this time, the Site Acquisition Contracting Officer should ask the owners to provide information relevant to ownership. There is no obligation to provide documents or information, but the owners may be told that it will help advance the process and assure that all interested parties are promptly contacted and their interests protected. Documents that the owners allow to be taken for copying should be promptly returned.

The following types of documents are relevant to ownership and quality of title:

- Deeds;
- Mortgages;
- Home Equity Loans;
- Surveys;
- Easements;
- Recent tax bills;
- Title abstracts;
- Title insurance policies;
- Recent mortgage payment receipts;
- Leases and rental agreements; and
- Fire and liability insurance policies.

In addition to the above documents pertaining to title, the Site Acquisition Contracting Officer should ask about any current conditions or circumstances that may possibly affect ownership, the relative interests of the parties or the capacity of owners to convey title. Following are pertinent conditions:

- Property in an estate;
- Property owned by a minor, or person not legally competent to contract for sale;
- Divorce proceedings;
- Lawsuits in progress;
- Claims of contractors or suppliers who recently performed work on property; and
- Disputes involving encroachments, access, property boundaries, or fences.

It is not necessary to be intrusive in questioning the owners on the details of the above conditions. It is sufficient to know that a situation exists that may affect title. Any further information that is needed may be secured during the title abstracting process.

If information is not readily available from an owner, preliminary title reports may be obtained from local title companies.

Key Actions to Consider in Obtaining Title Evidence

1. Explain the project and site acquisition process to site owners.
2. Verify site ownership through owner-provided documents or from commercially available sources, such as title companies.

Complete NEPA Studies

With the short list of sites decided upon, GSA can start its site-specific due diligence studies under NEPA. The Site Acquisition Contracting Officer should consult the NEPA Desk Guide and contact the regional environmental officer to determine the studies that must be conducted. These studies may take up to 160 calendar days or longer to complete.

To conduct the NEPA studies on the short list of sites, GSA must have a Right of Entry form and a boundary survey from each site. The Right of Entry gives permission to GSA and its contractors to access the land for studies. The boundary survey establishes the defined site area to be studied.

Key Actions for Success for NEPA Studies

1. Obtain the necessary Rights of Entry for each site on the short list.
2. Obtain boundary surveys for each site on the short list.

Conduct Environmental Studies

The regional environmental officer initiates contracts for NEPA, CERCLA ESA, NHPA Section 106, public notices required by NEPA implementation and other documentation, as required.

Key Actions for Success in Conducting Environmental Studies

1. Conduct a Checklist CATEX under NEPA. Determine if any further NEPA compliance is warranted.
2. Request CERCLA study in detail by performing a Phase I ESA using the ASTM E-1527-05 ESA methodology, and Phase I archeological survey for the top 3 sites.
3. If Phase I ESA indicated potential site contamination, a Phase II ESA may need to be ordered. The same is true of the archaeological survey.
4. Conduct evaluation of viable alternatives under Technical Evaluation Factors. This includes NEPA, Section 106, CERCLA ESA, soils stability or suitability and traffic and infrastructure studies.

Make Preferred Site Recommendation to Central Office

After concluding the NEPA studies, the following are the basic steps for the Preferred Site Recommendation. These steps include measures to address project development, site selection, pre-acquisition due diligence and the acquisition phases of the process. Some steps run concurrently. In consultation with the site selection team, determine the best location based on general criteria. Include a synopsis of offered and unoffered sites, tabulation of adverse characteristics of potential sites, elimination of undesirable sites, technical factors and cost analysis. Technical factors include:

- Construction Management Site Data Inventory, GSA Form 1239;
- Draft NEPA document (final NEPA document should discuss the preferred site);
- Section 106;
- ESAs;
- Soil Stability or Suitability;

- Traffic and Infrastructure studies;
- Compatibility with local plans; and
- Recommendations from local officials.

Cost factors include:

- acquisition costs;
- relocating business and residential occupants;
- required on-site and off-site infrastructure improvements;
- demolition and removal of hazardous materials;
- anticipated condemnation;
- site clean-up or preparation costs;
- impact of the site on construction costs, such as size, shape and soils; and
- relocating roads or utilities, or both.

