



U.S. General Services Administration (GSA)

GSA Order: Project Management in the Public Buildings Service (PBS)

PBS 3425.12C

Public Buildings Service

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Purpose:

This Order establishes policy governing the use of project management principles, as well as the assignment of project managers to Public Buildings Service (PBS) Projects.

Background:

Facility, space and other/non-space projects require significant investment of GSA resources, and represent long-term commitments to our partner agencies. To a large extent, they also embody the vision and values of the Federal Government in local communities. Excellence in project management ensures that these projects best serve the long-term interests of Government, GSA customers, local stakeholders, and American taxpayers overall.

Applicability:

This Order applies to all PBS offices, particularly PBS project management business lines. Project and program managers must use this document as a foundational framework, seeking additional guidance from subject matter experts, sponsors, peers, and supervisors due to current PBS workforce transition and realignment. The Order is supplemented by various guides and documents found in Appendix A. It should be noted that existing processes, documents, and guidelines are subject to rapid modification as PBS adapts to its current state and reorganization.

Projects fall into three general categories (facilities; space; other/non-space projects) which are defined in more detail in the Project Intake Guide. Specific project management requirements will be employed on all facilities and space projects, and they will be scaled according to scope, estimated construction cost, and level of risk. Facilities and space projects include all directly funded new construction and repairs and alterations, consolidations, all lease projects, Reimbursable Work Authorizations (RWAs), and all building purchase projects that involve alterations and/or tenant build-out.

While this Order addresses project management of facilities and space projects, its guiding principles are also applicable to project management of other/non-space projects. These projects are to be managed in accordance with the PBS global project management principles described in the documents listed in Appendix A, References and Citations as applicable.

Cancellation:

GSA Order PBS 3425.12B, dated April 20, 2016, is cancelled.

Summary of Changes:

This Order is revised to reflect administrative and organizational changes, modernizing the language, updating terminology, and ensuring all document and tool hyperlinks are current.

Roles and Responsibilities:

1. Implementing this policy is a shared responsibility, involving the Office of Program and Project Management (OPPM), Office of Facilities Management (OFM), as well as other PBS business lines. All PBS business lines will carry out their necessary responsibilities in support of applicable projects, in accordance with agreements and commitments as recorded in an individual PMP and Project Charter.
2. The OPPM in collaboration with all PBS business lines, leads this Order. All PBS business lines must support applicable projects, as defined in the Project Charter and Project Management Plan, by providing a project leader and representatives of all PBS stakeholders for the project team.

Signature

/S/ _____
Andrew Heller
Acting Commissioner
Public Buildings Service

3/24/2026 _____
Date

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1. Background.

Effective project management is vital for GSA's delivery of facilities and projects. In the delivery of facilities, space and other/non-space projects, GSA's partner agencies are best served by consistent, disciplined project management. This involves careful orchestration of many activities that are not entirely performed within the responsible PBS business line. The project delivery process involves complex internal and external activities, and coordination with other PBS business lines and stakeholders. Coordination with multiple PBS business lines, customers and other internal and external stakeholders can complicate the management of scope, schedule, budget, risk, communication, and/or design and construction quality. This Order resolves these issues by establishing a clear project management methodology, defining roles and responsibilities, and aligning stakeholder expectations. These details are introduced here and will be further elaborated in other sections of the Order.

PBS projects will be managed by a project team that is led by a project manager (PM) that PBS will assign. The team will follow the guidelines and procedures contained in this Order and in referenced supplemental documents, as well as the specific strategies of an approved Project Management Plan (PMP) and, if required, Project Charter.

1.1. Proper delivery.

The PM is accountable for the complete delivery and execution of a project, from planning to closeout. This requires leading, effective communication, resource coordination, and building team consensus. The PM must also closely collaborate with key GSA business lines, zonal counterparts, and customer agencies throughout the project life cycle.

1.2. Services utilized.

It is typical for PBS to utilize the services of construction management (CM) firms on projects above prospectus level. The use of construction managers enables GSA employees to perform management and oversight responsibilities that are inherently governmental in nature: project management, customer management, project planning, scope development, schedule management, communication management, budget management, contract administration, assurance of design

excellence and overall quality, risk management, resource management, technology management, regulatory oversight, and community outreach.

