

GSA
CENTER
FOR
URBAN
DEVELOPMENT

Livability

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
FAX: 202.208.2996



WEB: GOODNEIGHBOR.GSA.GOV
EMAIL: GOODNEIGHBOR@GSA.GOV

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Why Livability?

That 'livability' word—possibly the ultimate buzzword—is not as gushy as it sounds. To us, livability simply means all the elements of a community that make it a better place to live and do business. Communities care about things like sprawl and congestion, recreational and open space, local business, downtown activity, public spaces, access to jobs and mass transit, and neighborhood amenities. Clearly, these things interest PBS clients who live and work in these communities. If these things are 'good', then the place is livable.

The things that make a great place probably haven't changed much over the years. What is a recent development, though, is that creating good communities is no longer seen as just the business of local government, planning, or real estate professionals. Instead, a wide range of organizations is weighing in on what they want in a community, how the community should get it, and how their own activities may contribute.

In the same way that banks, universities, automakers, and other businesses have recently begun paying closer attention to how *their facilities* affect their bottom lines, virtually every segment of society is paying attention to how their business affects the community and how it, in turn, can support their business.

It's everybody's business because everyone has an impact. And few organizations can make the positive impact that GSA can.

GSA's Role — Over the years, GSA has administered many policies and programs that were intended to encourage livability—although that wasn't the term at the time. These include laws like the Public Buildings Cooperative Use Act, the National Environmental Policy Act, the National Historic Preservation Act, Executive Orders 12072 and 13006, and our Good Neighbor the Planning with Communities programs. All of these share a common theme: the federal government should make decisions in consultation with local communities, consider the effects of its decisions, and make decisions that support a community's goals, wherever possible.

GSA makes contributions to communities through leveraging its projects. The siting and design of a new building may support or undermine community plans and affect neighborhood businesses. Our buildings may serve as vibrant focal points of activity that work well with a neighborhood, or as obtrusive impositions or dead spots. GSA can stay on the sidelines of community activity or we can get involved in local planning through business improvement districts, consultation with citizen



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groups, and the like—to give us a say in how the community affects us and our clients. Leveraging is a two-way street. By working with communities, we can find ways to bring their resources to bear in support of our actions and our clients' needs. Finally, it makes sense for GSA actions to support other federal investment in a community.

GSA's Core Business — In turn, these efforts support GSA's core business. Buildings and projects that work well in a neighborhood, attract local amenities, and have good stature in the community are easier to keep occupied, through backfill or outlease. The buildings are deserving of higher customer satisfaction scores; the projects are less susceptible to delay. And community resources can help us meet client needs.

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How Livability Fits Into GSA Business Practices

Incorporating livability considerations into GSA's business will maximize federal and local investment, improve neighborhoods where our clients work, advance project delivery, and support measurable GSA business goals such as client satisfaction, full occupancy, and funds from operations. In short, in order to manage federal funds and the GSA portfolio most effectively, GSA must incorporate livability principles into its everyday business practices—not just major capital or other special projects.

The center's field officers are important to helping regional offices work livability principles into our everyday business practices. Most important is the support they can give to their counterparts in the various regional business lines to build GSA internal expertise.

Role of the center's Field Officers — The center's regional field officers come from a cross section of GSA business lines. It is clear that each person's role will vary from region to region—and from project to project—depending upon experience, available time, and placement within the organization.

The role of the center's field officers is to exchange information between the regional business lines and the center. In this, a field officer has these general roles: keeping regional staff educated about livability principles, lessons learned from other regions, and center resources available to help them; directing center resources to assist their regions where help is most needed; and serving as an ambassador to communities.

It is crucial that other regional staff participate in these activities, too. In some cases, a field officer will be directly involved in a project, as that project's asset manager, realty specialist, or project manager. In most cases, however, the field officer supports a counterpart's involvement.

The sheer volume of GSA projects ensures that this is necessary. But, more importantly, the involvement of various business lines is crucial to building internal GSA expertise and confidence in these areas. That is the only way to incorporate livability principles into GSA business practices. And we want GSA staff to be the industry leaders in these practices.

Business Practices — The following lists key actions that GSA staff can take to effectively manage our portfolio and develop good projects—projects that leverage GSA investment and make the most of community input and resources:

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- Work with source selection evaluation boards on **lease construction** projects to ensure that new lease construction projects get the same attention that a new federal construction project would and structure the SFO after consulting with the community.
- Get involved with **new construction/site selection** projects during the feasibility study, to help the project team consider livability and community issues at the earliest stages of project development. Bring client agencies on board with project elements that are important to livability by showing them how they will benefit.
- Bring center resources to bear on **crisis management** for regional projects. The center is building good working relationships between GSA and many national and local interest groups that can support problem solving, even for projects that have become controversial.
- Show building managers, project teams, and asset managers how developing close working partnerships with local government and business can often support GSA facilities by drawing in **outside funding resources**.
- **Help local development leverage itself in support of GSA projects**, by building relationships and encouraging regional staff to keep abreast of local efforts.
- Identify opportunities to support GSA projects or facilities through sharing costs with **transportation funding or other federally supported development** (including DOT, HUD, and EPA).
- Collaborate with realty specialists, asset managers, community representatives, and the regional retail or **outleasing** expert to make downtown federal buildings more marketable to non-federal clients.
- Collaborate with the **First Impressions** champion, discuss livability principles, and ensure that project teams have the support they need to make outside public spaces as welcoming as lobbies—since First Impressions projects often address both.
- Manage projects, such as the Denver Federal District master plan, that coordinate a multi-disciplinary approach to **improving the area around our federal buildings**.
- Take the lead in or support other regional staff in **representing GSA interests on local task forces, chambers of commerce, etc.** Provide encouragement, policy backup, and the center's technical expertise to building managers, realty specialists, asset managers, and other regional staff.
- Get involved in the region's capital program. Support asset managers in the preparation of **Local Portfolio Plans (LPPs)** that give good consideration to local plans, community conditions, and opportunities to leverage GSA projects in support of local efforts.
- Hold regular discussions with regional business lines to **identify gaps in policy, authority, or expertise** that hinder the inclusion of livability principles in GSA projects.
- Keep the center abreast of **recurring or acute client agency issues** that are hindering support of downtown locations or other application of livability principles. Work with agency account executives.
- Represent GSA and the center at **national conferences**.
- Assist with the region's use of the **Knowledge Management System (KMS)** to access good ideas and solicit assistance from peers nationwide.
- Work with regional business lines to **review and get advice on proposed policies**.
- **Link regional business lines to available data** about other federal programs in the communities where they operate.
- Keep aware of planned **property disposals** in the region, so that GSA can identify opportunities to coordinate with the community prior to disposal and advise the Office of Property Disposal.

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When GSA Succeeds

Ultimately, we want to make our buildings vital contributors to their communities and we want our clients and the communities to support us in these efforts. We want to equip GSA project teams with the clear policy, technical expertise, and training they need to negotiate the often-competing interests they face—and we want GSA staff to become the experts.

Here's how it looks when we succeed in these areas:

- *GSA project teams consider livability principles, opportunities for local coordination, and client concerns at the **earliest stages of project development**.* Teams identify potential issues, opportunities, and needs for foundation building during feasibility study development and long range capital planning.
- *GSA sets **client expectations** at the earliest stages of project development.* Through regular outreach to client agencies (at the local and headquarters levels, via project teams, NAEs, and the Center), clients better understand the importance of their project in the context of federal investment. They support early coordination, and understand how that benefits their projects.
- *GSA has **good standing relationships with communities**—at the building manager, asset manager, and realty specialist levels—well ahead of potential projects.* GSA is an active partner in chambers of commerce, neighborhood task forces, and the like. We initiate long term planning with a community, together considering both regional and neighborhood implications and opportunities—and how one GSA action affects our wider portfolio and the community. The local community actively courts GSA and its clients.
- *GSA staff has **sufficient technical expertise, management support, and confidence** to balance community, GSA, and client goals with the various parties.* The center and other internal sources supply teams with needed advice, assistance, and policy clarification—with project teams maintaining full ownership over the process.
- *GSA **manages activities in its public spaces** to create active and attractive places.* We seek partnerships with user groups to create food or retail service, entertainment programming, and more attractive environments—and support GSA management and funding with resources provided by local partners.
- *When one GSA region finds a creative way to support these efforts, the **good practices** are quickly distributed for use by other regions.*



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- *The placement of new owned and leased facilities follows **Executive Orders 12072 and 13006** with full client understanding and support. With consistent placement of facilities in historic buildings and downtowns, where we also manage the bulk of our existing owned facilities, GSA is better positioned to manage the owned inventory through backfill and outlease.*
- *GSA receives regular local and national **recognition for its successes** in these areas and is widely acknowledged as the industry leader in community coordination and maximizing public investment.*
- *GSA staff understands how the above efforts support **sound asset management**.*

When GSA is fully successful, it will have institutionalized each of the above practices on its own merits, and transcended the tenure of any one administration.

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Project Assistance

Since the center was established, it has identified over 30 livability projects nationwide, where regions have requested assistance. It has begun working with its local and national partners on more than a dozen of these and keeps various parties informed about our activities through the following means (samples follow):

- **GSA Urban Center E-News** – The center publishes a bi-weekly electronic newsletter, the GSA Urban Center E-News, to keep GSA and our community and federal partners apprised of the status of projects and inform our stakeholders of the center's involvement in other national programs and initiatives.
- **Sample Field Report** – The center publishes a bi-weekly report of its activities in support of GSA projects. The report covers a one-month period, looking two weeks back and two weeks forward on actual and planned assistance activities. The report is distributed to internal customers and our project partners and is intended to keep GSA staff abreast of center activities in other regions and to disseminate and solicit good ideas.
- **Sample Background Report** – Along with the bi-weekly report of activities, the center distributes a background report that provides summary information of all the projects it has worked on to date. The report lists the dates and types of supporting activities for each project and is a good way to see how we approach current projects—or how we might approach a project in your region.

You can subscribe to the each of the above by contacting the center at goodneighbor@gsa.gov; you can view the project updates on the web at <http://goodneighbor.gsa.gov>.

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GSA Urban Center ENews

Biweekly, the center publishes an electronic newsletter, the GSA Urban Center E-News, to keep GSA and our community and federal partners apprised of the status of these projects and inform our stakeholders of the center's involvement in other national programs and initiatives. Below is a compilation of the most recent E-News and an update on the center's active projects. If you are interested in learning more about these and other center initiatives subscribe to the GSA Urban Center E-News by contacting the center at goodneighbor@gsa.gov or look us up on the web at <http://goodneighbor.gsa.gov>.

Regional Projects

Boston, MA: Over the past year, the center, working with the Project for Public Spaces (PPS), and GSA's New England Region have teamed up with local partners to breathe new life into the Boston City Hall Plaza revitalization effort. GSA is set to begin the first phase of the three-part effort that will both spur development and reinforce the agency's commitment to supporting the city's downtown revitalization plan. The first phase includes a garden that will rejuvenate the ground floor of the federal building and a park area that will be a tribute to John F. Kennedy for whom the building was named. This commitment on the part of GSA, the Boston Redevelopment Authority, and the Trust for City Hall Plaza to move forward is a breakthrough in months of planning and negotiations and marks the beginning of a renewed partnership. According to PPS President, Fred Kent, this commitment is just the beginning. "We are not just looking at quick fixes but at a long term vision for a great public space. This is an outstanding opportunity for the city, GSA, and the federal government to come together and create one of the nation's great civic squares." For more information, contact Tom Mailander, GSA New England Region at (617) 565-4691.

Brooklyn, NY: In December 1999, the center and GSA's Northeast and Caribbean Regional Office met with the President's Community Empowerment Board (CEB) and New York State legislators and representatives to discuss new opportunities for GSA to assist the Brooklyn, NY Strategic Planning Community (SPC). In 1998, Brooklyn was awarded SPC status as part of the Round II Empowerment Zone competition. This competition provided award-winning Empowerment Zones with financial and tax incentive packages to meet the goals of locally driven revitalization plans. The CEB, an interagency board of 32 federal agencies, was established to support Empowerment Zones and other distressed communities, like the Brooklyn SPC, and link them to targeted federal resources and aid. The center represents GSA on the CEB and is leveraging the agency's resources and assets to support distressed communities. GSA will be working closely with state and local officials in Brooklyn to ensure that small, disadvantaged, and women-owned businesses in the SPC are able to access information on federal contracting opportunities.

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In 1999 alone, the Region issued contracts worth \$237 million. In February, GSA hosted a procurement workshop for the SPC community and will continue working with the SPC board as they implement their business development strategies. With assistance from GSA, the Brooklyn SPC will be able to empower its business owners to take advantage of this incredible opportunity to work with the federal government. For more information, contact Lisa Wager of GSA's Northeast and Caribbean Region, (212) 264-2600.

Cleveland, OH: The center has been working closely with the FBI and the GSA project team on the design of a FBI facility in Cleveland, OH. The center's Great Lakes Regional Field Officers have advised the source selection team and the potential developers of the property on incorporating livability principles into design of the building. At this critical time of development, the project team and the FBI have the opportunity to create an inviting public space that will not only serve the needs of the client, but support local development in the adjacent neighborhood. The center will continue to advise and work with the developers and FBI client to create a vibrant community space that will enhance the overall livability of the area and spur downtown development. For more information, contact Crofton Whitfield, GSA Great Lakes Regional Field Officer at (312) 353-4846.

Denver, CO: On November 16-17, the center and GSA's Rocky Mountain Region began meeting with the community to map out a strategy for a new downtown district that will link federal and local development efforts to a planned transit corridor.

On January 4, the center resource team and the GSA Rocky Mountain Region initiated discussions with Denver's Regional Transportation District (RTD) as part of the continuing effort to create and spur develop in the federal district area of downtown Denver. This meeting highlights GSA's new approach to catalyze development through federal/local partnerships around the country, to support community livability efforts. GSA and the RTD have developed a plan to determine the best locations for transit stops in the special district and increase ridership. This plan will be implemented before the end of the month and will serve as a foundation for future commitments by local and federal partners. For more information contact GSA's Rocky Mountain Region Field Officer, Janet Preisser at (303) 236-7131, ext. 248.

Fort Worth, TX: On December 9-10, the center co-hosted a community workshop with the city of Fort Worth to devise strategies for developing a civic square that will connect the federal building to development along an intermodal transit corridor. The workshop brought local business owners, community groups, civic organizations, art leagues, city government, and GSA together to discuss programming ideas that will establish the civic plaza as a focal point for activity in downtown Fort Worth.

On February 9, center staff from GSA's Greater Southwest Regional office represented the agency on the city's civic plaza transportation and strategic phasing focus groups. Community residents, city officials, and the transit authority shared their ideas and thoughts on the project and proposed new opportunities for federal involvement in the design, planning, and programming of the civic plaza and transit stop. Major issues raised by the two groups included parking, security, and access to power sources for the new plaza. Increasing parking through the possible shared use of the federal parking lot could both alleviate the current 2-4,000 event space parking deficiency and support downtown business growth by enhancing shopper access to local



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retail. According to Harold Hebert, the center's Greater Southwest Regional Field Officer, "GSA is keeping the dialogue open to new ideas for future partnerships. These focus groups are important because they give everyone an opportunity to be heard and allow us to create solutions before problems arise." Both focus groups will meet throughout the months of February and March. For more information, contact, GSA's Greater Southwest Regional Field Officer, Harold Hebert at (817) 978-4660.

Helena, MT: The center is supporting GSA's Rocky Mountain Region's efforts to incorporate livability principles in the leased construction of federally used public space in downtown Helena. Regional staff is working with property owners and developers as they design the buildings and incorporate guidance and specifications into the solicitation for offer. This is one of the first times that GSA is collaborating with developers to ensure that leased property is developed as a vibrant addition to the community and serves as a catalyst for the further development of downtown Helena. For more information, contact Center Deputy Director, Frank Giblin at (202) 501-1881.

Miami, FL: On December 15, the center hosted a preliminary planning meeting with the GSA project team and new federal tenants to discuss the federal courthouse being built in downtown Miami. GSA and the tenant team developed a public participation plan to elicit input from local groups on the public art for the courthouse and uses for the plaza. The goal of the plan is to create a fully integrated, lively public space that spurs development in the area and includes local stakeholders in the development of public space.

On January 12, the center resource team hosted a second planning meeting with local business groups, city officials, and federal tenants in Miami, FL to discuss the design and use of the downtown federal courthouse plaza. Together, Federal Protective Service Officials, the Miami Main Street Association, and the Chamber of Commerce shared ideas on how the federal plaza can meet both the needs of local residents and users and spur development in the surrounding community. Targeted programming to youth and families in the plaza will offer the community an opportunity to celebrate its rich cultural diversity and provide the City with much needed space for downtown civic activities. According to Neil Fritz of the Downtown Main Street Program, this plaza will "not only provide the area's nearly 600,000 residents and commuters a place to gather but will anchor development and serve as a gateway and corridor to the community's historic retail district." The planning team has already targeted additional community partners to support the development of this civic plaza and will be reaching out to these groups in future planning meetings.