After confirming receipt of the Site Directive or authorization and appropriation of site and design funding, or both, the region will initiate the Site Selection Report and acquisition process. If regional staff resources are limited, a qualified consultant may be employed to conduct the site selection and write the report. The Site Acquisition Contracting Officer must clearly define the contractor's scope of work pertaining to the site selection process.

Key Actions for Success in Making the Preferred Site Recommendation to Central Office

1. Prepare Technical Rankings of the short list.
2. Complete the NEPA process by executing a Checklist CATEX, Finding of No Significant Impact (FONSI), or Record of Decision (ROD).
3. Prepare the GSA Site Selection Report. This will include, at a minimum, a synopsis of offered and unoffered sites, tabulation of adverse characteristics of potential sites and a recommendation of the preferred site. All supporting documentation should be included as exhibits and readily available for legal and management review.

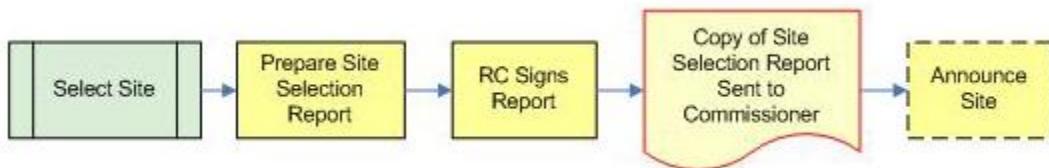
Obtain Appropriate Central Office Concurrence on Preferred Site

The GSA Site Selection Report, along with the synopsis and supporting documentation, should be sent to CSAR, which will provide copies to appropriate Central Office points of contact. CSAR will be responsible for the distribution to Central Office points of contact, who will have 15 business days for review and concurrence.

Key Actions for Success in Obtaining Central Office Concurrence on Preferred Site

1. Full site package should be submitted to CSAR.
2. Coordinate with CSAR regarding any additional information required.
3. Communicate concurrence with appropriate regional staff.

6.7 Step 7: SELECT SITE (Approximately 20 business days)



Purpose

The final action that closes the site selection process is the PBS Regional Commissioner signature on the Site Selection Report. Once this document is signed, and concurrence from the PBS Commissioner is obtained, then site acquisition activities may proceed.

Recommended Activities a Glance

1. Prepare the Site Selection Report.
2. Obtain PBS Regional Commissioner Approval.
3. Send Site Selection Report to CSAR for Central Office distribution.

Recommended Activities in Detail**Prepare the Site Selection Report**

Finalize the Site Selection Report, including recommendation of preferred site, for PBS Regional Commissioner approval. Concurrences from Regional Counsel and all PBS stakeholders should be obtained prior to submission. All stakeholders should have input before the PBS Regional Commissioner receives the report. All site selection data is pre-decisional and is not for public release until the report is finalized, signed by the PBS Regional Commissioner and notice is given to Central Office and the Congressional Delegation. The Site Acquisition Contracting Officer should assemble all supporting documents for the Site Selection Report from team members and contractors. It is important to have a firm site decision before officially beginning negotiations, since relocation benefits are triggered by the initiation of negotiations. Owners or occupants and tenants who move off the site during site selection activities may have a basis for relocation claims if the government has entered into negotiations.

Key Actions for Success in Preparing the Site Selection Report

1. Review all documents to ensure that they are complete and correct.
2. Draft the final Site Selection Report per GSA Form 1433.

Obtain Regional Commissioner Approval

The final action that closes the site selection process is the PBS Regional Commissioner's signature on the Site Selection Report. Once this document is signed and concurrence is received from the PBS Commissioner's office, then site acquisition activities may proceed.

Key Action for Success for Regional Commissioner Approval

Present final Site Selection Report to appropriate regional divisions and the PBS Regional Commissioner for signature.

Send Site Selection Report to CSAR for Central Office distribution**Key Actions for Success in Sending Site Selection Report to Central Office**

1. Notify CSAR of site selection recommendation.
2. After Central Office concurrence at the Commissioner level, announce formal site selection, complete fee appraisal and then begin negotiations for the actual purchase of the preferred site.