CM firms can assist GSA employees with construction administration (e.g., daily safety, administrative, inspection, estimating, value engineering, technical and quality assurance tasks) and a variety of other professional services including but not limited to program management, strategic planning, risk assessment, design development, master scheduling, procurement support, environmental expertise, move coordination, technical research/testing, and market analysis. For any project requiring CM services the PM should bring the CM firm on early in the project planning process.

1.3. Established project development and management procedures.

As a result of the PBS reorganization, new guidance is under development to update the procedures for managing both above and under prospectus projects, as well as project intake. This new guidance will replace and update existing procedural documents. In the interim, PMs must continue to adhere to current PBS procedures and business practices. PMs should also consult with supervisors and subject matter experts for guidance on facilities, space, and other/non-space projects.

2. Project manager competencies and responsibilities.

PMs will execute their respective responsibilities in accordance with this Order.

2.1. Project manager competencies.

Core competencies for PMs, established by PBS, include:

General Competencies	Technical Competencies
1. Customer Service	1. Capital Planning and Investment Assessment
2. Leadership	2. Contracting/Procurement
3. Manages Human Resources	3. Financial Analysis
4. Oral Communication	4. Financial Management
5. Partnering	5. Project Management
6. Planning and Evaluating	6. Quality Management
7. Team Building	
8. Teamwork	

- | | | | |
|-----|------------------------|-----|------------------------|
| 9. | Technology Application | 7. | Risk Management |
| 10. | Writing | 8. | Schedule Management |
| | | 9. | Scope Management |
| | | 10. | Stakeholder Management |

2.2. Project manager certification.

[Procurement Instructional Bulletin \(PIB\) 20-02](#) dated May 15, 2020 describes FAC-P/PM requirements for all PMs in greater detail. The FAC-P/PM certification requirements are accessible [here](#).

2.3. Project manager responsibilities.

The PM is responsible for overall project management, which includes leading the project team in its successful execution of deliverables, and managing customer agency relationships and expectations. The PM directs daily project team activities in close collaboration with the project sponsor, program manager, and key stakeholders. The PM is responsible for the overall success of the project, which includes planning, coordinating, and managing all primary and supporting activities. The PM's functions and responsibilities include, but are not limited to, the following:

- Scope Management
- Schedule Management
- Budget Management
- Risk/Opportunity Management
- Resource Management
- Customer Management
- Relationship Management
- Team Building/Leading the Team
- Technology Management (e.g., Kahua, GREX, BIM, CAD)
- Communication Management
- Quality Management
- Design Excellence
- Construction Excellence
- Safety Management
- Partnering

2.3.1. Scope management.

The PM is responsible for delivering the project as defined by Prospectus documents, work item descriptions, Program of Requirements (POR), approved PMPs, customer requirements, and approved project charters (if required). The scope established by the base contract award and any awarded contract options serve as the project's performance baseline. The PM does not have the unilateral authority to change the contract scope. The PM must ensure the project stays within the scope of the contract award. If the customer has a new requirement not defined by the original scope, then the PM must ensure that the customer provides in a timely manner all the requirements and funding necessary to perform this additional scope. The PM has the responsibility to prevent scope creep during the project's life cycle. The PM must communicate any scope impacts to the project sponsor, contracting officer (CO) or lease contracting officer (LCO), and other senior PBS program managers and key stakeholders in a timely manner.

2.3.2. Schedule management.

The project schedule comprises estimated dates of major milestones. It is developed by the PM in concert with the project sponsor, CO, and the project team based upon a compilation of program directives, project scope, project charter, procurement milestones, customer requirements, organizational capabilities and capacity, and other factors that may impact project outcome. Schedules should be reviewed by all stakeholders for their approval. PMs should use the [PBS Scheduling Fundamentals Guide](#), [FY26 Scheduling, Baseline, and Milestone Guidance](#) and [PBS P120 - Cost and Schedule Management Policy](#) to develop the schedule, referring to Appendix 2 for key milestones for various PBS project types. Any changes that delay or alter rent start date must be approved by the Office of Portfolio Management and the project sponsor. The PM must communicate any schedule impacts to the project sponsor, CO or LCO, and other senior PBS program managers and key stakeholders including the customer agency in a timely manner.