On February 16, a center resource team met with the architect for the Miami federal courthouse and participated in the architectural review team. The center discussed with the two groups, ways to incorporate livability principles into the design and planning of the new public plaza and the space surrounding the courthouse. By having the center involved early in the review process, the new plaza holds great potential to be a part of the overall community plan for revitalizing the neighborhood. The resource team also met with the Fairchild Botanical Garden and discussed potential opportunities to incorporate new styles of landscape design into the plaza. The Botanical Garden is looking for ways to introduce new varieties of indigenous fauna and greenery into the Miami area. This effort provides the opportunity to work with the community to incorporate and reintroduce new plants into southern Florida. For more information, contact Terry Fuquea of GSA's Southeast Sunbelt Region (404) 331-1305.



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Montpelier, VT: On February 3, a center resource team met with GSA's New England Region staff, city officials, and community groups to discuss preliminary plans for the design of a more vibrant downtown federal plaza. The downtown area has two very active business corridors that are separated by the city's federal building. In order to attract more downtown visitors and create a bridge between these two downtown business areas, GSA plans to improve the entryway and bring activities into the federal plaza. This bridge will spur economic development and tap into the nearly 20,000 commuters who come into the city to work each day. The center resource team is also working with the Montpelier Downtown Community Association to incorporate the community's planning and development strategies into the federal plaza plans. For more information, contact Frank Giblin, Center Deputy Director at (202) 501-1881.

Norfolk, VA: At the request of Norfolk Mayor Paul Fraim, GSA Public Buildings Service Commissioner Robert Peck presented the keynote address at the city of Norfolk's Economic and Community Business Development Committee meeting on December 7. Mr. Peck discussed the opportunities that GSA, through the Center for Urban Development, has to partner with the city on local development efforts and livability projects.

On January 13, the center resource team met with the GSA project team and city officials to integrate renovations to the downtown federal building with local revitalization efforts along the main business corridor. GSA has already committed to the restoration of a major work of public art in the federal plaza and the redesign of the streetscape and lighting surrounding the building. These alterations will create a seamless edge between the federal building and the city's development efforts. GSA's Mid-Atlantic Region is also working closely with the city and through the creative use of a Memorandum of Understanding is utilizing city funds to support the plaza renovations. New partnerships are being sought to further enhance the programming and use of the federal plaza. For more information, contact Frank Giblin, Center Deputy Director (202) 501-1881.

Springfield, MA: On February 4, the center met with GSA's New England Region staff, city officials, and local tenants to discuss plans to enhance retail opportunities in and community use of the downtown federal courthouse and plaza area. GSA and its federal clients are working with local stakeholders to map out a strategy to incorporate and attract retail and food services on the ground level of the federal building and create a more active and lively public space. This effort is part of an overall First Impressions project that will spur development along the main civic corridor and link federal development to the adjacent neighborhoods, business district, and community parks. For more information, contact Frank Giblin, Center Deputy Director at (202) 501-1881.

Utica, NY: On January 28, GSA's Northeast and Caribbean Region met with city officials, and local congressional staff to discuss a new partnership to revitalize the downtown federal courthouse plaza and city park. Currently, the historically significant courthouse and federal building are adjacent to a city-owned park and parking lot. GSA is reaching out to the community to link its improvements to the federal plaza to these two properties in an effort to draw federal employees and building users out into the community and attract new local development. City officials, including the mayor of Utica, have already expressed enthusiastic support of the GSA proposal to collaborate on enhancements to the park and are looking forward to including additional partners into the planning of the new civic area. For more information, contact GSA Northeast and Caribbean Regional Field Officer, Frank Santella at (315) 448-0923.



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Washington, DC: The center and GSA's National Capital Region are working in partnership with the Department of Education and other key stakeholders on the redesign of the federal plaza and park area near the Department of Education. GSA is working with adjacent museums and agencies to create an area that will not only serve as an entryway to the waterfront and local museums, but also enhance the city. On January 28, the center and regional staff met with representatives of the Air and Space Museum and the members of the architectural team for the National Museum of the American Indian to discuss ways to link the development and the park to museum visitors. Together, the project team would like to design a strategy that will meet the needs of the building users and the nearly 14 million anticipated visitors to the area. As a gateway to the community, the park and plaza also present outstanding business, retail, and service opportunities that will spur development in the area and draw visitors to the adjacent neighborhoods. For more information, contact GSA National Capital Region Field Officer, Judith Binder, (202) 708-8174.

Center for Urban Development and Livability Field Activities
Bi-Weekly Report
1 March 2000

This report provides updated information on Center activities in support of GSA projects. This report reviews the previous two weeks of activity and shows plans for the next two weeks from the date of this report. These activities involved the following projects from February 14th through March 10th:

- Fort Worth TX – Government Plaza Development
- Helena MT—Lease Construction Public Spaces
- Miami FL—New Courthouse Design
- Montpelier VT—Public Spaces
- Springfield MA—Public Spaces
- Washington DC—Ben Franklin Circle
- Washington DC—Southeast Waterfront
- Washington DC – Department of Education Plaza

In addition to this Field Activities report, the Center distributes a Background report that summarizes all projects that it has worked on to date. For more information about these, the other active projects, or past and planned Center field activities, please contact Frank Giblin at 202.501-1856.

Region 1

Springfield Courthouse, Public Spaces

Background:

The Courthouse is about 20 years old. Its first floor was designed and built to accommodate retail and food service, although there are no outleases there now. The region reports that the courts may support some sort of outlease on the first floor if it accommodates their security needs. Amenities (e.g. a café) for building tenants are also an option. First floor space is available now and more will become available with a planned relocation of DOD space to a local base. The building has a large atrium that opens into its 1,000 SF plaza. The plaza is showing signs of wear and has limited traffic, primarily persons waiting for the bus. This may be a good opportunity to create a destination type use or an amenity for building users and local foot traffic. The region is planning a building-wide modernization in several years and will have backfill issues. Improving the attractiveness and livability of the first floor and its plaza would make the building more marketable. The building also needs some aesthetic improvements on the exterior. The site is kitty-corner from a green space park in a mixed use neighborhood on Main Street. It is about 1/4 mile from the city green.

The Center is assisting the regional design team with a First Impressions project at the building, particularly with potential programming of the space and designing the public areas to accommodate such activities.

> Event:

PPS meeting with the BID and Planning Commission

Location

Springfield, MA

Status

Actual

StartDate

2/15/2000

EndDate

2/15/2000

Notes:

The Project for Public Spaces is working with the city on their farmer's market. While in town for discussions with city, BID, and market officials, they discussed current agreements that these entities use to program activities in other spaces. They are supplying this and other information for GSA review. This will be considered and possibly modified by GSA for its use here and elsewhere. This is part of the Center's efforts to collect good model agreements (a kit of parts) for use by GSA regional

Region 4

Miami Courthouse

Background:

There is a proposed courthouse now under design. Two city blocks (about six acres) have just been acquired for a new courthouse, which will be adjacent to the existing three-building judicial complex. The site's development includes a street closing. It is near an intermodal transportation center in an active institutional district of downtown (adjacent to other GSA properties, a federal prison, city facilities, a retail district, and a community college). With the

support of the courts, the team is working to create an active "civic square" on the site, which has an extraordinary amount of open space. Issues to be addressed include the potential introduction of food service or retail on the SE corner, programming of that area, and how the art-in-architecture commission can support these efforts. There is significant opportunity to improve the entire area by addressing the public spaces at other GSA properties here and by partnering with other property owners to do the same.

> Event:	Location	Status	StartDate	EndDate
Design Excellence Peer Review	Miami, FL	Actual	2/17/2000	2/17/2000

Notes: The Center participated in the architectural Peer Review, mainly by encouraging further consideration of the plaza and public spaces. There was much discussion about the three major elements of the project: the building, the ornamental lawns, and the plaza and park periphery. All were enthusiastic about the potential for this space and its role in the community. The design teams approach--in part, to provide a park-like space that the community lacks--has great civic value; the building, too, will be a tremendous asset to the community and may help encourage other development at the end of Fourth Street, just south of a distressed neighborhood. Tying these elements together will make the most of this project. All agreed on the importance of working the approaches through the park area, giving more consideration to the transition into the more formal areas of the site closer to the building, and coordinating the ornamental lawns with both. A crucial next step is for the artist to be brought on board and to hold a workshop with artist, the design team, and the Center to discuss these issues.

> Event:	Location	Status	StartDate	EndDate
Discussions with Architect and Fairchild Gardens	Miami, FL	Actual	2/16/2000	2/16/2000

Notes: The Center met with the project manager and his design team to discuss the approach to the site's SE corner, and to prepare for the peer review on the following day. The team also visited the Fairchild Botanical Gardens--a promising partner for an onsite installation--and met with Fairchild's director. The director said that Fairchild was excited about participating in the project in whatever way is possible: from advising the landscape architect in plant selection, to donating plantings, to managing a small onsite 'outpost' of the botanical garden. The Gardens are very interested in educational programming, in encouraging more locals to visit their main grounds, and in expanding the diversity of the local foliage through outreach to the general public (i.e., encouraging and teaching homeowners to plant a greater variety of flowering foliage). The courthouse site would be excellent to support these activities, would provide attractive amenities for building employees and visitors, and would support the court's desire for an active public space that is compatible with court operations. Further, the director suggested that the government might save a significant amount of landscaping costs and maximize the quality of foliage immediately available to the project by acquiring seedlings and growing them offsite during the 30-month construction (and advantage of the Miami climate). Although the Gardens are not able to directly assist with this, the team felt that this was certainly worth pursuing. Also, during the project's design and construction the Center and the team have ample time to investigate and develop suitable agreements for partnering with Fairchild and other potential partners. The Center will work with other GSA offices, centers of expertise, and other organizations to flesh out GSA's abilities and opportunities in this area.

Region 7

FTW: Transit Stop Plaza

Background:

The Federal Building plaza abuts a small city park (which appears to be part of the federal plaza) and is across Throckmorton Street from a planned new City park. The Center and the region are working with the City and other partners to support this new park development--and overall improvement of the neighborhood--with other property owners and partners in the area.

UPDATE: Representatives of the Center, the City of Fort Worth, Downtown Fort Worth, Inc., and the public transportation system in Fort Worth are continuing their collaborative efforts to develop plans for a downtown public square adjacent to the Lanham Federal Building. GSA regional and Center staff sit on the Transportation Group and the Activities and Strategic Phasing Group; they represent the interests and needs of the Federal employees and the Federal Government to the project.

The Transportation Group will study at least 6 possible revisions to Throckmorton Street, the main street dividing the proposed Public Square area and the street which lies in the front of the Federal Building. The group also will explore if a dedicated access road in front of the Federal Building can be given up for use by the proposed plaza. Further, the group will explore with GSA the possibility of using the adjacent Federal Parking Garage after working hours for visitor parking.

The Activities and Strategic Phasing Group is tasked with identifying both short term and immediate uses of the Public Square area and long range planned uses for the Square. Because the principal cafeteria in the Federal Building is

closed for a renovation project of several months duration, a cooperative venture between food vendors licensed and approved by the City and known to the Downtown Fort Worth Group, Inc. likely will be the first and quickest use of the Public Square site.

The Focus Groups will continue meeting bi-weekly through February and March and will contribute their individual reports for inclusion in the Conceptual Design final report at the end of March. Both groups are developing recommendations which include results from the Web-based opinion survey which was prepared by the City and was sent by GSA to all Federal employees and agencies in the Federal Building. At the end of March, the next Public Forum will be held to present the Conceptual Design Plans to interested citizens of Fort Worth, and both Fred Kent and Kathy Madden of the Project for Public Spaces will assist in developing the presentation and presenting it to the public.

> Event:	Location	Status	StartDate	EndDate
Second Round of Focus Group Meetings	Fort Worth, TX	Actual	2/22/2000	2/23/2000

Notes: Three Government Square task force groups--the Development/Management Group, the Activities Group, and the Transportation Group--met to begin developing specific action plans for the area. Regional staff participated. The group is planning in anticipation of upcoming presentations to various city departments (in April) and presentations to the public and city council in May.

Highlights: The 'T' is conducting a study of passenger transit demand in the area, to be completed within a few weeks. They discussed various bus routing options that would affect the project and are working to administer a survey of local employees' transit concerns and habits. The parking loss resulting from the creation of the main Government Square park area is a top concern, as are options for providing additional parking elsewhere. On-street and angled parking as well as better transit service are potential strategies, with good opportunities for temporary experiments. The city is considering various land acquisition techniques to control the main park property. The city is investigating various funding sources for different project components--including various federal transit, state grants, and foundation sources. The T has committed to funding a portion of the needed capital improvements. The city provided research on public space programming and management models from other locations and other parties discussed the physical requirements (e.g., electrical spaces, exhibit spaces) needed to support various activities.

Region 11

DC: Dept of Education

Background:

The Center and NCR are working with the Department of Education and other key stakeholders on the improvement of the plaza adjacent to the department's headquarters building. The plaza is at the intersection of Maryland and Independence Avenues, SW, across from the National Air and Space Museum and the Mall, and 4 blocks from the U.S. Capitol Building. GSA recently modernized the 530,000 rentable square foot headquarters building which now provides a state of the art work environment for Department of Education employees. However, the public spaces adjacent to it remains barren and uninviting. This project will focus on how this important public space can contribute to the vitality of the Nation's Capital, and support federal and private sector employees, nearby residents, and visitors. The Center and NCR are working with the District of Columbia, the area's federal community (Education, FAA, HHS), private sector property owners, the Smithsonian, review agencies, and transportation authorities.

> Event:	Location	Status	StartDate	EndDate
Preparatory Meetings with Team and Stakeholders	Washington DC	Actual	2/29/2000	3/1/2000

Notes: On Feb 29th, the team met to discuss strategy for proceeding with the project, especially how to get to the first project workshop as soon as possible. The next and most important step in this effort is the team's planned presentation to top Education management.

Additionally, the Center and regional staff met with the Commission on Fine Arts to discuss the planned approach to the Department of Education plaza and the surrounding area. CFA would be a good partner to the project team. They noted the importance of early coordination with the memorials commission--since the Maryland Avenue corridor is a potential memorial site; additionally, Smithsonian and Dept. of Education have extraordinary experience with programming--and the project will benefit from their being close at hand. Additionally, there should be close cooperation with programming on the Mall: areas on the Maryland Avenue corridor may better accommodate smaller gatherings but the two areas should not compete. CFA suggested that the circumstances in downtown DC might be uniquely challenging for creating active spaces, considering the high level of security and lack of edge uses in buildings. Perhaps a less ambitious, softening of the streetscape would be appropriate. The team noted, on the other hand, that the current level of activity and existing uses also are unique (incl. 9

million annual visitors the adjacent Air and Space Museum alone). The area can benefit from capturing and expanding on these activities and programs. CFA would like to stay close to these and other projects that can improve the spaces around federal properties in the District.

On March 1st, Tony Costa and Fred Kent, of the Project for Public Spaces, presented to the Real Property Executives Inter-Agency Group, which meets quarterly to discuss federal real property issue in the District. They discussed GSA's ongoing efforts at the Department of Education and how that fits into our nationwide efforts to create great spaces at federal buildings. They discussed how that serves both community and agency needs and requested their suggestions about local opportunities.

Ben Franklin Circle

Background:

Benjamin Franklin Circle is part of the Federal Triangle, a 70 acre, 24 city block complex of historic 1920s and 1930s Federal office buildings, located along Pennsylvania Avenue between the White House and the U.S. Capitol. The circle, which is actually a semi-circle on 12th Street, NW, between Pennsylvania and Constitution Avenues, is one of the few, easily accessible open spaces in this complex. The space is a framed the semi-circular colonnade of the Ariel Rios Federal Building (GSA is renovating the Ariel Rios Building to serve as the headquarters for EPA) and is covered with grass. It is primarily used for access to the Federal Triangle Metrorail Station. Last summer NCR began a

landscape architectural design feasibility study to develop a preferred design plan for the circle. One of the study's objectives is to explore how the circle and adjacent open spaces can be used to better link downtown Washington, DC to the Mall.

<i>> Event:</i>	<i>Location</i>	<i>Status</i>	<i>StartDate</i>	<i>EndDate</i>
Follow-up Meeting with Design Team	Washington DC	Actual	2/29/2000	2/29/2000

Notes: The Center and regional staff met with the A/E that is designing improvements to the circle corridor. The group reviewed three concepts. Each had merit, but it was agreed that further development should pause for more consideration of the potential uses of the space--including discussion with tenant agencies. The Center will assist the team in this approach.