Develop a short synopsis of the site selection, for example, size of the site, location, type of building to be constructed, the customer agencies involved and proposed construction date. Transmit this information to the Office of Intergovernmental and Congressional Affairs, with a copy to the PBS Commissioner. The Office of Intergovernmental and Congressional Affairs is responsible for notifying the congressional delegation and coordinating public release of the site announcement.

7.0 Records Management

- Follow the GSA Site Selection Guide; <http://www.gsa.gov/portal/category/21136>

8.0 References

- GSA NEPA Deskguide, October 1999
- GSA Site Selection Guide; <http://www.gsa.gov/portal/category/21136>
- Site Selection Reference for Fee Simple Ownership, February, 2012

Climate Change Adaptation

- EO 13514, Federal Leadership in Environmental, Energy, and Economic Performance, sections 8(i) and 16, October 5, 2009
- GSA Order ADM IL-11-1 Climate Change Adaptation Planning Actions for FY 2012, September 30, 2011
- Instructions for Implementing - Sustainable Locations for Federal Facilities, Council on Environmental Quality, September 15, 2011, Section IV c

Environmental Protection

- Clean Air Act of 1970, 42 U.S.C. § 7401 et seq.
- Coastal Zone Management Act of 1972, 16 USC § 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.
- Executive Order (EO) 11514, Protection and Enhancement of Environmental Quality, March 5, 1970; as amended by EO 11991, May 24, 1977
- EO 11593, Protection and Enhancement of Cultural Environment, May 13, 1971
- EO 11990, Protection of Wetlands, May 24, 1977
- EO 12088, Federal Compliance With Pollution Control Standards, October 13, 1978; as amended by EO 12580, January 23, 1987 – Superfund Implementation
- EO 12580, Superfund Implementation, January 23, 1987; as amended by EO 12777, October 18, 1991, EO 13016, August 28, 1996, and amended by EO 13286, February 28, 2003
- EO 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, February 11, 1994
- EO 13101, Greening the Government Through Waste Prevention, Recycling, and Federal Acquisition, September 14, 1998
- Fish and Wildlife Coordination Act, 16 U.S.C. § 661 et seq.
- Federal Water Pollution Control Act (Clean Water Act), 33 U.S.C. §§ 1251–263 et seq.
- National Environmental Policy Act, 42 U.S.C. § 4321 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.

Historic Preservation

- American Indian Religious Freedom Act, 42 U.S.C. §§ 1996–1996a
- Archaeological Resource Protection Act, 16 U.S.C. §§ 470aa–470mm
- EO 13007, Indian Sacred Sites, May 24, 1996

- Federal Management Regulation part 102–78 - Historic Preservation, 41 CFR part 102–78
- National Historic Preservation Act of 1966, 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

Location, Consultation, & Coordination

- EO 11988, Floodplain Management, May 24, 1977
- EO 12072, Federal Space Management, August 16, 1978
- EO 13006, Locating Federal Facilities on Historic Properties in Our Nation's Central Cities, May 21, 1996
- EO 13514, Federal Leadership in Environmental, Energy, and Economic Performance, October 8, 2009
- Farmlands Protection Act, 7 U.S.C. § 4201 et seq.
- Federal Management Regulation part 102–83 - Location of Space, 41 CFR part 102 -83
- Federal Urban Land Use Act, 40 U.S.C. §§ 901-905
- Rural Development Act, 7 U.S.C. § 2204b-1