2.3.3. Budget management.

The budget will be itemized by appropriate Budget Activity (BA). It will also be itemized by components within these BAs such as site, predesign, design, construction, management & inspection, and other activities/services. Any BA programmatic savings derived at contract award or changes to implemented projects are managed by the appropriate OPPM Office. The PM does not have the authority to use project savings for work not defined by the contract scope. The budget's construction contingency is intended to cover unforeseen conditions, design deficiencies, and customer changes that are deemed within scope; it does not apply to additional scope. In the case of additional scope, the customer must fund all costs (design, construction, professional services (e.g., CM, Architect/Engineer, etc.), schedule delays).

Only the CO has authority to commit and obligate funds on behalf of the Federal Government and modify the terms and conditions of the contract. The PM is responsible for coordinating often with the CO on all contract issues and modifications. Except in the case of emergencies of fire, life safety, and natural catastrophe, the PM may not request the CO to issue any contract modification without providing reasonable prior notice to the project sponsor. The PM, project sponsor, and CO must define protocols for emergency contract modifications in the project charter and PMP.

2.3.4. Risk/opportunity management.

The PM is responsible for: anticipating and resolving project-related problems; negotiating problem resolution in collaboration with the CO or LCO, as well as through the project sponsor or other applicable stakeholders; developing contingency plans to mitigate the impact of unresolved problems; and elevating unnegotiable problems to the appropriate management level for resolution. At a minimum, the PM must address risk and opportunity management in the PMP, identifying possible actions that can benefit the project or mitigate risk. The PM should also include metrics that measure the success of opportunities identified in the PMP.

2.3.5. Resource management.

The PM develops internal and contracted resource staffing plans with the project sponsor and other PBS business lines, and then manages resources to ensure the project is delivered within the overall project as generally described in the prospectus, project charter, or other guiding document. The PM also ensures that resources expended in project execution do not exceed allocations. To perform this responsibility, PM must involve relevant subject matter experts (SMEs) at appropriate times throughout the project life cycle. SMEs include, but are not limited to, experts in portfolio, real estate, acquisition, design and construction, facilities management, as well as environmental health, safety, and risk management. For further guidance concerning SMEs' involvement, see the PBS [Project Management Practice Guide](#).

2.3.6. Customer management.

The PM must collaborate with customers to assess needs, build positive relationships, and improve results. This involves resolving issues, managing expectations, understanding requirements (including constraints), and building trust for open discussions. The PM must ensure delivered products and services meet quality standards and customer requirements and expectations.

2.3.7. Relationship management.

The PM must build customer relationships with all stakeholders and manage customer expectations, as well as coordinate the efforts of all GSA business lines and other entities (including but not limited to customer agencies, and professional services contractors). The PM must also work with other external participating organizations, such as regulatory boards, customer and/or community representatives, private-sector entities, and local government representatives that are contributing to the project or protecting their interests with respect to the project. The PM is responsible for addressing these stakeholders' interests and schedule requirements. The PM should ensure that all organizations external to PBS understand schedule milestones and maintain open communication with these stakeholders. PBS business lines should

retain and exercise their normal responsibilities for interacting and coordinating with outside interests.

2.3.8. Team building/leading the team.

The PM is responsible for building the project team and developing good team dynamics. Although the PM may not be the supervisor of record for many team members, the PM is responsible for ensuring that all team members understand their roles and responsibilities, and for resolving misunderstandings with team members' respective supervisors. Team members may include but are not limited to the Chief Architect, CO, contracting officer's representative (COR), property manager, LCO, asset manager, budget analyst, communication specialist, historic preservation officer, fine arts officer, SMEs, representatives from the Federal Acquisition Service and Office of the General Counsel, customer representatives, and external stakeholders.

2.3.9. Technology management.

The PM must fulfill a project's reporting requirement by using Kahua or GSA Real Estate Exchange (GREX) systems, as appropriate to project type. The PM is the primary point of contact for the project, providing information sufficient to satisfy all standing reporting requirements, including automated information systems (e.g., Kahua, G-REX, REXUS). In addition to reporting via these platforms, the PM must ensure that design and construction technology tools such as Computer Aided Design (CAD), Building Information Modeling (BIM), and Construction Operations Building Information Exchange (COBie) are specified and used during the project life cycle.