SE Waterfront Workshop

Background:

The Center, NCR, and the District of Columbia are co-sponsoring a workshop to address the area in and around GSA's Southeast Federal Center. The intent of the workshop is to bring together key community leaders and stakeholders with an interdisciplinary group of experts to look at the future development issues associated with the Southeast Waterfront District. This area includes the Southeast Federal Center and the surrounding neighborhood, and thus is a complex mix of federally controlled land and lands under the jurisdiction of the District. In general, this waterfront district is seen as underutilized. Private developers have expressed an interest in building new office and residential uses; federal agencies and arts groups see the federal lands as opportunities for new facilities; and the neighborhood is facing substantial change as nearby Capitol Hill becomes increasingly desirable. The area is under pressure to change, but adopted plans and zoning standards are out of date. For federal and city planning in the area, both must develop a coordinated vision.

<i>> Event:</i>	<i>Location</i>	<i>Status</i>	<i>StartDate</i>	<i>EndDate</i>
Preliminary Planning for Workshop	Washington DC	Actual	2/24/2000	2/24/2000

Notes: Regional met with the District of Columbia to plan for the workshop, tentatively scheduled for late April. This included a discussion of each group's respective role and the composition of a team of experts to support the workshop.

Center for Urban Development and Livability
Background – Comprehensive Field Activities
 August 1999 - March 2000

The following describes the projects that the Center has been working with since August 1999. Following each project description is a list of the meetings, workshops, or other events undertaken in support of that project. More detailed information is available in the Bi-Weekly Field Activities report for March 1. If you would like to know more about these or other projects, please contact the Center at 202.501-1881.

Region 1

Springfield Courthouse, Public Spaces

Background:

The Courthouse is about 20 years old. Its first floor was designed and built to accommodate retail and food service, although there are no outleases there now. The region reports that the courts may support some sort of outlease on the first floor if it accommodates their security needs. Amenities (e.g. a café) for building tenants are also an option. First floor space is available now and more will become available with a planned relocation of DOD space to a local base. The building has a large atrium that opens into its 1,000 SF plaza. The plaza is showing signs of wear and has limited traffic, primarily persons waiting for the bus. This may be a good opportunity to create a destination type use or an amenity for building users and local foot traffic. The region is planning a building-wide modernization in several years and will have backfill issues. Improving the attractiveness and livability of the first floor and its plaza would make the building more marketable. The building also needs some aesthetic improvements on the exterior. The site is kitty-corner from a green space park in a mixed-use neighborhood on Main Street. It is about 1/4 mile from the city green.

The Center is assisting the regional design team with a First Impressions project at the building, particularly with potential programming of the space and designing the public areas to accommodate such activities.

<i>> Event:</i>	<i>Location</i>	<i>Status</i>	<i>StartDate</i>	<i>EndDate</i>
Initial Meeting with Regional Staff, Court Client, and Designer	Springfield, MA	Actual	2/4/2000	2/4/2000

City Hall Plaza

Background:

Over the past several years there have been competing proposals for redevelopment of the plaza. GSA plays a key role in influencing the redevelopment. Recently, PPS and a regional project team met to discuss a strategy. The next step is to identify good use partners. This is a very high level location with an outstanding opportunity for success—to become one of the great public spaces in the country. The team intends to focus on short-term designs and then a long-term vision. In this light, the project team agrees with the idea of conveying ideas via "cartoon" like renderings: much softer and easier to float around for comment (to convey openness for input). Relationships between GSA and city are much improved. The site is so high profile that potential partners could include satellite museums and the like.

<i>> Event:</i>	<i>Location</i>	<i>Status</i>	<i>StartDate</i>	<i>EndDate</i>
Strategy Meeting with Regional Management and City Officials	Boston MA	Actual	1/24/2000	1/24/2000

<i>> Event:</i>	<i>Location</i>	<i>Status</i>	<i>StartDate</i>	<i>EndDate</i>
Internal design review of GSA property on Plaza	Boston MA	Actual	1/7/2000	1/7/2000

Montpelier: Federal District

Background:

GSA regional staff and the Center have begun conversations with the city and the Montpelier Downtown Community Association (a Main Street organization) to strengthen GSA's role in the community, and to support the business district where our federal building is located. The downtown area is very active and vital, but the area along State Street near the federal building could become a much better pedestrian corridor the between two more active areas of downtown. The area is dominated by the federal building and is generally bleak and unattractive. The street wall is broken and unsuccessful. Aside from a flurry of activity at the beginning and end of the work day and at noon, there is relatively little street level pedestrian activity. Vehicles seem to dominate the area. This area has been identified as an obstacle to the natural flow of pedestrian traffic from the state complex to the downtown and vice versa. The businesses and activities in the hotel are isolated from natural pedestrian interplay. Visitors to the capital rarely venture beyond the capital complex. At the same time this area has tremendous potential as a gathering place and a connection between the downtown core and the state complex. There is strong community interest in reprogramming this area. Several property owners in the area are considering property improvements and would be interested in learning how they could improve the use of the area.

The city has several primary concerns that it believes should be addressed to improve the area: improving the federal building's facade, creating functional and attractive public spaces near the federal building, and encouraging more foot traffic through the area. The City recently created the Montpelier Downtown Community Association to spearhead wider downtown efforts. Meanwhile, there are several other development initiatives in progress in the downtown area. The Center is supporting regional staff in working with these and other partners to improve our contribution to these local efforts.

> Event:	Location	Status	StartDate	EndDate
Initial Strategy Meeting and Information Gathering for Planned Workshop	Montpelier VT	Actual	2/3/2000	2/3/2000
> Event:	Location	Status	StartDate	EndDate
Conference Call to Strategize Placemaking Effort	Montpelier VT	Actual	1/31/2000	1/31/2000

Region 2

The FB-CT, Boehlert's Plaza

Background:

The building is a historically significant federal building and courthouse, with just under 100,000 gross square feet housing multiple agencies. Views of the building are obstructed by trees and nearby overpasses. It has a very shallow 10-15-foot deep frontage between its facade and sidewalk. There is a 50' x 10' city park area between the sidewalk and street. GSA leases a city-owned parking lot to the west of the building. Both the park and the parking lot may represent opportunities to collaborate with the city on improvements.

The region has begun meeting with potential partners. The Center is advising the region on how to make physical improvements, as well as how to improve the use of the space (for clients and the community) through good programming of activities.

> Event:	Location	Status	StartDate	EndDate
Meeting with Regional Staff, City, and Congressional staff	Utica, NY	Actual	1/28/2000	1/28/2000

Region 3

Norfolk Federal Building

Background:

The Region is nearing design completion for streetscape improvements. It has been working with the City for over two years on issues at the building. Work will extend the City's neighborhood lamppost styles, pavers, and plantings onto GSA's site. Additionally, the region recently completed a facade improvement at the building that was coordinated with the City, and went through the City's design review process. The project has been very well received. Both projects represent excellent examples of how GSA regional offices can work closely with local communities.

> Event:	Location	Status	StartDate	EndDate
Meeting with city to discuss Plaza project, 'Ripples', and MOU	Norfolk VA	Actual	1/13/2000	1/13/2000

Region 4

Miami Courthouse

Background:

There is a proposed courthouse now under design. Two city blocks (about six acres) have just been acquired for a new courthouse, which will be adjacent to the existing three-building judicial complex. The site's development includes a street closing. It is near an intermodal transportation center in an active institutional district of downtown (adjacent to other GSA properties, a federal prison, city facilities, a retail district, and a community college). With the support of the courts, the team is working to create an active "civic square" on the site, which has an extraordinary amount of open space. Issues to be addressed include the potential introduction of food service or retail on the SE corner, programming of that area, and how the art-in-architecture commission can support these efforts. There is significant opportunity to improve the entire area by addressing the public spaces at other GSA properties here and by partnering with other property owners to do the same.

> Event:	Location	Status	StartDate	EndDate
Meeting with Clients, Retail COE, and Fairchild Gardens	Miami, FL	Actual	1/28/2000	1/28/2000
> Event:	Location	Status	StartDate	EndDate
Courthouse Concepts Presentation	Miami, FL	Actual	1/27/2000	1/28/2000
> Event:	Location	Status	StartDate	EndDate
Site visit and interviews of potential partners and space users	Miami, FL	Actual	1/12/2000	1/12/2000

> Event: 1st Meeting with Clients & Project Team; 2nd Meeting with Community Reps	Location Miami, FL	Status Actual	StartDate 1/12/2000	EndDate 1/12/2000
> Event: Meeting with City of Miami contact; set-up workshop type meeting to follow.	Location Miami, FL	Status Actual	StartDate 1/7/2000	EndDate 1/7/2000
> Event: Meeting with design team to discuss plaza;	Location Miami, FL	Status Actual	StartDate 12/15/1999	EndDate 12/15/99

Region 5

Cleveland FBI

Background:

Build-to-lease FBI building on 5-acre site where GSA has purchase option. The site neighbors a TV station in a neighborhood that is currently light industrial but which the city is encouraging for office and residential development. There is the possibility of Forest City Development building an upscale housing facility near-by. This is the first lease construction project where the Center is lending expertise. It is hoped to be a good learning model for incorporating livability principals into lease procurements, where GSA exercises far less design control than in federal construction.

The project is a chance to incorporate livable design into the SFO or evaluation criteria and partner with city, FBI, and the Design Excellence Program. Two Phase solicitation process. SFO Phase 1: addresses qualifications of bidders (requires years experience, types of projects etc.). The Center provided some basic livability 'qualifications at this stage to pre-qualify potential offerors. SFO Phase II: addresses design issues. This phase is the best opportunity to insert good public space design. The nature of the lease procurement dictates that we make the greatest improvements prior to award, so it is important that we find ways to encourage offerors to provide good designs.

> Event: 2nd Round of Offeror Presentations and City Meetings	Location Cleveland, OH	Status Actual	StartDate 1/18/2000	EndDate 1/20/2000
> Event: Cleveland concept presentations from 5 offerors	Location Cleveland, OH	Status Actual	StartDate 12/7/1999	EndDate 12/9/1999

Region 7

FTW: Transit Stop Plaza

Background:

The Federal Building plaza abuts a small city park (which appears to be part of the federal plaza) and is across Throckmorton Street from a planned new City park. The Center and the region are working with the City and other partners to support this new park development--and overall improvement of the neighborhood--with other property owners and partners in the area.

UPDATE: Representatives of the Center, the City of Fort Worth, Downtown Fort Worth, Inc., and the public transportation system in Fort Worth are continuing their collaborative efforts to develop plans for a downtown public square adjacent to the Lanham Federal Building. GSA regional and Center staff sit on the Transportation Group and the Activities and Strategic Phasing Group; they represent the interests and needs of the Federal employees and the Federal Government to the project.

The Transportation Group will study at least 6 possible revisions to Throckmorton Street, the main street dividing the proposed Public Square area and the street that lies in the front of the Federal Building. The group also will explore if a dedicated access road in front of the Federal Building can be given up for use by the proposed plaza. Further, the group will explore with GSA the possibility of using the adjacent Federal Parking Garage after working hours for visitor parking.

The Activities and Strategic Phasing Group is tasked with identifying both short term and immediate uses of the Public Square area and long range planned uses for the Square. Because the principal cafeteria in the Federal Building is closed for a renovation project of several months duration, a cooperative venture between food vendors licensed and approved by the City and known to the Downtown Fort Worth Group, Inc. likely will be the first and quickest use of the Public Square site.

The Focus Groups will continue meeting bi-weekly through February and March and will contribute their individual reports for inclusion in the Conceptual Design final report at the end of March. Both groups are developing recommendations which include results from the Web-based opinion survey which was prepared by the City and was sent by GSA to all Federal employees and agencies in the Federal Building. At the end of March, the next Public Forum will be held to present the Conceptual Design Plans to interested citizens of Fort Worth, and both Fred Kent and Kathy Madden of the Project for Public Spaces will assist in developing the presentation and presenting it to the public.

> Event: Focus Group Meetings	Location Fort Worth, TX	Status Actual	StartDate 2/9/2000	EndDate 2/9/2000
> Event: Focus Group Meeting	Location Fort Worth, TX	Status Actual	StartDate 2/1/2000	EndDate 2/1/2000
> Event: Public Workshop on Transit Stop/Government Plaza	Location Fort Worth, TX	Status Actual	StartDate 12/8/1999	EndDate 12/9/1999
> Event: Site visit and workshop with key players.	Location Fort Worth, TX	Status Actual	StartDate 9/9/1999	EndDate 9/9/1999

Region 8

Denver: Byron Rogers Building

Background:

As part of First Impressions, the 197's era Byron Rogers Building lobby and plaza are being renovated. GSA recently met with its design team and city officials to discuss the project. The team is refining the design to better support active use of the plaza and is planning a wider effort with the city to better position a "federal district" (soon to be five buildings) in the neighborhood.

Denver: Federal District Plan

Background:

GSA manages a circuit courthouse, a customhouse, a district courthouse, and a large federal building on adjacent properties. A new courthouse is under construction and GSA manages a large multi-tenant lease on other adjacent parcels. After conversations with the City of Denver, the Denver Downtown Partnership (a BID), and other interested parties, GSA views this as an opportunity to create a distinct and cohesive 'federal district'. Improvements would include streetscape design, signage, and new amenities that are directed to these properties and the surrounding neighborhood. This would improve the environment for GSA's client agencies and the customers they serve. The improvements would support City efforts to enhance the neighborhood as a way to support development in the more distressed neighborhoods to the north.

> Event: 2nd Workshop for Federal District Plan	Location Denver, CO	Status Actual	StartDate 1/20/2000	EndDate 1/20/2000
> Event: R8 meeting with Denver Transit Department	Location Denver, CO	Status Actual	StartDate 1/4/2000	EndDate 1/4/2000
> Event: 1st Workshop for Federal District Plan	Location Denver, CO	Status Actual	StartDate 11/16/1999	EndDate 11/17/99

Helena MT: Lease Construction, Public Spaces

Background:

GSA recently awarded contracts for two lease construction projects in downtown Helena MT. The two buildings are being constructed on the same parcel, and will create a significant amount of public space between and around them. The region has involved city officials since early in the project. In fact, through consultation with the regional office, the city contracted with an A/E to develop desired design guidelines for the site and area. GSA incorporated the design guidelines into the solicitations for offers. By including specific design requirements up front--which was made possible through very early discussions with city officials--the region has developed an excellent way for GSA to get specific community-oriented design criteria into lease construction projects. This is especially important to get these considerations in up-front, since we have less design control than in Federal construction. It creates very clear and enforceable language that meets contracting requirements while delivering a better product.

The Center has been asked by the regional office and the city to provide further guidance on how to shape the public spaces around the buildings. Since the buildings are centrally located, the city believes that there are also opportunities to partner with neighboring properties.

Region 10

Seattle Courthouse**Background:**

The new Seattle Courthouse project is currently in design and the Center is assisting with review of its plaza design. The existing courthouse offers one of the few sizable green areas in the downtown and it is very popular with the public. GSA and its client, the courts, would like to provide similar outdoor green space at the new site. Construction funding would be *requested* in FY2002, as the courts' top national priority.

> Event:	Location	Status	StartDate	EndDate
2nd meeting with project team to discuss the plaza	Seattle, WA	Actual	9/8/1999	9/8/1999

Region 11**DC: Dept of Education****Background:**

The Center and NCR are working with the Department of Education and other key stakeholders on the improvement of the plaza adjacent to the department's headquarters building. The plaza is at the intersection of Maryland and Independence Avenues, SW, across from the National Air and Space Museum and the Mall, and 4 blocks from the U.S. Capitol Building. GSA recently modernized the 530,000 rentable square foot headquarters building which now provides a state of the art work environment for Department of Education employees. However, the public space adjacent to it remains barren and uninviting. This project will focus on how this important public space can contribute to the vitality of the Nation's Capital, and support federal and private sector employees, nearby residents, and visitors.

The Center and NCR are working with the District of Columbia, the area's federal community (Education, FAA, HHS), private sector property owners, the Smithsonian, review agencies, and transportation authorities.

> Event:	Location	Status	StartDate	EndDate
Interviews with Air and Space, Am. Indian Museum	Washington DC	Actual	1/28/2000	1/28/2000
> Event:	Location	Status	StartDate	EndDate
Initial Interviews of Key Partners: NPS, EDU, NCPD	Washington DC	Actual	1/27/2000	1/27/2000
> Event:	Location	Status	StartDate	EndDate
Strategy meeting for Department of Education Plaza project	Washington DC	Actual	11/22/1999	11/22/1999

Ben Franklin Circle**Background:**

Benjamin Franklin Circle is part of the Federal Triangle, a 70 acre, 24 city block complex of historic 1920s and 1930s Federal office buildings, located along Pennsylvania Avenue between the White House and the U.S. Capitol. The circle, which is actually a semi-circle on 12th Street, NW, between Pennsylvania and Constitution Avenues, is one of the few, easily accessible open spaces in this complex. The space is a framed the semi-circular colonnade of the Ariel Rios Federal Building (GSA is renovating the Ariel Rios Building to serve as the headquarters for EPA) and is covered with grass. It is primarily used for access to the Federal Triangle Metrorail Station. Last summer NCR began a landscape architectural design feasibility study to develop a preferred design plan for the circle. One of the study's objectives is to explore how the circle and adjacent open spaces can be used to better link downtown Washington, DC to the Mall. The Center will assist the region in the review of preliminary design plans at a session scheduled for January 28th.