Real Property Acquisition

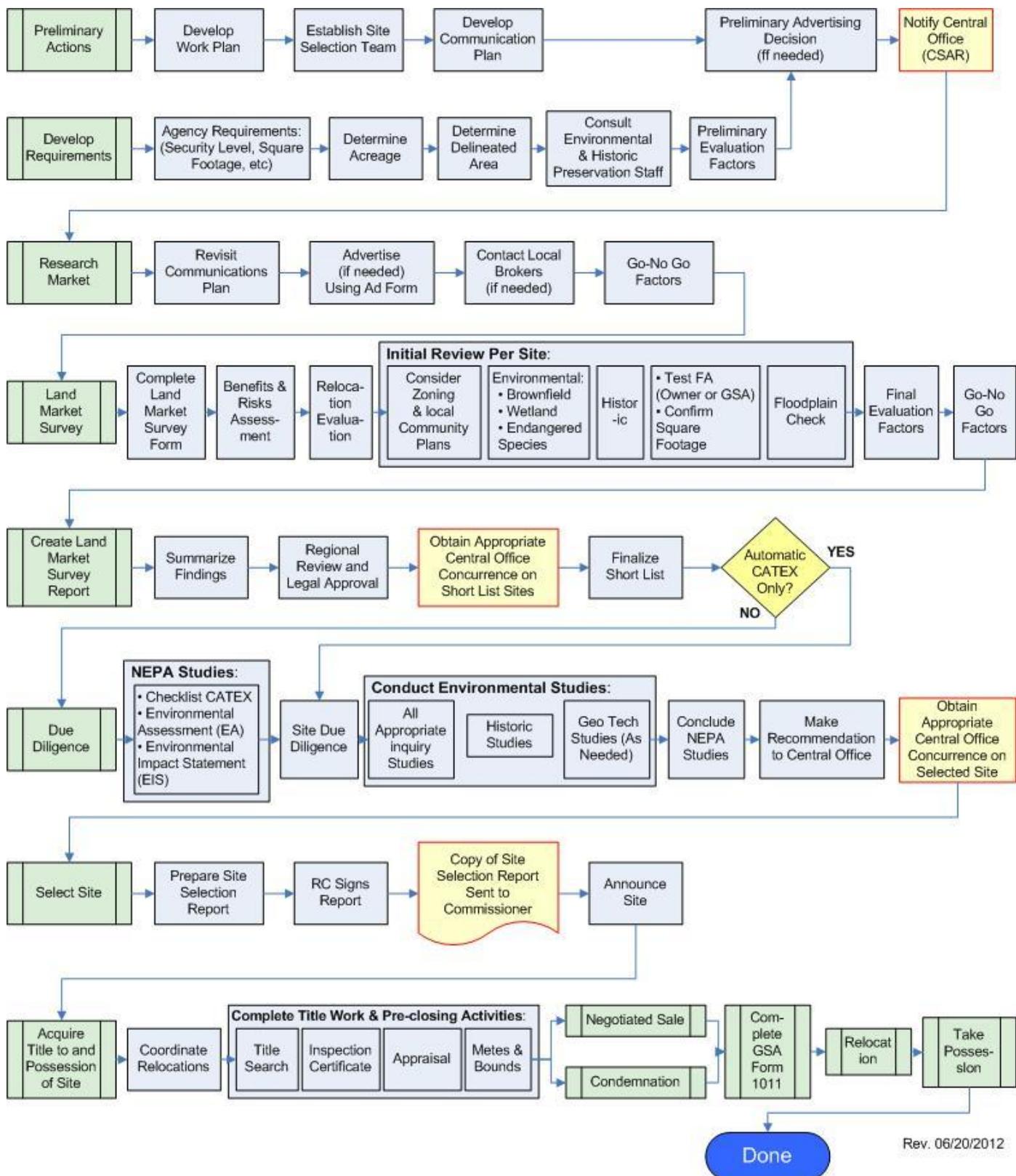
- Federal Management Regulation part 102–73 - Real Estate Acquisition, 41 CFR part 102–73
- PBS Commissioner's Memorandum, Implementation of the Interagency Security Committee (ISC) Design Criteria Regarding Site Selection, April 26, 2002
- Uniform Relocation Assistance and Real Property Acquisition Policies Act, 42 U.S.C. §§ 4601 - 4655; and implementing regulations at 49 CFR part 24
- 40 U.S.C. §§ 3301–3315 (formerly the Public Buildings Act of 1959, 40 U.S.C. §§ 601-619)

9.0 Appendices**Attachment A:** Site Acquisition Flowchart

See Site Selection Reference for Fee Simple Ownership, February 2012 for sample site acquisition forms and documents.

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Revision Date	Nature of Revision	Revision made by:
04/20/2012	Working Draft	Lisa Haskins
07/19/2012	Remove embedded computer code, reformat to standard format, create flowcharts	Robert Melvin, Nick Gutschow

ATTACHMENT A: Site Acquisition (*Fee Simple Process*) Flowchart

Rev. 06/20/2012