2.3.10. Compliance.

The PM should use GSA's Core Building Standards (CBS) and the CBS Submittal Matrix (gsa.gov/cbs) to ensure that the project's design meets applicable laws, codes, and standards including the [Energy Independence and Security Act](#) (EISA), [Energy Policy Act](#) (EPAAct), National Historic Preservation Act (NHPA), Resource Conservation and Recovery Act, ASHRAE Standard 90.1, and current Executive Orders. To collaboratively resolve compliance

questions or challenges, the PM should engage the Office of Engineering's (OE) discipline-specific subject matter experts (SMEs) by contacting cbs@gsa.gov or by submitting a [SME Support Request](#).

2.3.11. Communication management.

The PM keeps the project sponsor informed of progress by immediately notifying the sponsor of possible significant contract modifications, schedule impacts, potentially controversial matters, and other issues with far-reaching implications. Other issues include major impacts to safety, budget, customer requirements, local community, and quality. The PM must elevate project issues to their supervisor and discussions should be held regarding additional escalation or notification of the project sponsor (if different than the supervisor). On prospectus-level leases, RWAs, or capital projects, the PM must communicate with the project sponsor, and other key stakeholders to implement scope, budget, quality, and schedule controls to ensure that the project stays within the authorized scope and budget, as well as other specific project measures, while maintaining the original design intent. To support effective communication the PM should use the [GSA PBS communication plan template](#) to produce a Communication Plan, thereby ensuring consistency among customers and stakeholders across GSA. The PM should also prepare, at a minimum, monthly Project Reports for distribution to all stakeholders. Project Reports must convey the overall project health (e.g., budget, schedule, scope, any issues or concerns) accurately, efficiently, and thoroughly and must be provided for all project sponsor meetings.

2.3.12. Quality management

The PM must ensure that a project satisfies the needs for which it was undertaken. The PM and project team must collaboratively identify the standards by which a project's success will be measured during quality assurance and quality control.

2.3.13. Design excellence.

The PM must implement GSA's Design Excellence Program Policies and Procedures for selecting the finest and most

appropriate architects, engineers, and integrated design teams for projects, and for assessing those entities' work as it is being performed. Work is assessed by conducting quality-assurance reviews for superior performance in their respective disciplines. For Capital Construction Projects, the PM must reach out to the Design Excellence Program to review the solicitation prior to posting on [SAM.gov](https://www.sam.gov), and to schedule design reviews with industry peers well in advance of appropriate milestones in the design process.

2.3.14. Construction excellence.

The Construction Excellence Program leverages GSA subject matter experts and industry professionals' objective assessment of construction in support of: on-time and on-budget project completion; reductions in overall construction project costs, change orders, and claims and litigation; greater uniformity of results within the GSA building program; and greater efficiency for stakeholders doing business with GSA. For projects with an Estimated Cost of Construction exceeding \$25 million, the PM must schedule these reviews with the Construction Excellence Program Manager well in advance of appropriate construction milestones.

2.3.15. Safety management.

The PM must work with the design-build or construction contractor, architect/engineer of record, and construction manager as well as PBS SMEs such as Safety Specialists, Fire Protection Engineers, and Industrial Hygienists to ensure that any potential safety hazards to building occupants, citizens, and contractor employees working on a project are addressed and mitigated. The PM must ensure safety is a top priority working in partnership and attending project reviews with the above mentioned industry team members to protect the tenants and public and ensure all workers work safely.

2.3.16. Partnering.

PMs must ensure compliance with all applicable statutory, regulatory, and policy requirements, including but not limited to:

- GSA Order, PBS 3400.16A CHNG 1 Partnering within the Public Buildings Service dated December 3, 2020.
- GSA Order, ADM 5000.4B Office of General Counsel Legal Review dated November 14, 2014.
- GSA Order, 1020.3A ADM Procedures for Historic Properties dated February 27, 2024.
- GSA Order, 1000.6B PBS, P-120, PBS Cost and Schedule Management Policy Requirements, dated November 7, 2022.
- Art in Architecture Policy and Procedures.
- Design Excellence Policy and Procedures.
- GSA Order, PBS 1000.2D, Reimbursable Work Authorizations National Policy Manual, dated July 30, 2024.
- PBS Core Building Standards.