> Event:	Location	Status	StartDate	EndDate
Review of Design Concepts for 12th Street Improvements	Washington DC	Actual	1/28/2000	1/28/2000

SE Waterfront Workshop**Background:**

The Center, NCR, and the District of Columbia are co-sponsoring a workshop to address the area in and around GSA's Southeast Federal Center. The intent of the workshop is to bring together key community leaders and stakeholders with an interdisciplinary group of experts to look at the future development issues associated with the Southeast Waterfront District. This area includes the Southeast Federal Center and the surrounding neighborhood, and thus is a complex mix of federally controlled land and lands under the jurisdiction of the District. In general, this waterfront district is seen as underutilized. Private developers have expressed an interest in building new office and residential uses; federal agencies and arts groups see the federal lands as opportunities for new facilities; and the neighborhood is facing substantial change as nearby Capitol Hill becomes increasingly desirable. The area is under pressure to change, but adopted plans and zoning standards are out of date. For federal and city planning in the area, both must develop a coordinated vision.

> **Event:**

Preliminary Planning for Workshop

Location

Washington DC

Status

Actual

StartDate

2/24/2000

EndDate

2/24/2000

Livability

Planning with Communities – DRAFT

This is a DRAFT publication designed to assist community groups, federal agencies and GSA staff as they work together on federal/local development efforts.

Does your community have a General Services Administration (GSA) building?

Do you know what GSA's future plans are in your community? Does GSA know what your community is planning that might affect Federal employees or property? Do you think GSA should meet with your community?

If questions like these are of concern to you or your community then this brochure should be of interest. Its purpose is to help bring community planning and GSA planning activities together. Why? Because GSA believes that, when mutual benefits or costs are possible, it is better to plan for the future together rather than apart.

What is GSA?

The General Services Administration, the landlord for the Federal Government's civilian workforce, is the nation's largest public real estate organization. Its Public Buildings Service manages a real estate inventory of more than 300 million square feet in about 8,000 buildings in nearly 2,000 communities. These are the workplaces--the offices, courtrooms, laboratories, warehouses, and meeting spaces--for about one million Federal employees and the public they serve.

GSA's real estate activities include developing, constructing, renovating, leasing, managing, maintaining and disposing of Federal property to serve its primary customers, over 100 Federal agencies.

While meeting the needs of Federal agencies, GSA has pioneered the adaptive reuse of historic buildings, created architecturally significant federal buildings and public plazas, supported a mix of uses in office buildings, championed the role of public art, and promoted the need to locate Federal facilities in central business areas. In addition, GSA has an impressive record of creating civic architecture and public places that add to a community's sense of place, beauty, and vitality.

Given the size and scope of its activities, there are numerous opportunities for GSA to contribute to the improvement and livability of cities and towns, both big and small. For example, the placement and management of Federal facilities can affect local employment and commuting patterns and the vitality of a downtown. Merely responding to a community's plans may not be enough. GSA is committed to making positive contributions, and actively supporting local development efforts wherever possible.

In the same way, there are numerous instances in which a community's plans may affect the quality of life and work environment for GSA's Federal workforce, and where opportunities may be found for communities to help GSA meet its client needs. By working together, GSA and local partners across the country can meet these needs in ways that contribute to the community as a whole.

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
FAX: 202.208.2996



WEB: GOODNEIGHBOR.GSA.GOV
EMAIL: GOODNEIGHBOR@GSA.GOV



Livability

Why local communities, Federal agencies, and GSA should plan together

Most communities know of the large Federal buildings and high-profile agencies in their midst. But they may not be looking at the larger picture. All of the people who are employed by the Federal government—whether they work in a large downtown courthouse or a suburban leased building—comprise the total Federal presence in a community. When considered in total, the location, design, and economic impact of even relatively small Federal offices are strategic resources that contribute to a community.

When Federal agencies move to a community, that community may benefit from increased job opportunities and related increases in the local economy. Each year, for example, over 90 percent of GSA's multi-billion dollar real estate program flows through private sector contracts for construction, leases, maintenance, repairs, and other services. This Federal investment translates into substantial added value to a local economy. It can:

- **Leverage public investments in central business areas**
By locating owned and lease buildings in downtown areas, GSA supports community investments by anchoring downtown office districts, supporting the local use of public transit, providing direct employment, and attracting supporting industries. This also leverages numerous Federal program dollars that directly support community development efforts.
- **Be a good neighbor**
As a significant leaseholder and property owner--a space provider to agencies that live and work in the community--GSA is committed to supporting local improvement efforts. It is good for the community and helps provide GSA client agencies and their customers with livelier, friendlier, and more effective workplaces. This is important in the everyday management of GSA's existing portfolio as well as in the development of new facilities.

GSA's work with Business Improvement Districts (BIDs) is a good example. In more than two dozen cities, such as Philadelphia, Phoenix, Tallahassee, Atlanta, New York, Pittsburgh, Baltimore, and Portland, GSA purchases services from a BID. Because it's a Federal agency, GSA cannot pay taxes to a locality, so it cannot be assessed in the way that BIDs assess private property owners. Instead, GSA has developed a policy through which it can still contribute by purchasing services directly from the BID in the same way that it would from any other contractor. Services may include maintenance, lighting, cleaning, and security services. This is an easy and creative way for GSA to support community efforts to improve downtown areas while meeting client needs.

- **Plan together, not apart**
Through collaborative Federal/local planning, GSA opens lines of communication that allow it to work with communities early and often. GSA gains a broader understanding of a community's goals, communities understand Federal needs, and everyone can work together to find solutions that work best for all.



Livability

The Center for Urban Development and Livability building a working relationship among community, Federal agencies, and GSA

GSA established the Center for Urban Development and Livability which is designed to help build Federal/local relationships and to promote good business practices between GSA and communities. It does this by supporting the local planning efforts of GSA's Regional Offices with technical assistance, information sharing, policy development, outreach to communities and client agencies, and by promoting the value of good urban planning, architecture, and urban design. These goals are at the program's core:

- **Find opportunities for mutual benefit**
Identifying and discussing mutual benefits and costs is an important step to beginning good collaborative planning. In doing this, GSA and communities can support each others' goals and assess impacts.
- **Form partnerships**
GSA encourages community leaders to seek out and include GSA in their local planning processes -- to address common issues, balance the needs of communities and GSA's Federal customers, and leverage its Federal presence to improve economic vitality. GSA and community leaders can get to know one another, open lines of communication, make a commitment to work together, and share information.
- **Plan collaboratively**
Issues of common interest such as facility location, architectural and urban design, parking, transportation, security, and Federal property disposal, among others, provide countless opportunities to work together in formal and informal planning efforts. While formal comprehensive planning, area or small area planning, and site planning efforts are important, building good working relationships that support all kinds of planning, information sharing, and problem solving activities, can be equally important.
- **Build quality environments**
The attractiveness, types of activities, available amenities, and safety in the areas where GSA works is important to clients, and their employees and visitors. By working with communities, GSA can focus attention on ways to create beautiful, safe, active, and accessible buildings and public spaces. This serves the community as it serves GSA's customers, who are members of the community.



Livability

The Center for Urban Development and Livability services and information

In supporting collaboration between GSA regional offices, Federal agencies, and local communities, the center works in the following areas:

- **One-on-one technical assistance**
Technical experts work with GSA regional offices, Federal agencies, local government, and other interested parties to identify projects, brainstorm about opportunities, address design and planning issues, and outline approaches that will incorporate good community livability and urban design principles into a project.
- **Meeting and workshop facilitation: stakeholder meetings, leadership forums, problem identification workshops**
The center provides professional facilitation to help build successful collaborative relationships and partnerships. Successful projects are built on common understanding and trust, which develop as people work together on shared issues. Facilitation can help participants identify mutual interests, understand each others' concerns, and speak openly to address these as part of a planning process.
- **Public process visioning**
Often, visual plan images and artist sketches are the best way to identify and analyze site, building, and neighborhood scale plans. The center can assist a community or Federal agency to hold a workshop that will address potential uses, concerns, and architectural and urban design options. This kind of input is important to inform local and Federal planning efforts.
- **Policy development**
The center works nationally, and with regional offices and communities to shape policies that support good collaboration, business practices, and partnerships.
- **Information sharing and links**
The center also provides resource information about a wide variety of community planning and urban design topics, sample GSA projects, links to other organizations and resources, and links to professional service organizations that can be accessed through its web page, <http://goodneighbor.gsa.gov>.



Livability

What you and your community can do

If you are a local official or community leader, GSA would like you to know that it is ready to begin a conversation about mutual interests and concerns. Here are some specific things to consider:

- **Understand the scope and impact of the Federal presence in your community, and GSA's plans there**
Call your regional GSA office (contacts and phone numbers are at the back of this document) to introduce yourself to the professionals responsible for planning and managing GSA projects in your community. Ask questions about space management, client agency concerns, current leases, and other local issues. You can obtain information from GSA on upcoming lease expirations and changes in agency needs. Although GSA is sometimes precluded from providing details about ongoing procurements, it can discuss agency plans, needs, and concerns—in the short- and long- term. These conversations are most effective when they are done well in advance of a specific project.
- **Share local activities with GSA and involve them in identifying issues and creating local solutions**
You can provide copies of relevant plans, policies, and programs to GSA professionals and their Federal agency customers. It is important that they know where your city is moving in its planning, revitalization, and economic development efforts. Invite GSA and Federal agencies to participate in your community goal-setting and civic endeavors. Include them as full partners in your Main Street programs, Business Improvement Districts (BIDs), and other collaborative efforts. Cultivate these relationships now to support future collaboration on projects and issues.
- **Help GSA and Federal agencies meet their space needs**
Just like other major employers in your community, it pays to know the key representatives of the Federal agencies in your city, if you do not know them already. Know that they are passionate about their mission—whether it is law enforcement, community development, social services, education, or tax collection—and that GSA must provide space that supports them. Solicit their concerns and ask about their plans. Find out if their current location is not meeting their needs. Include them in your economic retention efforts; talk about location and city service issues. The more you know about GSA's portfolio and plans, the better equipped you will be to suggest mutually beneficial strategies.
- **Contact the Center for Urban Development and Livability to discuss assistance available to facilitate local planning initiatives around federally controlled property**
The Center has field officers in each GSA region. Let them help you build your relationships with them and the other GSA professionals in your community.



Livability

What your Federal agency can do to work with the community

If you are a Federal agency official, you know that the needs of the Federal workforce are constantly changing. GSA's understanding of how its actions fit into a wider community context is changing too. Community leaders, governments, private employers, and developers are coming together in agreement that, if nothing else, there is a need to work together to shape the types of communities that everyone wants.

Federal agencies and their employees seek the same qualities in a community that most large businesses do. They want a workplace that provides employee satisfaction and promotes worker productivity and retention; good public transportation, roads and parking; recreation and cultural amenities; and a "sense of place" or location that serves community and agency needs.

By participating in community planning activities with GSA and local communities, you can enhance their planning perspective. Here are several ways that you can participate:

- **Participate in local planning and management activities**
Request and accept invitations from local communities to sit down and talk about your agency needs and employee concerns. Understand and address the interests of local communities when determining mission-critical space needs. Know that you belong at the table as a full partner.
- **Encourage employee participation in the community**
Support Federal employee participation in community boards and local volunteer planning activities.
- **Plan with the community in advance of making changes**
Discuss your space needs with GSA well in advance to allow enough time for constructive collaboration. Having time to effectively address your space needs in the local context can improve your options, gain community buy-in, deliver better space, and help the community contribute.
- **Share your facility and be a good neighbor**
Encourage the public use of your facilities and surroundings when appropriate and feasible. GSA can help to select appropriate activities, especially those that may involve your mission constituents. Hosting community meetings, art exhibits, or public events are great ways to strengthen relationships with neighbors and community leaders—and to get your agency's message out.
- **Contact the Center for Urban Development and Livability to discuss assistance available to facilitate local planning initiatives to build community partnerships**
The Center can work with your agency's management and your local GSA office to find the best ways to work with communities in meeting your mission needs and employee concerns.



Livability

About GSA

A general understanding of GSA's planning and decisionmaking process is important for both local communities and GSA customers, for collaborative planning to be successful. For example, Federal and local plans may differ on planning schedules, public use of Federal facilities, or the layout of a site plan.

The responsibility for GSA's real estate services and community planning falls under its Public Buildings Service, which manages 11 regional offices across the country. An Assistant Regional Administrator directs each regional office, which is responsible for the portfolio and property management, leasing, site purchases, new construction, renovations, security, and sale of excess property.

GSA satisfies the needs of its Federal customers in a variety of ways. When a customer has a new space need, GSA and the agency discuss the best way to meet the need. While GSA is the main provider of space for most agencies, Federal agencies do have the ability to choose among GSA, another agency, or private sector sources to provide new or renovated space. Usually, the needs can be met through one of the following activities:

- **Renovation of an existing Federal building**

This is the preferred option in most cases. Meeting needs in Federal space is almost always much less expensive than leasing space. Meeting the need by altering an existing building typically is much quicker and less expensive than building a new building. GSA may be unable to meet an agency's need in an existing Federal building if the agency has special requirements—such as courtroom ceiling heights, open column spacing, separate prisoner and judicial circulation paths, and other special needs. In that case, GSA looks at its overall housing needs in a community and plans for other options.

- **Leasing of commercial space**

If federally-owned space is not available, GSA may decide to lease space. Many smaller requirements are met this way, especially for an agency's customer service operations, such as an office that needs to locate near a specific customer base. Leasing is often a good option for delivering space to a client that has urgent needs, because it can usually be delivered more quickly than Federal construction. Additionally, although federally-owned buildings are usually less expensive, it makes sense for GSA to maintain a sizable leased inventory in a community, since that inventory is more efficiently expanded or reduced in response to fluid client needs.

- **New construction**

GSA considers constructing new space when a customer's needs cannot be met in existing Federal space or through leasing. In the long-term, new Federal construction usually provides space that is more economical than leasing. Additionally, high security or other special needs are not usually available in the existing commercial market. GSA and the federal agency client typically conduct a feasibility study that identifies whether renovation, leasing, or new construction is the best option. Once a decision is made to construct, GSA further develops alternatives and a proposal to submit to Congress.

Nearly all of GSA's new construction projects require congressional approval because they exceed the prospectus threshold, currently approximately \$2 million. As a result, new



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construction can take a long time to implement due to legally mandated reviews, formal public comment, and political involvement. Moreover, congressional authorization is usually received in two stages: (1) approval in one year for design and site purchase, and (2) approval in a subsequent year for the actual construction.

As the building user group, federal agency client involvement in new construction is extensive. The feasibility study, for example, is often begun more than five years before construction begins. These long lead times also provide good opportunity for GSA to have formal and informal discussions with the community. This is a crucial stage where client expectations start to form. It is during these earliest stages of a project that GSA begins satisfying National Environmental Policy Act (NEPA) and Section 106 requirements to consider alternatives and potential impacts. GSA considers a community's public policies, comprehensive land use plans, and economic development strategies when evaluating the impacts of a new construction project. If the city has preferred sites for new construction, it should consider marketing these sites to GSA and the Federal customer.

GSA's ongoing local relationships are important here, because GSA cannot solicit official public comments until Congress approves the project for design and site acquisition. Further analysis and reconsideration would follow after congressional approval.

- **Disposal of Property**

GSA is also responsible for managing the use and disposal of surplus government property, including properties that have been managed by other Federal agencies. GSA transfers properties to other Federal organizations, grants the property for a public benefit or to eligible public or nonprofit entities, or sells it to state or local governments, private individuals, or companies. Special uses, such as homeless assistance, receive preference, as required by law. During the process, GSA considers many social and economic factors and has extensive dialogue with local governments, who also have special consideration under the law.

The following diagram presents a framework for collaboration: it identifies the steps GSA takes when making its real estate planning decisions and the opportunities for local communities to get involved, both formally and informally:



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Authorities related to Federal planning

The Federal government has recognized the importance of good planning for many years. The following laws, executive orders, and regulations put Federal real estate actions into a specific legal context. Most provide direction or guidance to include local input into Federal decisionmaking:

Public Buildings Act of 1959

Requires that GSA consult with local officials on public building plans and requires GSA's Administrator to give due consideration to recommendations from local officials.

The Public Buildings Cooperative Use Act of 1976

Requires GSA to acquire and use, when possible, space in suitable buildings of historic, architectural, or cultural significance. In addition, it requires GSA to seek new and alternative uses for Federal facilities, provide public access to Federal facilities, and provide free or at-cost space for public, educational, or recreational uses.

Federal Property Management Regulations

Among other things, these regulations require GSA to survey agency missions, housing, and location requirements within a community and include those considerations in community-based policies and plans (*Note: These are undergoing revision; they will become the Federal Management Regulations*).

The National Environmental Policy Act of 1969

Requires Federal agencies to consider the effects of all actions on the environment, consider alternatives that reduce impacts, and prepare detailed statements for public and Federal agency review where significant impacts may occur. Agencies are required to solicit and respond to comments from the public, affected interests, and relevant government agencies.