2.4. Project sponsor responsibilities.

Project sponsors will execute their respective responsibilities in accordance with this Order.

2.4.1. Project sponsor (also known as project executive) definition.

The sponsor primarily acts as a project's champion—supporting the PM and project team, advocating for the project, and taking other necessary actions to ensure successful project delivery. The project sponsor should initiate development of the project charter (if required) in close coordination with the PM, and articulate objectives to senior leaders and stakeholders as necessary. More details about the sponsor's role can be found in the [PBS Sponsor Guide](#).

2.4.2. Project manager staffing and selection.

Branch chiefs assign PMs based on knowledge of the work and staff capabilities. Supervisors consider workload, existing project demands, customer relationships, and necessary specializations. The project sponsor, supervisor, and/or Project Resource Boards may use the current Project Intake Guide for selection guidance.

2.4.3. Project manager transition.

Every effort must be made to minimize PM changes during the project's life cycle. In the event a change is needed the project sponsor must ensure a seamless transition with the new PM, the business line and the customer.

3. Procedures.

PBS has established processes and guidelines for delivering projects.

3.1. Project initiation.

Project management encompasses the project life cycle, beginning with identification of need and ending with project closeout as defined in the [PBS PM Closeout Guide and Checklist](#). Project initiation differs according to project type, as detailed in [Appendix B of the Project Intake Guide](#). A brief synopsis is provided below:

3.1.1. Above Prospectus: New Construction or Alteration/Renovation.

The prospectus threshold is established in 40 U.S.C. 3307 and is updated annually. The current and future thresholds can be found [here](#). Due to budget cycles, GSA typically submits a budget request through the Office of Management and Budget two years in advance of project initiation. In addition to the budget request, GSA transmits a prospectus seeking Congressional approval for each capital project from the Committee on Environment and Public Works of the Senate and from the Committee on Transportation and Infrastructure in the House of Representatives.

3.1.2. Under Prospectus: Minor Repair/Alteration or Historic Preservation.

Project initiation occurs when need is identified, the Office of Portfolio Management approves project development to commence, and project team resources are assigned by the OPPM. Initiation occurs before funding is authorized.

3.1.3. Space Requirement: Federal or Lease Solution.

Project initiation occurs upon completion of the project identification phase, as outlined in the Project Intake Guide. The PM should work

closely with their Client Strategy and Portfolio Management point of contact during the early states of project initiation. The Client Strategist should document all client requirements using standardized tools and guidance to obtain strategic-level needs, such as the delineated area, total square footage, and major components, while also identifying any programmatic requirements or constraints early on to determine how they might influence the area and limit potential sources of suitable space.

Agencies must submit occupancy and utilization data as part of their strategic requirements. The Client Strategist collaborates with the agency to ensure these requirements comply with the USE IT Act, which is detailed in Section 2302 of the [Thomas R. Carper Water Resources Development Act of 2024](#), and the related OMB Memo, "Implementation of the Utilizing Space Efficiently and Improving Technologies Act," issued as [M-25-25](#).

The PM is responsible for taking the initial strategic requirements and developing them into a finalized requirements package.

Additional information specific to lease projects can be found in the PBS Leasing Desk Guide. Prospectus-level leases are more fully described in the PBS Leasing Desk Guide, Chapter 11.

3.1.4. Space Alteration/Renovation Stand-alone RWA Federal or Lease.

Project initiation starts with PBS's receipt of the customer's work request ("WR") in RETA. RWA acceptance and receipt is predicated upon a customer submitting in RETA a fully executable RWA. An RWA will be considered "Accepted" once it has approval of PBS and signatures of the customer's approving official as well as the appropriate GSA approving official.

3.1.5. Other/Non-Space Projects.

Can be initiated by internal GSA or externally by customer request. Some of the following types of other/Non-Space projects include:

- Workplace (combination of space, IT, products, and services)
- Information Technology
- Economy Act projects
- Disposition actions

- Planning studies
- Energy/maintenance studies and audits
- Internal strategic business initiatives
- Architectural/Engineering studies
- One-time organizational events
- New or replacing service contracts

3.2. Assignment of the project manager.

A single PM will be assigned to each applicable project for its full life cycle. The PM must be assigned at initiation. PMs are assigned by their respective branch chief. The Project Intake Guide provides criteria for assigning the PM and the rest of the project team. For medium and high-risk projects, directors, branch chiefs, and/or sponsors may gather SMEs to form a project resource board to help select the PM, CO or LCO. The [Initial Risk Determination \(IRD\)](#) must also be reviewed prior to PM assignment.

PMs are required to achieve the appropriate level of FAC-P/PM certification, as detailed in PIB 20-02, within one year of their project assignment.

3.3. Preparation of the Project Charter and Project Management Plan (PMP).

One of the keys to a well-managed project is a comprehensive PMP. During the planning phase, the exact parameters of a project should be defined by developing the solution, creating the execution strategy, refining project parameters, formulating technical and commissioning requirements, developing a risk/opportunity plan, and planning responses to potential risks. The team also identifies and documents change-control methods, communication plans, closeout steps, and the full scope of work to be executed. As the formal guide to project execution, control, and closeout, the PMP documents all of these strategies.

3.3.1. Project charter.

The project sponsor starts the Project Charter in close coordination with the PM; the Project Intake Guide describes when a charter is required. While overall parameters are established in both the Project Charter and PMP, the charter assumes a broader view of a

project's roles and long-term objectives. The gPM Tools Matrix and the Project Intake Guide identify charter requirements.

3.3.2. PMP.

Upon creation of the Project Charter, the PM must start the PMP, and collaborate with the project sponsor and team to develop it further. A PMP primarily defines all parameters of a project's scope, schedule, safety, quality, risk, communication, and cost, in order to delineate strategies for successful execution and to establish the roles and responsibilities of all parties involved. Each project that meets the criteria listed in Appendix A of the Project Intake Guide will have a PMP, and that PMP must be established and maintained in accordance with the provisions of this Order. Kahua may be used to create the Project Charter, PMP, and other planning documents or tools. Processes for creating a PMP include but are not limited to the following:

- 3.3.2.1.** For prospectus-level capital projects, initial draft PMPs are submitted as a part of each year's Capital Investment and Leasing Program (CILP) documentation. Upon approval of projects in the CILP in a given fiscal year, PMs must finalize their PMPs. For prospectus-level lease projects, PMPs are submitted to FLPO early in the project planning phase (ideally 48 months prior to lease expiration). Upon PBS Central Office's authorization of a project, the PM must submit the PMP for approval in accordance with signatory authority. PMs must use the following QRG for creating the Cap PMP in Kahua: https://drive.google.com/file/d/1PILKDBc1WG83_UZusmoHr49r4m9UsK4r/view. While preparing the PMP the PM must work with the CO in developing the project's Acquisition Plan (AP).
- 3.3.2.2.** The formal use of PMPs for construction is scalable by project type. All capital projects, small projects exceeding \$150,000 in construction cost, and prospectus-level lease projects are required to have a PMP. For under-prospectus leases, a dual AP/PMP is required for all projects at a minimum. PMPs should be created and documented in the

electronic system of record (e.g., EASi, Kahua, G-REX) and reviewed and updated throughout the project life cycle.

- 3.3.2.3.** The PMP will ensure that the project meets PBS/OPPM performance measures and key performance indicators after contract award.
- 3.3.2.4.** The PMP will identify all individuals involved in the project. This listing must include both internal team members from within GSA's Business Offices, as well as external team members (customers, contractors, or stakeholders that support and/or are impacted by the project). The PMP will clearly define the role and responsibilities of each team member, and include contact information to facilitate communication.
- 3.3.2.5.** The PMP serves as the record of project team assignments and agreement among participants. As such, they must be affirmed by appropriate officials from all contributing PBS offices, and by the customer agencies.
- 3.3.2.6.** A PMP must be revised and resubmitted for approval when there is a change of PM, or when there is a significant change to the scope, schedule, budget, or impact on quality.