Section 106 of the National Historic Preservation Act

Requires review of any project funded, licensed, permitted, or assisted by the Federal Government for impact on significant historic properties. The agency must allow State Historic Preservation Offices and the Advisory Council on Historic Preservation to comment on a proposed project.

Section 111 of the National Historic Preservation Act

Builds on the Public Buildings Cooperative Use Act of 1976 and allows Federal agencies to lease historic properties out to public or private entities for alternative uses. After consultation with the Advisory Council on Historic Preservation, Federal agencies may also enter into agreements with outside entities for the management of the historic buildings or property.

Executive Order 13006: Locating Federal Facilities in Historic Properties in Central Cities

Requires that Federal agencies give first consideration to locate Federal facilities in historic buildings and districts within central business areas. Also directs Federal agencies to remove regulatory barriers, review policies, and build new partnerships with the goal of enhancing participation in the National Historic Preservation Program.

Executive Order 12072: Federal Space Management

Requires that Federal agencies give first consideration to locate Federal facilities in central business areas and adjacent areas of similar character, to use them to make downtowns attractive places to work, conserve existing resources, and encourage redevelopment. In addition, opportunities for locating cultural, educational, recreational, or commercial activities within the proposed facility must also be considered.

Federal Urban Land Use Act of 1949

Requires GSA to consult with planning agencies and local elected officials. Directs that to the greatest extent possible, GSA coordinate Federal projects with development plans and objectives of the state, region, and locality where the project is to be carried out.

Competition in Contracting Act of 1984

Requires GSA to acquire supplies and services, including leased space, through the use of full and open competitive procedures. This requirement has direct impact on GSA's ability to contract for services through Business Improvement Districts and other downtown management organizations.

Procedures for Implementation of Public Buildings Amendments of 1988 (Public Law 100-678), Section 6

Requires GSA's Public Buildings Service to consider all requirements (other than procedural requirements) of local zoning laws and other local laws relating to landscaping, open space, building setback and height, historic preservation, and aesthetic qualities of a building, including complying to the maximum extent practicable with local building codes in the local jurisdiction.



Livability

Contact the Center for Urban Development and Livability or your GSA Regional Office

GSA staff in the Center for Urban Development and Livability can help to explain GSA programs. Professionals in GSA's regional offices can provide information about GSA plans in a specific community. They seek to build good working relationships with local community representatives. A good place to begin the conversation, is by contacting the Public Buildings Service's Assistant Regional Administrator. This office can put you in touch with your local GSA professionals.

Center for Urban Development and Livability

General Services Administration
Public Buildings Service
1800 F Street, NW
Washington, D.C. 20405
(202) 501-1881

New England Region

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Assistant Regional Administrator
Public Buildings Service
10 Causeway Street
Boston, MA 02222
(617) 565-5694

Northeast and Caribbean Region

New York, New Jersey, Puerto Rico, U.S. Virgin Islands

Assistant Regional Administrator
Public Buildings Service
26 Federal Plaza
New York, NY 10278
(212) 264-4282

Mid Atlantic Region

Delaware, Maryland, Pennsylvania, Southern New Jersey, Virginia, West Virginia

Assistant Regional Administrator
Public Buildings Service
The Wanamaker Building
100 Penn Square East
Philadelphia, PA 19107
(215) 656-5655

Southeast Sunbelt Region

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Assistant Regional Administrator
Public Buildings Service
401 West Peachtree Street
Atlanta, GA 30365
(404) 331-5129

Great Lakes Region

Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Assistant Regional Administrator
Public Buildings Service
230 S. Dearborn Street
Chicago, IL 60604
(312) 353-557

The Heartland Region

Iowa, Kansas, Missouri, Nebraska

Assistant Regional Administrator
Public Buildings Service
1500 E. Bannister Road
Kansas City, MO 64131
(816) 926-7231

Greater Southwest Region

Arkansas, Louisiana, New Mexico, Oklahoma, Texas

Assistant Regional Administrator
Public Buildings Service
819 Taylor Street
Fort Worth, TX 76102
(817) 978-2522

Rocky Mountain Region

Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

Assistant Regional Administrator
Public Buildings Service
Denver Federal Center
Building 41
Denver, CO 80225
(303) 236-7245

Pacific Rim Region

Arizona, California, Guam, Hawaii, Nevada, Pacific Trust Territories, American Samoa, U.S. installations in the Far East

Assistant Regional Administrator
Public Buildings Service
450 Golden Gate Avenue
San Francisco, CA 94102
(415) 522-3100

Northwest/Arctic Region

Alaska, Idaho, Oregon, Washington

Assistant Regional Administrator
Public Buildings Service
400 15th Street, SW
Auburn, WA 98001
(253) 931-7200

National Capital Region

Washington, DC Metropolitan Area

Assistant Regional Administrator
Public Buildings Service
7th & D Streets, SW
Washington, DC 20407
(202) 708-5891

Livability

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
FAX: 202.208.2996



WEB: GOODNEIGHBOR.GSA.GOV
EMAIL: GOODNEIGHBOR@GSA.GOV

Measuring the Economic Impact of Federal Facilities on Commercial Districts

The Center is working with the National Trust for Historic Preservation's National Main Street Center to develop a model to assess the economic impacts of federal buildings on local communities. This model will help GSA make informed decision about the best location, tenant mix, or outlease options. It will also help the agency leverage its presence in support of the community and better meet client needs.

While many communities may actively recruit high profile private sector tenants, they may not understand that the federal presence in their community is valuable, too. In fact, a large federal building may generate so many visitors—with spin-off spending—that the benefit to the community is greater than a similarly-sized private sector office that pays taxes but has fewer visitors. By measuring this affect, GSA can demonstrate to a customer agency the positive economic impact of their location decision, thereby making it easier to show that their presence in a community supports the Government's larger interests—including community economic development, job creation, and mass transit use. If GSA can illustrate how an agency's locational decisions make a measurable contribution to these goals, it becomes clear that it's good Government business to consider these in our decisionmaking.

These are some types of positive economic impacts the Center will assess:

- local retail purchases of federal employees (e.g., lunch, dry cleaning, shopping);
- local retail purchases made by visitors to federal offices and courts;
- locally produced goods and services purchased by federal agencies;
- consumer shopping trips generated by events or retail outleases at a federal facility (e.g., farmers markets or festivals);
- property for Federal agencies (e.g., in buildings not owned by GSA);
- parking revenues generated by employees and customers of Federal agencies; and
- housing for employees of Federal agencies within or adjacent to downtown.

The Center will test the methodology in three communities with a variety of GSA facilities. After testing, the model will be refined so it can be applied elsewhere. Ultimately, this effort will supply GSA staff with the instructional tools and models needed to do similar analysis in other communities where it is most needed.

The Main Street Center will be the lead coordinating entity for the model with the Center and GSA regional offices assisting and providing feedback on the use of the survey instruments and the assessment of the results.

Livability

Special GSA Session of Mayor's Institute on City Design Fall 2000

The center is talking to the Mayor's Institute on City Design (MICD) about doing a special program on GSA issues in Fall 2000. The U.S. Conference of Mayors, the American Architectural Foundation, and the National Endowment for the Arts co-sponsor the MICD. Twice a year they bring together half a dozen mayors from around the country for three days of collaboration and learning. Each mayor brings with him or her an ongoing development issue that is important to their city (e.g., the re-development of public housing, support of an arts district, the creation of an intermodal transportation center, working with community groups, development of a new theatre, etc). Often, the issues are very site specific, but they could be broader planning issues as well.

The mayors work through these issues together with a MICD-supplied support team of a dozen planning experts (architectural, legal, financing, marketing, etc.). One of the most outstanding features of the program is that the mayors are sequestered from their usual entourage: since they show up alone, they can shed their political clothing and have much more fruitful, open discussions than would be possible back home. Mayors that may have no planning or development background at all leave with a much better understanding of these issues, and they often make significant progress on the issue they brought with them. They develop a good relationship with their counterparts in other cities and, of course, they trade stories on what works and what doesn't. They return home with a greater ability to understand and influence development in their city.

GSA session: We think a similar forum would benefit GSA projects and be great for developing good working relationships with the mayors in the cities where we have projects. The center is in discussion with the MICD for them to run a special session for GSA. We would keep the group small and intimate, to gain the same advantage of having frank, open discussions, but cater to the unique opportunity to highlight the significance of public buildings in local communities and to nurture federal-local partnerships around particular projects. Perhaps the session would include 4-6 mayors, the planning directors from those cities, the corresponding ARAs and the GSA project manager involved in the project's local management, plus the MICD's resource team experts. This would be a 2-3 day session in the fall (usually they run from a Thursday night into Saturday). The tentative dates are October 5-7, 2000, and the location may be Washington, DC.

An ideal project might be a new construction project that will be beginning (or at an early stage of) site selection and design this fall. Other appropriate cases could include improvements to a federal district, partnering on BIDs and the like, or, perhaps, a renovation project that affects an exterior

Please let the center know what projects in your region we should highlight in the special MICD we are now planning.

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
FAX: 202.208.2996



WEB: GOODNEIGHBOR.GSA.GOV
EMAIL: GOODNEIGHBOR@GSA.GOV

Livability

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
FAX: 202.208.2996



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EMAIL: GOODNEIGHBOR@GSA.GOV

Policy Issues

One of the center's roles is to address GSA's and the Federal Government's policies and procedures to explore how GSA can be a catalyst for policy change to better support local development efforts. Here are some of the ways the center is taking on this role:

Urban Policy Updates

Through this vehicle, the center regularly tackles policy and procedural issues and disseminates the Updates nationwide. The first Update focuses on locating in historic buildings in central cities. Future editions will address "GSA's participation in Business Improvement Districts", the "Top 10 Things Cities Should Know About GSA (and vice versa)", "Making the Most of the Cooperative Use Act", and other topics.

Outreach – Leasing historic buildings

The center is committed to helping cities and towns preserve their historic treasures, and to helping the Federal Government carry out its requirements under Executive Order 13006, which directs federal agencies to give first consideration to locating in historic properties and districts in central business districts. The center, in concert with the Rocky Mountain Region and GSA's Regional Historic Preservation Officers, will offer a training course that will involve GSA, our customers, and the public to share and discuss responsibilities, commitments, and creative and thoughtful success stories and solutions.

Livability Working Group

This group of GSA and outside realty practitioners will be tasked with the following:

- Help develop and recommend livability principles (the center's "rules to live by")
- Assess how well the Federal Government is currently equipped to address current trends (in real estate, demographics, transportation, state and local government activities, etc.)
- Review and recommend policies to fill in gaps and take advantage of opportunities
- Evaluate the Center for Urban Development – are we doing the right things?

We will develop a report of recommendations after the working group meets.

Please contact the center with your ideas on other policies and procedures that we should address.

URBAN POLICY UPDATE

Issue 1

March 2000

Focus On:
Locating in Historic Buildings in Central Cities -- Executive Order 13006



Stegmaier Building, Wilkes-Barre, PA



The Rookery, Chicago, IL

Center for Urban Development and Livability
Public Buildings Service
U. S. General Services Administration
 1800 F Street NW
 Washington DC 20405

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Introduction from the Commissioner

We're doing important work. We make a difference. These are words you don't often hear from government agencies who are focused on their day-to-day business, but the statements couldn't be more true. As the nation's largest public real estate organization – housing one million Federal workers in 330 million square feet of space in 1,600 cities and towns across the country – we can't help but make a difference in local communities. In fact, over 90% of our 1,800 buildings and 6,200 leased locations are located within urban areas, most in urban centers. And more than 400 of our owned buildings are historically significant.

The fact is that we need cities and other urban areas and they need us. One way we show our commitment is to enthusiastically support Executive Order 13006, "Locating Federal Facilities on Historic Properties in Our Nation's Central Cities". This EO requires all Federal agencies with space needs in urban areas to give first consideration to locating in historic properties and districts, identify and remove laws and policies that restrict Federal presence in historic districts, and seek partnerships with state and local governments and other organizations to enhance participation in the National Historic Preservation Program.

We support the EO in many ways, including building our new buildings in downtowns, working in partnership with our customers to maintain a presence in the historic and other buildings we own or lease in central business areas and historic districts.

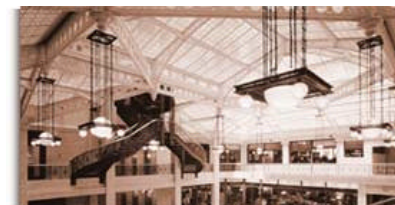
We have also organized personnel and resources around these issues. Our

Historic Buildings and the Arts Center of Expertise, which promotes the conservation and use of historically significant properties, and our Center for Urban Development and Livability, which leverages GSA's real estate actions in ways that bolster communities' smart growth, economic vitality, cultural vibrancy, and downtown revitalization efforts, are dedicated to advocating the benefits of and the need for carrying out the requirements of the EO.

We are providing *Frequently Asked Questions* and *Lessons Learned* in this Policy Update to make our commitment to the EO and approach for implementing its requirements more explicit. This Policy Update follows and adds on to the implementing policy I issued in a July 1998 memorandum to the Assistant Regional Administrators. I encourage you to use this Policy Update to learn more about EO 13006 and how we can build on it to help our customers, local communities, and historic property owners. We want to continue to be welcome members of and active partners in local communities, helping to preserve historic assets and central business areas and keep them vital.

Let us know about other innovative practices and precedents for carrying out the requirements of EO 13006 by contacting the Center for Urban Development and Livability (tel. (202) 501-1881, e-mail goodneighbor@gsa.gov).

Robert A. Peck
Commissioner
Public Buildings Service
U. S. General Services Administration



The Rookery (detail), Chicago, IL

Frequently Asked Questions

Q: Does the implementation of EO 13006 change the way we do business?

A: No. Meeting agency space requirements and surpassing expectations remains our commitment. Implementing EO 13006 helps GSA provide greater emphasis in locating Federal agencies in historic properties while at the same time partnering in efforts to revitalize urban areas. EOs 12072 and 13006, along with our own internal policies, have shaped PBS's current practices in locating Federal agencies. GSA supports the laws and regulations that are designed to help preserve and revitalize downtowns and retain our nation's heritage.

Q: What is the best way to meet the requirements?

A: The best way to meet these requirements is to involve others outside of GSA as much as possible. You should establish good lines of communication with State Historic Preservation Officers, local government officials, statewide partners of the National Trust, and local preservation commissions. Let them help you and our customer agencies by identifying historic properties that are suitable, and available, to house Federal agencies. Let them know of Federal requirements, both current and future, as soon as it is practical to notify them.

Q: What are some of the benefits of locating in central business areas?

By locating in central business areas of cities and towns, the Federal government helps to sustain and revitalize downtowns, which EO 13006 notes "have historically served as the centers for growth and commerce in our metropolitan areas". Some other benefits to locating and remaining in CBA's include conserving existing urban infrastructure, improved access to buildings for Federal workers and private citizens through the proximity of public transportation, and the convenience of being located near other businesses and Federal and local facilities.

Q: How can we help to get more historic properties considered for Federal use?

Since many historic properties may not meet each requirement of the Solicitation for Offer (SFO) on paper, you should actively encourage the owners

of historic buildings to respond nonetheless by describing the ways that their property *does* meet the SFO's criteria. It is possible that historic building owners can creatively meet a customer agency's requirements in ways that we and the customer did not initially consider. As described further below, you should also consult local officials and advocacy groups to help you identify available historic buildings and historic districts.

Q: What if an agency says that its requirements cannot be met in a historic property?

A: If, after the space request review process, an agency maintains that its requirements cannot be met in an available historic property, and you believe that its requirements *can* be satisfied by a historic property, you should elevate the issue to the proper channel. Your supervisor, ARA, or RA, or the Center for Urban Development or the Commissioner may be able to advise and/or intercede on the issue. It may be helpful for these PBS officials to get their counterparts at our customer agency involved, and a phone call or a meeting can often help a customer agency to better understand the specifics of the opportunity and its requirements.

For additional assistance, you may want to contact the local office of the National Trust or the local government to see if those organizations want to get involved with the customer in the location issue.

In cases where involvement of PBS and other officials is not successful and an agency will simply not locate in a suitable and available historic property, you must request a written justification from the agency explaining its actions. The justification must explain how the agency's mission or operations would be materially compromised by selecting the historic property. Keep the written explanation in the project file and make it available for public review, if requested.

Once documented, you should proceed with meeting the customer's needs in other space.

Q: What is the best way to identify and work with local stakeholders?

A: The authors of EOs 12072 and 13006 had community planning and local and Federal partnerships in mind. Such collaborations can help identify suitable historic properties, encourage the offering of such properties, and ensure public participation. GSA is committed to urban revitalization and historic preservation and is working with communities to strengthen these

efforts. GSA's Center for Urban Development and Livability advocates collaboration with Federal customers, cities, and local groups early and often about Federal space needs and where and how we locate. You should share plans and discuss requirements, when appropriate, with the city and local preservation groups (which can be identified by your Regional Historic Preservation Officer).

Q: How does GSA ensure agencies are aware of their responsibilities?

A: When agencies request space from GSA, you should ask agency representatives if they are familiar with EO 13006. If they are not, you should provide copies of the Order, the implementing regulations, and this Urban Policy Update, and explain the agency's requirements to them. In particular, you should inform the agencies that they alone are responsible and accountable for decisions that eliminate available historic properties or require a location outside of a central business area.

Q: What are some common reasons that agencies use when selecting properties other than historic buildings?

A: Common reasons for not selecting historic properties include the need for a large floor plate, a particular minimum column spacing, a maximum ceiling height, or a minimum elevator speed, as well as insufficient parking and security, and inadequate fire suppression systems. Each of these reasons can be valid agency concerns, but they can also be used inappropriately as reasons to avoid particular properties or areas of town. You should work closely with the customer agency to understand its requirements so you can determine if alternative solutions may be considered.

Q: What is the space request review process to make sure that available historic properties are given proper consideration?

A: The space request review process is as follows:

1. If the space request does not require a location in an urban or central business area, EO's 12072 and 13006 do not apply, so you must look for space in a rural area, as required by the Rural Development Act of 1972.
2. If the space request requires a location in an urban or central business area, you must look for space in a central business area, as required by EO 12072.

3. Within a central business area, you must give first consideration to historic properties and districts, as required by EO 13006. If the request can be met within the CBA, the request should include historic buildings or districts in the delineated area, if possible.
4. Review the agency's space requirements vis-a-vis available historic properties.
5. Work with the customer agency to ensure that any of its requirements that could eliminate a prospective historic property is essential to the efficient performance of the agency. Discuss all perceived barriers to acquiring available properties that may be identified and offer potential solutions to the client agency. We must also make sure that the client agency is aware of its responsibilities under EO 13006.
6. Work within GSA on SFO language to add wording to encourage historic property owners to apply and delete criteria that could unnecessarily eliminate prospective historic properties.
7. Consult the city government, local preservation groups, and urban advocacy groups (such as the local Chamber of Commerce) to identify location opportunities in historic buildings, historic districts, and central business areas.

Q: What does EO 13006 say about the hierarchy among historic properties for locating Federal facilities?

A: The hierarchy in EO 13006 is as follows:

1. Historic properties within historic districts.
2. Sites (developed or undeveloped) within historic districts.
3. Historic properties outside of historic districts.

In making locational decisions for customers with urban location needs, you should give first consideration to this hierarchy within a central business district. If a historic property is available for lease or purchase, then you should evaluate it fairly for suitability of use. You should never eliminate an available historic property from consideration for arbitrary reasons.

Q: When is it appropriate to limit competition to only historic properties?

A: You are encouraged to limit competition to historic buildings or districts whenever adequate competition can be expected from those sources alone. At the same time, you should consider whether or not the restricted competition would result in a rental rate that is reasonable and prudent when compared to other alternatives.

Q: How do I apply the 10% price preference?

A: Following the hierarchy mentioned previously, you can provide the price preference to historic buildings competing with any other buildings (historic or non-historic). You may grant individual historic buildings (as well as any building within a historic district) a price preference of up to 10% per square foot versus the lowest otherwise acceptable offer. The application of the 10% preference is explained fully in the historic preference clause of GSA's standard SFO. For more on the effect of the price preference, you should refer to the report from the Historic Buildings and the Arts Center of Expertise on "GSA Historic Building Leasing".

Q: How does EO 13006 relate to NEPA, floodplains, and environmental requirements?

A: You must also follow NEPA requirements, though many leasing actions will be categorical exclusions. You should also consider other regulations, such as EO 11988 regarding location in floodplains. When conflicts arise, the overriding consideration is the protection of life and safety. You should coordinate early with your NEPA Liaison to determine appropriate requirements and action.

Q: What about Section 106 of the NHPA?

A: Leasing or other property acquisition is an undertaking defined in NHPA Section 106. GSA, as the lead Federal agency, must determine if the action will have an effect on the historic property or district and follow the procedures of 36 CFR Part 800. You should coordinate early with your Regional Historic Preservation Officer to determine appropriate requirements and action.

Q: What about "Can't Beat GSA Leasing", "Provider of Choice", and other customer-driven initiatives?

A: Our efficiency in meeting customers' needs and maintaining our position as the preferred source for satisfying space needs are not put in jeopardy by the requirements of EO 13006. All Federal agencies need to comply with the EO, so as a real estate agency that has a deep understanding of and experience in using EO 13006, GSA adds value by helping customer agencies comply with the requirements of this EO and other locational laws and regulations.

Q: What laws and orders provide the framework for GSA's actions regarding historic buildings and central business areas?

A: Federal law and national policy direct the Federal government to use available historic properties and locate in central business areas, as discussed below.

- **The National Historic Preservation Act of 1966** requires that the Federal government "shall use, to the maximum extent feasible, historic properties available to the agency." 16 U.S.C. § 470h-2(a)(2)(b)
- **The Public Buildings Cooperative Use Act of 1976** directs Federal agencies to locate in suitable structures of "historic, architectural, or cultural significance," unless such a location would not be feasible and prudent when compared with available alternatives. 40 U.S.C. § 601a(a)(1)
- **Federal Property Management Regulations** require that agencies with space requirements in urban areas give first consideration to central business areas. Additionally, the regulations state that "Agency justifications for locating outside CBAs must address, at a minimum, the efficient performance of the missions and programs of the agencies, the nature and function of the facilities involved, the convenience of the public served, and the maintenance and improvement of safe and healthful working conditions for employees." 41 CFR §101-17.205
- **Executive Order 12072** requires that Federal agencies with urban location needs "shall give first consideration to [locating in] a centralized community business area" and include consideration of "existing Federally controlled facilities" within the CBA's.
- **Executive Order 13006** mandates that "the Federal government shall utilize and maintain, wherever operationally appropriate and economically prudent, historic properties and districts, especially those located in our central business areas." In addition, the Order directs that Federal agencies "shall give first consideration to historic properties within historic districts".

This pattern of legislation and Presidential commitment clearly provides the framework for GSA and other federal agencies to ensure the vitality and viability of our nation's central cities.

Q: What is considered a historic property?

A: *Historic properties* in EO 13006 are buildings determined eligible for the National Register of Historic Places. Eligibility may be determined by a State Historic Preservation Officer (SHPO), or designated by any State, local, or Indian tribal government, the National Park Service, or GSA. The definition of historic properties in the National Historic Preservation Act includes districts, sites, structures, and objects, but GSA interprets the Order’s use of “historic properties” to mean historic buildings.

Q: Who is responsible for identifying suitable historic properties?

A: The identification of historic properties is a process and a responsibility to be shared by many players.

- GSA realty professionals are familiar with their markets and will be aware of most available properties.
- GSA Regional Historic Preservation Officers can assist through their relationships with State Historic Preservation Officers (SHPO) and local preservation organizations. You should contact the appropriate RHPO and SHPO to assist in the verification of historic properties.
- The city may have information on available historic properties and districts that you can use.

If you have questions about a building’s eligibility for the National Register, you can seek a determination from the SHPO, but it is usually prudent to move forward assuming the building in question is eligible.

Q: What does “first consideration” mean?

A: The Order directs agencies to give *first consideration* to historic properties and districts when locating Federal facilities. Simply put, first consideration means that Federal agencies with urban space needs will first look to historic properties or districts according to a specified hierarchy, except when it would not be operationally appropriate or economically prudent (or inconsistent with other laws).

Q: What does “operationally appropriate” mean?

A: *Operationally appropriate* means that an agency’s space requirements can be met by a historic property or a site within a historic district without materially compromising the agency’s mission. This determination is made jointly by GSA and the customer agency following the steps outlined in the space request review process covered on the next page.

Q: What does “economically prudent” mean?

A: *Economically prudent* means that the cost of meeting an agency’s space requirement will be fair and reasonable while considering the relative historic significance of a property and the community’s investment in the property. Generally, if the costs of meeting an agency’s requirements in an available historic property or site within a historic district are within 10% of the lowest non-historic property bid, the costs should be considered fair and reasonable.

Q: What is a “central business area” or “centralized community business area”?

A: These terms are mentioned in EO 13006 and 12072, respectively, as the general areas in which Federal agencies must give first consideration to locating. Both terms refer to specific geographic areas in cities and towns that the local government designates as main business districts. “Central business district” is another term for these areas. The Federal government does not direct the designation of a central business area.

Q: What have we learned from previous leasing experiences that will be helpful in continuing implementation of EO 13006?

A: The *Lessons Learned* in the next section of the Urban Policy Update demonstrate that PBS is successful in leasing space in historic properties for our client agencies and the expertise already exists at the field level. We must now strengthen our partnering efforts at all levels to seek the best solutions for our customer agencies, local communities, and taxpayers. A stronger partnering effort can help promote and achieve the business interests of all parties while protecting our cultural heritage and revitalizing our cities.

Lessons Learned

The following illustrates real-world examples of GSA leasing actions, and is included to highlight lessons learned and creative ways to meet the needs of customer agencies.

❑ It's often very easy to lease a historic building.

*Savannah, GA
The American Building, 7 Drayton Street*

GSA awarded a lease in this historic building for the U.S. Army Corps of Engineers based on our regular price guidelines. No modifications were needed.

❑ Be flexible!

*Savannah, GA
The Smith & Kelly Building, 300 Drayton Street*

GSA issued a lease solicitation to house the Drug Enforcement Agency and the Bureau of Alcohol, Tobacco and Firearms. None of the buildings offered met accessibility or fire safety standards. We again solicited for space with the provision that the owner make all necessary improvements. We then received an offer and the owner adapted the building to the agencies' needs – improving exits, fire safety systems, and handicapped accessibility. The agencies helped by dividing their operations on two floors instead of one as originally requested. The project was successful because of the owner's extra work and the Federal agencies' flexibility.

"Everyone wins when we successfully locate our federal customers in historic buildings in central business districts. Partnering with the National Trust to preserve our nation's history is always a good business decision."

– GSA Regional Administrator Sue Damour

*Waterloo, IA
Chicago Central Building, 501 Sycamore Street*

GSA's insistence on remaining in the CBD supported the renovation and survival of this historic property. GSA worked closely with the owner on safety, environmental, and accessibility issues to ensure that the building met requirements. GSA also extended the term of the lease to allow the owner to obtain adequate financing. Other Federal agencies have since requested space in the building. By being flexible, GSA was able to keep its customers in the CBD and help make one of Waterloo's historic buildings a desirable workplace.

❑ Help potential lessors who are new to GSA's leasing process.

*Louisville, KY
The Heyburn Building, 332 West Broadway*

The owner of this building was unfamiliar with GSA's lease solicitations. GSA's local realty professional took time to explain the procurement process to the owner. GSA ended up awarding the 20,000 square foot lease to this building's owner, who was the low offeror. The owner worked to renovate the space, which had been in poor condition. The GSA realty specialist's extra effort and the building owner's flexibility resulted in this successful historic lease.

❑ Be creative!

*Dayton, OH
Old Post Office, 120 West 3rd Street*

GSA leased space in the historic Old Post Office for the U.S. Bankruptcy Court. The lease includes the reuse of an elaborate existing courtroom. This required GSA, the Ohio SHPO, and the owner to creatively find ways to satisfy the fire safety requirements without destroying historic features in the building. The success of the project led to an award from the Associated Builders and Contractors.

*Champaign, IL
Champaign/Urbana Railway Station*

This train station is still used by Amtrak. The owner sought the FBI as a tenant for the upper floors and worked to create a successful offer. The FBI incorporated the historical attributes of the building into a sound, comfortable work environment.

"Complex preservation projects involve creative teamwork by people willing to take risks."

– National Trust for Historic Preservation

Tampa, FL
Kress Building, 1624 7th Avenue

GSA found space for the U.S. Customs Service in this building in the Ybor City Historic District, near the port of Tampa. The building's original 17-foot ceilings were preserved with cable trays for the wires that would normally be hidden by dropped ceilings. An attractive and historically-compatible wrought iron fence surrounds the parking area instead of chain link. This historic lease was made possible through the creativity of GSA and the building owner.

Chillicothe, OH
Foulke Building, 16 South Paint Street

"If the Federal Government is serious about *breathing life into the nation's historic building stock*, carrying out the Executive Order is exactly how to do it."
– Bob Althoff, owner, Foulke Building

GSA found space for the Census in this well-maintained, over 100-year old historic building. This building at one time housed a grocery store and several residences. At his own expense, the owner installed all necessary electrical, telephone, and data wiring to satisfy the Census's requirements.



Foulke Building, Chillicothe, OH

- **GSA's leasing actions can be major catalysts for historic preservation and use.**

Cedar Rapids, IA
Hach Building, 411 1st Street

GSA secured space in this 100-year old historic building in the CBD for the U.S. Attorney's Office. The building, originally a brick warehouse, had been vacant for years and required a total renovation. Using GSA's lease commitment, the

building's owners secured financing. The resulting renovation brought the building to ADA standards. A year later when the Immigration and Naturalization Service needed space quickly, the Hach Building's shell was built out in 45 days from the lease award.

Tacoma, WA
Union Station, 1717 Pacific Avenue

This historic former train station in the Tacoma CBD suffered years of neglect until GSA acquired it from the city for the Federal courts. Adjacent new construction met most of the courts' needs, but the restored original train station became the ceremonial entrance to the two new buildings. The original train lobby is now a treasured art gallery and reception area for community events, and Union Station's rebirth was a catalyst for the redevelopment of the entire neighborhood.



Union Station, Tacoma, WA

- **GSA can be a player when local communities focus attention on specific areas for improvement.**

Birmingham, AL
Burger-Phillips Centre, 1910 3rd Avenue, North

The Mayor of Birmingham designated the CBD around the historic Burger-Phillips Centre as a revitalization area. GSA worked with the City and Operation New Birmingham. The City hired security guides to patrol the area, provided additional sanitation crews, and improved street lighting. GSA solicited for space in this area for the National Labor Relations Board and the Burger-Phillips Centre was the low offeror. This shows how GSA can be instrumental in helping a city to improve deteriorated areas – Federal employees and other tenants in the building have contributed significantly to making this area of downtown more lively and desirable.

Executive Order 13006 of May 21, 1996

Locating Federal Facilities on Historic Properties in Our Nation's Central Cities

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the National Historic Preservation Act (16 U.S.C. 470 et seq.) and the Public Buildings Cooperative Use Act of 1976 (90 Stat. 2505), and in furtherance of and consistent with Executive Order No. 12072 of August 16, 1978, and Executive Order No. 11593 of May 13, 1971, it is hereby ordered as follows:

Section 1. Statement of Policy.

Through the Administration's community empowerment initiatives, the Federal Government has undertaken various efforts to revitalize our central cities, which have historically served as the centers for growth and commerce in our metropolitan areas. Accordingly, the Administration hereby reaffirms the commitment set forth in Executive Order No. 12072 to strengthen our Nation's cities by encouraging the location of Federal facilities in our central cities. The Administration also reaffirms the commitments set forth in the National Historic Preservation Act to provide leadership in the preservation of historic resources, and in the Public Buildings Cooperative Use Act of 1976 to acquire and utilize space in suitable buildings of historic, architectural, or cultural significance.

To this end, the Federal Government shall utilize and maintain, wherever operationally appropriate and economically prudent, historic properties and districts, especially those located in our central business areas. When implementing these policies, the Federal Government shall institute practices and procedures that are sensible, understandable, and compatible with current authority and that impose the least burden on, and provide the maximum benefit to, society.

Section 2. Encouraging the Location of Federal Facilities on Historic Properties in Our Central Cities.

When operationally appropriate and economically prudent, and subject to the requirements of section 601 of title VI of the Rural Development Act of 1972, as amended (42 U.S.C. 3122), and Executive Order No. 12072, when locating Federal facilities, Federal agencies shall give first consideration to historic properties within historic districts. If no such property is suitable, then Federal agencies shall consider other

developed or undeveloped sites within historic districts. Federal agencies shall then consider historic properties outside of historic districts, if no suitable site within a district exists. Any rehabilitation or construction that is undertaken pursuant to this order must be architecturally compatible with the character of the surrounding historic district or properties.

Section 3. Identifying and Removing Regulatory Barriers.

Federal agencies with responsibilities for leasing, acquiring, locating, maintaining, or managing Federal facilities or with responsibilities for the planning for, or managing of, historic resources shall take steps to reform, streamline, and otherwise minimize regulations, policies, and procedures that impede the Federal Government's ability to establish or maintain a presence in historic districts or to acquire historic properties to satisfy Federal space needs, unless such regulations, policies, and procedures are designed to protect human health and safety or the environment. Federal agencies are encouraged to seek the assistance of the Advisory Council on Historic Preservation when taking these steps.

Section 4. Improving Preservation Partnerships.

In carrying out the authorities of the National Historic Preservation Act, the Secretary of the Interior, the Advisory Council on Historic Preservation, and each Federal agency shall seek appropriate partnerships with States, local governments, Indian tribes, and appropriate private organizations with the goal of enhancing participation of these parties in the National Historic Preservation Program. Such partnerships should embody the principles of administrative flexibility, reduced paperwork, and increased service to the public.