3.4. Project execution.

The PM is expected to work with other PBS Offices (examples include OFM, OL, OE) and review internal OPPM resources to ensure all applicable procedures are identified and followed throughout the project life cycle. The PM must review existing policies, desk guides, guidance, and resource materials. However, since many of these documents and processes are subject to rapid updates, the PM should be prepared to verify information through their supervisor, project sponsor, or other SMEs.

3.5. Project closeout.

Between substantial construction completion and project closeout, the PM is responsible for developing lessons learned with project team members and presenting to stakeholders. The PM must document this session and add its data to the national Lesson Learned Library. The PM must follow

procedures for project closeout as identified in existing guidance documents.

3.6. Resources.

3.6.1. Capital and Small Projects.

The Project Management Hub serves as the comprehensive resource for the national project management community. This platform offers guidance, resources, and tools to facilitate the consistent execution of projects. Due to changes stemming from the PBS reorganization, other resources and documents are currently under review and development. PMs must still review existing documentation; however, they should also consult with their supervisor, project sponsor, peers, and other SMEs to guarantee adherence to correct, current procedures.

3.6.2. Lease Projects.

The Lease Project Delivery gPM Playbook and RACI Matrix are under revision due to the recent PBS reorganization. PMs should currently use the existing Playbook but must consult a leasing specialist or lease contracting officer for correct procedures. A Project Delivery Guide is being developed for the Federal and Leased Project Office within OPPM. Refer to the [Leasing Desk Guide](#) for further guidance.

4. Appendix A, References & Citations.

- [FY26 Scheduling, Baseline, and Milestone Guidance](#)
- [Art in Architecture Policies and Procedures](#)
- [Design Excellence Policies and Procedures](#)
- [First Impressions Program Guide](#)
- [GSA Order, PBS 1000.2C Reimbursable Work Authorizations National Policy](#)
- [GSAM 536.70](#)
- [Leasing Desk Guide](#)
- [Lease Project Delivery gPM Playbook](#)
- [PBS 3400.16A PBS CHGE 1 Partnering Within the Public Buildings Service](#)
- [PBS 5000.4B ADM Office of General Counsel Legal Review](#)
- [PBS Core Building Standards \(CBS\)](#)
- [PBS PM Closeout Guide and Checklist](#)
- [PBS P120 - Cost and Schedule Management Policy](#)
- [PBS Project Management Practice Guide](#)
- [PBS Scheduling Fundamentals Guide](#)
- [PBS Service Principles](#)
- [PBS Way Protocols](#)
- [Project Intake Guide](#)
- [Service Delivery Excellence \(SDE\) Principles](#)
- [Sponsor's Guide](#)

5. Appendix B Acronyms.

- Acquisition Plan (AP)
- Budget Activity (BA)
- Building Information Modeling (BIM)
- Capital Investment and Leasing Program (CILP)
- Computer Aided Design (CAD)
- Construction Control Representatives (CCR)
- Construction-Operations Building information exchange (COBie)
- Contracting Officer (CO)
- Contracting Officer's Representative (COR)
- Design Excellence (DE)
- Federal Acquisition Certification for Program and Project Managers (FAC P/PM)
- Federal Acquisition Service (FAS)
- General Services Administration (GSA)
- Global Project Management (gPM)
- GSA Real Estate Exchange (GREX)
- Lease Contracting Officer (LCO)
- Management and Inspection (M&I)
- Occupancy Agreement Tool (OA Tool)
- Office of Capital and Strategic Projects (CSPO)
- Office of Engineering (OE)
- Office of Federal and Lease Projects (FLPO)
- Office of Financial Management (OFM)
- Office of the General Counsel (OGC)
- Office of Program and Project Management (OPPM)
- Office of Project Support (OPS)
- Public Buildings Service (PBS)
- Procurement Instructional Bulletin (PIB)
- Program of Requirements (POR)
- Project Manager (PM)
- Project Management Plan (PMP)
- Real Estate Across the United States (REXUS)
- Reimbursable Work Authorization (RWA)
- Service Delivery Excellence (SDE)
- Subject Matter Expert (SME)
- Utilization Rate (UR)