Section 5. Judicial Review.

This order is not intended to create, nor does it create, any right or benefit, substantive or procedural, enforceable at law by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

(Signed) *William J. Clinton*
THE WHITE HOUSE, May 21, 1996.

Amendment to GSAR

NOTE: The following is GSA's Office of Acquisition Policy's proposed revision to the GSAR to amend the historic preference provision that would be incorporated into all SFO's.

- D R A F T -

General Services Administration Acquisition Regulation (GSAR)

PART 552--SOLICITATION PROVISIONS AND CONTRACT CLAUSES

Subpart 552.2--Text of Provisions and Clauses

552.270-4 Historic preference.

"As prescribed in 570.702(d), insert the following provision:

HISTORIC PREFERENCE (--- 2000)

(a) Preference will be given to offers of space in historic properties following this hierarchy of consideration:

- (1) Historic properties within historic districts
- (2) Developed and undeveloped sites within historic districts,
- (3) Historic properties outside of historic districts.

(b) Historic property means any district, site, building, structure, or object that is included in or eligible for the National Register. Historic District means any business area, industrial area, neighborhood, rural area, or other complex of buildings, structures, sites, objects, and/or landscape features that is included in or eligible for inclusion in the National Register of Historic Places. Historic properties and districts include those determined eligible by GSA or a State Historic Preservation Officer, or designated by any State, local or Indian tribal government under pertinent State, local or tribal law.

(c) The offer for space must meet the terms and conditions of this solicitation. (It is within the discretion of the Contracting Officer to accept alternatives to certain architectural characteristics and safety features defined elsewhere in this solicitation to maintain the historical integrity of the building such as high ceilings, wooden floors, etc.)

(d) Where award will be based on the lowest price technically acceptable source selection process, a 10 percent price evaluation preference, based on the total annual square foot (ANSI/BOMA usable) cost to the Government, will be given to historic properties as follows:

(1) First to suitable historic properties within historic districts.

(2) If no suitable historic property within an historic district is offered, or the 10 percent preference does not result in the lowest acceptable offer, the preference will then be given to suitable developed or undeveloped sites within historic districts.

(3) Finally, if no suitable developed or undeveloped site within an historic district is offered, or the 10 percent preference does not result in the low offer, the preference will then be given to historic properties outside of historic districts.

(e) Where award will be made based on a tradeoff process of source selection which permits tradeoffs among cost or price and non-cost factors, a 10 percent price evaluation preference, based on the total annual square foot (ANSI/BOMA usable) cost to the Government, will be given to historic properties as follows:

(1) First to suitable historic properties within historic districts.

(2) If no suitable historic property within an historic district is offered, or is eliminated from the competition, the preference will then be given to suitable developed or undeveloped sites within historic districts.

(3) Finally, if no suitable developed or undeveloped site within an historic district is offered, or is eliminated from the competition, the preference will then be given to historic properties outside of historic districts.

For More Information:

- **For assistance on historic buildings, contact:**

Historic Buildings and the Arts Center of Expertise
Public Buildings Service
U.S. General Services Administration
Tel. (202) 219-1088
e-mail: caroline.alderson@gsa.gov
web: www.gsa.gov/pbs/pr/

- **For assistance on locational policies and practices and community planning, contact:**

Center for Urban Development and Livability
Public Buildings Service
U.S. General Services Administration
Tel. (202) 501-1881
e-mail: goodneighbor@gsa.gov
web: goodneighbor.gsa.gov

***THANK YOU* to all of the contributors to this Urban Policy Update, especially:**

GSA's Office of Business Performance, Historic Buildings and the Arts Center of Expertise, Regional Historic Preservation Officers, Sue Damour, and Lisa Morpurgo, as well as the National Trust for Historic Preservation.

**Center for Urban Development and Livability
Public Buildings Service
U. S. General Services Administration
1800 F Street NW
Washington DC 20405
web: *goodneighbor.gsa.gov***

GSA
CENTER
FOR
URBAN
DEVELOPMENT

Livability

The Livability Working Group

GSA is not just in the business of building buildings, but helping build communities. Today, as the nation's largest real estate owner and landlord, GSA aims to provide design excellence, historic preservation and real community input and to build and preserve our American quality of life. GSA's Center for Urban Development and Livability addresses head on the development issues that face our clients and communities as the Federal Government's real estate projects become part of the permanent fabric of our communities and contribute to the economic health of our regions.

The center is convening a livability working group in May 2000 to study, evaluate, and advise the center on its progress, mission and principles. The group will review the many policies that guide GSA's leasing and building authority. The center plans include involving GSA experts, developers, legislative policy directors, former mayors, planners, transportation professionals, and people involved in the various phases of project development and community relations in the working group. The group will meet for one day, and will use case studies of GSA's projects to guide them as they evaluate and make recommendations on GSA's livability principles and policy. A report will be issued for review in June, summarizing their findings.

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
FAX: 202.208.2996



WEB: GOODNEIGHBOR.GSA.GOV
EMAIL: GOODNEIGHBOR@GSA.GOV

Livability

Livability Principles - DRAFT

The mission of the Center for Urban Development and Livability is to leverage federal real estate actions in ways that bolster community efforts to encourage smart growth, economic vitality, and cultural vibrancy.

There are seven principles that guide our policies:

- 1. LEAD AS A GOOD NEIGHBOR AND CREATE PARTNERSHIPS**
 - Participate in bids and downtown associations
 - Communicate openly and regularly with city and local planning officials
 - Support and promote regional planning
- 2. ENCOURAGE CITIZEN AND STAKEHOLDER PARTICIPATION EARLY IN THE PLANNING PHASES OF DEVELOPMENT DECISIONS**
 - Hold community workshops, focus groups, planning meetings and public forums
 - Place a priority on citizen input and participation
 - Participate on community meetings
- 3. STRENGTHEN AND ENCOURAGE GROWTH IN EXISTING COMMUNITIES**
 - Encourage mix use development
 - Use federal building and leases to help anchor business and retail
- 4. BUILD AND LEASE PROPERTIES THAT PROVIDE COMMUTER CHOICE AND ACCESS TO COMMUNITY ACTIVITIES**
 - Promote transportation options
 - Locate near transit lines
 - Promote bicycle and pedestrian friendly routes and facilities
- 5. HELP PRESERVE OUR UNIQUE HISTORIC BUILDINGS AND DISTRICTS THAT ENHANCE THE AMERICAN QUALITY OF LIFE**
 - Work with local historic preservation officers
 - Integrate design concepts into plans when building or renovating in historic areas
 - Ensure these treasures are open to and shared with the public
 - Give consideration to locating in historic buildings and districts

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
FAX: 202.208.2996



WEB: GOODNEIGHBOR.GSA.GOV
EMAIL: GOODNEIGHBOR@GSA.GOV



Livability

6. PROVIDE AN OPEN AND SAFE ENVIRONMENT FOR OUR CUSTOMERS AND THE COMMUNITY

- Design for public and client safety by making people feel welcome
- Use space for public activity
- Encourage the community to use the public spaces near our buildings

7. PARTNER WITH FEDERAL AGENCIES TO ENSURE COORDINATED EFFORTS

- Convene federal partners whenever possible
- Work with DOT and EPA on commuter choice issues
- Educate agencies on their role in making communities more livable
- Update and raise awareness in Congress on GSA's projects and programs

Livability

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
FAX: 202.208.2996



WEB: GOODNEIGHBOR.GSA.GOV
EMAIL: GOODNEIGHBOR@GSA.GOV

Center for Urban Development and Livability Technical Assistance Providers

The Center for Urban Development and Livability provides expert technical assistance, resources, and support to GSA regional staff, field offices, federal agencies, community groups, and local, state, and national organizations that are working on livability initiatives nationwide. In order to provide this assistance and meet the specific needs of GSA stakeholders, the center has established national partnerships with the following organizations to ensure the best possible service delivery. Through the center, you may tap into the expertise and services of any of these providers:

Booz, Allen & Hamilton

Booz, Allen & Hamilton (BAH) is a leading management and technology consulting firm focused on business strategy and transformation. They provide services to clients around the world in the areas of: organization and strategic leadership, strategy and corporate finance, operations management, information technology, and technology development. BAH provides technical web based assistance to the center through its design, management, and maintenance of the center's new web site and knowledge management system. Among the new features on the web site is an interactive section that allows you to "Ask the Expert" questions about livability, public and private commitments to revitalizing downtowns and cities nationwide, and other issues. For more information about the center look for us at goodneighbor.gsa.gov.

Congress for the New Urbanism

The Congress for the New Urbanism is a nationally recognized non-profit that has been at the forefront of advocating for the restructuring of public policy and the development of practices that support the revitalization of urban centers and towns. CNU is one of only a few organizations addressing the confluence of community, economics, environment, and design in cities, and the need to deal with these issues simultaneously through urban design and planning. With over 1,000 members nationwide CNU organizes its membership into task forces that conduct research and pursue new initiatives on behalf of the organization. The CNU is assisting the center on a variety of policy issues and special projects including the development of a Livability Working Group and the design and planning of a special Washington, DC, waterfront community workshop. CNU is assisting the center by preparing resource materials that will highlight the strategic ways through which GSA may work with communities. The CNU is also supporting the center's outreach efforts to special interest, community, and national livability working groups, and is providing project support and counsel on the local level.

Stephanie Henley

Stephanie Henley joined the center in January 2000 to organize the center's livability working group and develop the center's congressional outreach strategy. The livability working group will assist the center by recommending and identifying the policies and procedures GSA needs to fulfill its role as a developer and



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community partner. The congressional outreach strategy will help raise the profile of GSA's successful projects and increase the awareness of the center's activities.

Ms. Henley comes to the center with over 8 years experience on Capitol Hill. Formerly of Congressman Earl Blumenauer's office (OR), she was director of the Congressional Bicycle Caucus and staffed the Livable Communities Taskforce founded by Rep. Blumenauer. She is working at the center part-time while studying for her Masters in Real Estate Development at Johns Hopkins University.

The National Main Street Center

The National Main Street Center, the community development arm of the National Trust for Historic Preservation, has been working with communities across the nation to reinvigorate their historic and traditional commercial areas. Since it was created, the Main Street approach to downtown revitalization has become a powerful economic development tool for communities seeking to strengthen their business districts. Improving economic management, strengthening public participation, and making downtowns fun places to visit are critical elements of the Main Street Center's philosophy. Over the past thirty years, the Main Street approach has earned national recognition as a practical strategy that is appropriately scaled for a community's local resources and conditions. The Center for Urban Development is partnering with the National Main Street Center to develop a model, based upon this unique strategy to community development, that will assess the impact federal buildings have on communities. This model will demonstrate how GSA and local partners can work together to incorporate community plans and economic needs into federal development. This model will be a powerful planning tool for both GSA and communities in their overall development strategies.

Mayor's Institute on City Design

The Mayor's Institute on City Design is a program of the National Endowment for the Arts, the US Conference of Mayors, and the American Architectural Foundation, dedicated to improving the design and livability of America's cities. The Institute hosts a series of three day symposiums on city design organized around presentations and round-table discussion. Fewer than 20 participants - half mayors and half urban design and development experts - are invited to participate. Each mayor presents a case study on a critical issue from their city, and members of the resource team - nationally known architects, planners, and urban development experts - identify issues, offer suggestions, and discuss alternative paths towards a solution.

This October, the Institute and the Center for Urban Development are planning to host a special forum on the role GSA plays in partnering with and supporting community development efforts. Through this special forum, GSA and the center will team up with mayors to discuss the critical issues involving federal development in their communities. As the first special forum involving GSA, this Institute is an outstanding opportunity to partner with mayors and their communities on specific development issues. The center will be working with GSA regional offices to coordinate the agency's role in the forum and will assist regional staff on the projects that result from the Institute.

Project for Public Spaces

Project for Public Spaces (PPS) is a non-profit organization that for 25 years has helped communities create the special places that restore life to under-utilized or abandoned areas. Using a participatory approach to community building and placemaking, PPS has worked with over 800 communities throughout the United States and around the world to improve the comfort,



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attractiveness, social and economic use, and vitality of public spaces. Fred Kent, PPS President, is a world-renowned expert in the field of placemaking and, together with his team of expert staff, PPS has assisted the center in developing and hosting community workshops, focus groups and town meetings, and has provided advice and counsel on livable designs for GSA public spaces. PPS has assisted the center on over 10 projects including: Boston, MA; Cleveland, OH; Denver, CO; Fort Worth, TX; Helena, MT; Miami, FL; Montpelier, VT; Seattle, WA; Springfield, MA; and Washington, DC.

Smart Growth Network

The Smart Growth Network is a coalition of developers, planners, government officials, lending institutions, community development organizations, architects, environmentalists, community activists and other national and local stakeholders who are committed to collaborative planning and the strategic growth of communities across the country. By building coalitions and partnerships; developing information, analytical tools and programs; and establishing dialogues among development stakeholders, the Smart Growth Network is encouraging environmentally and fiscally responsible land use, growth, and development practices. As a member of the Smart Growth Network, the center is developing partnerships with the nation's leading development groups on projects and issues that affect urban growth and livability nation-wide. The Network is assisting the center in identifying key characteristics of livable cities and in developing measures to determine the agency's success in supporting the vibrancy of downtowns and urban centers. With these tools in hand, GSA and its 11 regional offices will be able to clearly demonstrate to both federal clients and community stakeholder how its location decisions and development efforts support and build strong communities.

Strategic Economics

Strategic Economics is an urban economics consulting firm offering place-based analytical and implementation solutions for a wide variety of development oriented situations. The firm works with government entities, community-based organizations, and developers to find innovative methods for researching, analyzing, and synthesizing economic and real estate related information to provide clear answers and real solutions to each new assignment. This approach draws on the firm's expertise in a wide number of disciplines including urban economics, city planning, regional economic development, public policy, public finance, and real estate economics. Strategic Economics is a member of both the center's resource team and the Congress for the New Urbanism and has provided the center and GSA regional staff with economic analysis tools and training on the short- and long-term economic impacts local and federal development have on community revitalization.

Charles Zucker

As the local Congress for the New Urbanism (CNU) partner and consultant on GSA's Washington, DC, waterfront community workshop, Mr. Zucker is assisting the center on the planning and development of this first ever community forum on the revitalization of the Capital's downtown waterfront district. As the team specialist from CNU, he will act as the lead coordinating agent for the waterfront development initiative and will support the three lead development partners for the project: the District of Columbia, GSA's National Capital Region, and the Center for Urban Development and Livability. Mr. Zucker brings with him over 25 years of experience in architecture, urban design, community planning, and development. He is part of the center's core resource team and is also assisting in the creation of various resource materials on community involvement in federal development.

PUBLIC BUILDINGS SERVICE
1800 F STREET NW
WASHINGTON DC 20405

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FAX: 202.208.2996



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EMAIL: GOODNEIGHBOR@GSA.GOV

First Impressions Technical Assistance Providers

The First Impressions Initiative is a collaboration between GSA, its federal partners, regional and building managers, and the design community. Building on the success of the Design Excellence program for federal buildings, this program's mission is to enhance the public's perception of GSA and the federal government by improving the appearance and efficiency of GSA buildings. The First Impressions Initiative works with the following technical assistance providers to create buildings and places that are welcoming and accessible are truly designed for the people who use them, build them, and work in them. The Center for Urban Development and Livability is coordinating its project efforts with the First Impressions team and encourages GSA regional offices to work with these providers on both livability and design initiatives. Together the Center and the First Impressions Team are available to assist regional offices in creating living buildings and vibrant public spaces. For more information about the First Impressions Initiative or any of the providers below, contact your regional champion or refer to the web site: <http://insite.gsa.gov/firstimpressions/>

R.M.Kliment & Frances Halsband

R.M.Kliment & Frances Halsband Architects is a New York-based partnership that, since 1972, has been committed to design excellence and green architecture. With a staff of thirty, the firm has received thirty-nine design awards, including the 1997 Architecture Firm Award from the American Institute of Architects, which is the highest honor the Institute can confer on a firm. A monograph entitled R.M.Kliment & Frances Halsband Architects: Selected and Current Work was published in 1998.

R.M.Kliment & Frances Halsband Architects views the First Impressions Initiative as an opportunity to bring the goals of GSA into everyday environments where the public and the government meet to interact. R.M.Kliment & Frances Halsband Architects' commitment to integrating urban design into the context of livable communities supports GSA's effort to transform federal buildings into memorable places that are both welcoming and represent the highest expression of the civic purpose of government agencies.

Lehman, Smith and McLeish

Lehman, Smith and McLeish (LSM) is a Washington, DC-based design strategy firm specializing in interior programming, planning, and architecture. The firm is committed to evaluating its client's business objectives in order to design the most effective facility for meeting the needs of that client and its customers. Individualized research along with project histories, strategic planning and organizational experience enables LSM designers to create the most suitable and innovative environments. LSM views the First Impressions Initiative as a valuable opportunity for the General Services Administration to redesign and realign its most visible public spaces. LSM will provide a complete array of design services through its in-house team and partner consultants.



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Gensler

Gensler, an employee-owned company, has been in business for over 30 years and is characterized by its commitment to client service, high quality design and innovation in workplace planning. Named 2000 Architecture Firm of the Year by the American Institute of Architects, Gensler has an international presence with regional offices in Washington, D.C., San Francisco, Los Angeles, Denver, Houston, London, New York, Hong Kong and Tokyo and satellite offices in seven other markets.

Project managers from Gensler's Washington office, will work with its over 1,800 professional staff members worldwide to coordinate work assignments and ensure on-time and on-budget completion of First Impressions projects. Gensler is currently working with GSA, through the Center for Urban Development and Livability, on a First Impressions project in Denver, CO. This project goes beyond merely the design of the entrances to City's federal buildings and is in effect creating a new entryway between the federal government and to the downtown community. Gensler is committed not only to design excellence, but also to collaborative planning and design that meets the needs of all stakeholders.

Skidmore, Owings & Merrill LLP

Since it was established in 1936, Skidmore, Owings & Merrill LLP (SOM) has developed expertise not only in urban design, architecture, and engineering but also in problem-solving and consensus-building – skills that provide the necessary flexibility and resources to support GSA's First Impression Initiative. In addition to comprehensive architectural design and engineering services, in-house professional disciplines include a wide range of support services that could be drawn upon for the First Impressions Initiative. SOM team members supporting the First Impressions Initiative are recognized for designing architectural spaces that unify the urban fabric and create a sense of place. The team's experience includes the renovation and rehabilitation of existing spaces as well as the creation of new spaces for a range of clients around the world. All members of the SOM Team are deeply committed to the successful realization of the First Impressions Initiative. They have pledged their work to improving the public realm and have a deep commitment to civic responsibility.

ROTO Architects, Inc.

Since its inception in 1991, ROTO has brought public, educational, and community-oriented values and sensibility to its work. ROTO approaches each of its projects as an opportunity for the creation of both spaces for learning and places for the public interaction. Many of their projects merge the history and culture of the community into the form and design of the building. They have developed a process for working together that encourages the involvement of many collaborators, both from the crafts and professions as well as from the human and natural communities. ROTO frames all of its projects, no matter the size or type, within a broader context of ideas about society and culture. Whether their work is part of a cityscape or a small community, ROTO strives to integrate each building or place into the overall fabric of community. ROTO sees a similar purpose in the GSA commitment to design excellence and urban development and is dedicated to supporting the agency's goal of creating public places that are as welcoming and accessible to the community as they are GSA's federal clients and their customers.

Livability

Central Office Staff

HILLARY LEVITT ALTMAN DIRECTOR

Hillary Levitt Altman is director of GSA's Center for Urban Development and Livability in Washington, DC. The Center was established in 1999 to enable GSA, the nation's largest public real estate organization, to undertake activities to leverage federal real estate actions in ways that maximize public investment in urban centers and foster livable communities.

Previously at GSA, Ms. Altman was special assistant to the public buildings commissioner. In that capacity, she developed GSA's national *Planning with Communities* program, which better integrates the federal real estate business with local planning and development needs; oversaw implementation of federal urban location policies and executive orders; and established the agency's *Good Neighbor Program*, which encourages the creation of lively civic places, activities and retail in and around more than 5000 federal buildings, promotes 60 community partnerships in 35 states, and enables federal participation in 25 local business improvement districts.

Prior to GSA, Ms. Altman was director of design, urban design and housing for the American Institute of Architects in Washington, DC, where she formed and led the AIA Livable Communities Consortium, which established a national, civic design dialogue, among the AIA, American Planning Association, International Downtown Association, and Institute of Transportation Engineers, and initiated outreach to urban centers. Ms. Altman also developed the AIA's first Livable Communities Initiative, and contributed to *Vision/Reality: Strategies for Community Change*, a publication for the U.S. Department of Housing and Urban Development, that introduced HUD's Consolidated Planning process to local officials. Ms. Altman was also the assistant architect for the Hollywood Redevelopment Project, for the Community Redevelopment Agency in Los Angeles, CA, which included the Hollywood Walk of Fame; and a senior urban designer for Skidmore, Owings & Merrill architects in Los Angeles, Washington, and New York City.

Ms. Altman holds master and bachelor degrees in government affairs and city design from the University of Pennsylvania, in Philadelphia, PA. She speaks and writes frequently about urban design and federal planning programs and policies.

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1800 F STREET NW
WASHINGTON DC 20405

TEL: 202.501.1881
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EMAIL: GOODNEIGHBOR@GSA.GOV



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FRANK GIBLIN**DEPUTY DIRECTOR**

Frank began his GSA career in 1990, as a community planner in the Philadelphia regional office. He spent seven fun and informative years in Philadelphia, first with the Planning Staff and then with Portfolio Management. Before joining our Center this summer, Frank had worked since 1997 in Portfolio Management in Central Office.

As an asset manager and community planner in the regional office, Frank worked with GSA project teams in Philadelphia, Richmond, Harrisburg, Trenton, Reading, Camden, Scranton, and other communities. He managed capital program, National Environmental Policy Act (NEPA), historic preservation (Section 106), and Executive Order 12072 and 13006 responsibilities in cases that often brought complicated and divergent interests to the table. He has managed GSA's consultations with the public and local officials in many high profile projects and has experience writing FONSI's, protective deed covenants, retention/disposal studies, MOAs to mitigate adverse impacts, parking studies, prospectuses, community plans, and scopes of work for environmental assessments, historic preservation, and remediation work. While in Central Office, Frank worked primarily with financial analysis, STAR, and other data issues. He managed the FY 98 recapture of vacant space program, developed a system for tracking non-revenue-producing space at the building and community level, and worked on the Linking Budget to Performance team.

Frank understands that the regional teams face the most acute challenges—in pleasing clients, working with communities, and incorporating livability principles into GSA projects—and that they offer GSA's only opportunity for success. Our support to them is vital.

As the Acting Deputy Director of our Center, Frank is involved with a number of initiatives. In the past six weeks, he's been working with regional project teams and the Project for Public Spaces on livability demonstration projects in Denver, Seattle, Washington DC, Cleveland, and Fort Worth. He is tracking about 20 additional projects that the regions have suggested and also will be involved in our work with the National Main Street Center.

EDWARD GIEFER**POLICY DIRECTOR**

In his current position, Ed is in charge of reviewing laws, Executive Orders, and other guidance on issues that affect livability and then developing implementing policy from them for the center, GSA, and other federal agencies. The Center is forming an inter-agency Livability Working Group to regularly discuss how federal agencies should change to better address current trends and be a better neighbor in communities. The goal of the center's policy function is to develop and apply livability policies that ensure consistency and compliance with outside guidance and the Commissioner's direction.

In his past life, Ed worked in the GSA budget world, first for the former Federal Property Resources Service and then for the Public Buildings Service, both in Central Office. His experience preparing and coordinating service-wide budget submissions has allowed him to learn about and keep abreast of all program areas, initiatives, and budget and performance issues



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driving GSA. It has also given Ed the opportunity to work with people in all areas (and regions) of PBS and GSA; he plans to tap into these contacts to help the Center on policy and other issues.

LORI STORMER

COMMUNITY OUTREACH COORDINATOR

Lori Stormer comes to us from the Department of Housing and Urban Development. She has experience in both community organizing and economic development. Her work with the Administration's Empowerment Zone and Enterprise Community Initiative has helped government realize its goal of supporting partnerships that continue to revitalize our most distressed communities. Lori's work in strategic planning, grants competitions, community outreach, and service learning has allowed her to keep in touch with community needs and understand local concerns.

She will be working with the Center coordinating community outreach, providing support to the staff and local and national groups as GSA engages with more communities in projects across the nation.

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Regional Field Officers

Region 1 - New England

DANIEL R. CORRIA

ARCHITECT

Daniel R. Corria is a life long resident of Rhode Island. He received a degree of Architecture from Roger Williams University. While in College served as a Page at the Rhode Island State House.

He is currently employed by the General Services Administration in Boston as an Architect. He was the Team Leader for developing the Regions CAD Center; he is now Regional CAD Manager. He also is an Equal Employment Opportunity Officer and serves on the Greater Boston Federal Executive Boards Diversity Committee.

Mr. Corria was elected in January 1997 as a member of the National Board of Directors of BIG. He is a member of their National Board Committees: Time and Place, and Program Oversight. He is President of the Rhode Island Chapter of BIG and past president of the BIG New England Regional Council. He is involved in community activities including basketball and baseball coaching. Mr. Corria served four years in the U.S. Navy in Europe and for a short time in Newport, Rhode Island. He is married to his college sweetheart Susan, and has two boys Joshua and Andrew. Mr. Corria has received various awards from GSA, BIG, and his Community for contributions to the improvement of each environment.

Region 2 - Northeast and Caribbean Region

CAROL DIAZ

SUPERVISORY REALTY SPECIALIST

Carol began her career in 1976 as a secretary in the Regional Counsel's office. In 1980, she moved into the Real Estate Division of PBS where she advanced through the realty specialist training program. She concentrated her efforts on lease acquisitions and progressed to her current position as Chief of the New Jersey/Westchester Branch.

Her current responsibilities include overseeing the space management activities of all GSA-owned and controlled properties in northeastern New Jersey. Carol also provides technical advice to the Caribbean Property Management Center which includes Puerto Rico and the Virgin Islands. She is responsible for the accuracy of the regional leasing data measured as part of the Linking Budget to Performance initiative.



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Carol has been involved with several large lease acquisitions which required partnering with local communities. Just recently, she coordinated PBS' efforts to lease from the City of Newark several streets surrounding GSA controlled properties in downtown Newark. This effort ensures the security of the Federal Building and the Courthouse while creating a safe pedestrian plaza for employees, city residents, and those visiting the Federal complex.

FRANK SANTELLA

DIRECTOR, UPSTATE NY PROPERTY MANAGEMENT CENTER

Frank Santella began working for GSA's Northeast and Caribbean Region in 1983. During the past 19 years with PBS, Property Management, he has advanced to his current responsibilities as the Director of the Upstate NY Property Management Center, Syracuse, NY. Frank leads, manages, and directs the operations, engineering, realty and contracting teams in support of the PBS missions and goals for a wide inventory of owned and leased properties. Frank brings a wealth of field operations experience to the center through his diverse experiences over the years in Property Management.

Regarding urban development and livability, Frank has experience collaborating and partnering with the communities and organizations that surround Federal Buildings. Through the Cooperative Use Act and associated programs (*Good Neighbor* and *Planning with Communities*), he seizes the opportunities to promote their use. Frank is excited to be a member of the Center and looks forward to collaborating with communities on livability issues.

Region 3 - Mid-Atlantic Region

DIANE CAMPANILE

ASSET MANAGER

Diane Campanile earned her BA in Management and Marketing at Holy Family College and her MBA at LaSalle University. While at GSA she participated in the Office of Personnel Management's Women's Executive Leadership Program in Washington DC.

As a member of the Facility Planning Staff, she participated in the preparation of the annual Capital Investment and Leasing Program; identified and implemented the Public Building Service's responsibilities under the National Environmental Policy Act and the National Historic Preservation Act; and promoted good public relations with and between the General Services Administration, the White House, Members of Congress, Federal agencies, state and local governments, and the general public. In this position, she was also actively involved in community planning and community development issues.

She currently works as an Asset Manager with the Philadelphia office. Her role as an Asset Manager in the Portfolio Management Division is similar to that as a facility planner yet it has a stronger emphasis on "the numbers." Much of Diane's time is spent analyzing asset performance and preparing targets for the operation of individual assets.



Livability

Region 4 - Southeast

GEORGE A. MCGRADY

DIRECTOR, BUSINESS DEVELOPMENT DIVISION

George has been with GSA since 1968 when he began as warehouse worker in shipping, wage grade WG3. He has served in many positions in both the Midwest and Southeast Sunbelt regions since then including Property Utilization Specialist, Finance Liaison Officer/Chief, Deputy Facility Manager, Contracting Manager, Deputy Assistant Regional Administrator (ARA) and Acting Regional Marketing Director for the Federal Supply Service, Special Assistant to the ARA, and Director of Business Development, his current position.

George has attended the University of Missouri at Kansas City and Longview Community College, Lees Summit, Missouri. He has worked towards his business management degree. He also received a certificate from the School of Business and Administration for Transportation Law. He has extensive GSA training and professional memberships include FEI Alumni Association and PTC Recreation Association (youth and adult).

George brings to the new Center of Expertise experience with people and the different types of communities they comprise: the GSA appointees and employees, the customers both civilian and military, the other city and state governments, and the taxpayer, including both small businesses and the public.

Region 5 - Great Lakes

CROFTON WHITFIELD

RETAIL TENANT SERVICES

Crofton came to GSA in February of 1998, under the Management Intern Cooperative Program. During his internship, he has rotated through the Region 5 offices of Portfolio Management, Property Acquisition and Realty Services, and Retail Tenant Services Center of Expertise, where he is currently working. In June of 1999, he graduated from DePaul University's Graduate School of Public Services Management, where he received his MS. While at DePaul, he focused his studies on policy analysis and metropolitan planning.

While in Retail Tenant Services, he has assisted in projects with various regions that have specific connections with Urban Development. One of the most recent projects consists of the outlease of the old Montgomery Greyhound Bus Station. This project involved GSA Greater Southwest Region, and the state Alabama State Historic Preservation Office. The outcome of this project will be the successful renovations of the Freedom Riders Bus Station to a historic museum, located on federal property. Crofton looks forward to working with the center and hope that my experience and education will compliment the goals of this Center of Expertise.

REGINA A. NALLY



Livability

REGIONAL HISTORIC PRESERVATION OFFICER

Regina has served GSA in the role of historic preservation officer for the past two and a half years and has also served as the asset manager for the Northern Ohio Property Management Center. Regina has contributed to various livability initiatives including: the outlease development at the National Register eligible and the Railroad Retirement Board Building (RRB) in Chicago. A partnership was created between GSA, the developer, the City of Chicago, and the RRB to develop a neighborhood sensitive streetscape that would also serve the retail and restaurant tenants with landscaping and areas for customer seating and outside dining.

Regina has also worked closely with GSA Realty Services on issues involving locating federal tenants in leased, historic and/or downtown properties (Executive Orders 13006 and 12076) as well as federal, state and local governments and organizations to inform and educate communities of the historic significance of federally owned properties in their neighborhoods.

Regina is a candidate for a Master of Science in Historic Preservation from the School of the Art Institute of Chicago, pending the submission of her thesis: Redeveloping Historic, Urban-Neighborhood Commercial Districts. She received her Bachelor of Science in architecture and design from Arizona State University in Tempe. Prior to joining GSA, Regina worked for the National Trust for Historic Preservation Midwest Office, where she served as the Midwest Regional Development Officer.

Region 6 - Heartland Region GSA

JAMES D. OGDEN

DIRECTOR, PORTFOLIO MANAGEMENT DIVISION

Jim developed an interest in municipal government and planning while working towards his Masters Degree in Political Science. His focus was on council-manager style of local government and its affect on professional administration. His thesis examined Morgantown, West Virginia and its long-standing use of the council–manager form of city government. The local politics of planning and zoning were fascinating and generally counter to professional criteria one might apply to making those decisions. Economic forces of local dimensions generally influenced them. Upon completion of his thesis, he was awarded a one-year fellowship with the West Virginia Human Rights Commission studying the effect of desegregation on Negro teacher displacement.

After graduation, he was on the management faculty of the Naval War College in Newport, RI where he lead seminars on practical exercise of human rights and affirmative action aboard ships. He then returned to West Virginia University and worked on their extension staff for rural development helping county officials prepare grant proposals to improve local infrastructure.

Jim joined GSA in 1974 as a Management Intern and found a position with FSS. He worked there for the first 12 years of his GSA career going from marketing and sales to logistics to procurement. He then led the Regional Acquisition Management Staff for four years prior to joining PBS in the Real Estate Division in 1990. He transferred to Portfolio Management in 1995 and was selected to lead the division last year.



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His initial territory was Missouri and Iowa with the largest market being St. Louis. The local politics of St. Louis were fascinating and remain so to this day. It is a fractious place. The case study Jim will present deals with the St. Louis Old Post Office and the local interests which have played a part in its continued existence as part of the GSA inventory.

LAURA L. LANDIS

PROJECT MANAGER AND SENIOR ARCHITECT

Laura became interested in Urban Development and Living issues while obtaining her architectural degree. As a sophomore in college, she read and took to heart Jane Jacobs' Death and Life of Great American Cities. She was inspired to take elective classes within the School of Architecture such as Urban Sociology, Urban Planning, and Historic Property Feasibility Studies. One semester's agenda involved the class working in design teams with "real" projects for various small Kansas cities. Laura's group project was to develop a park system for Herrington, Kansas.

During 1978-1980, the position of GSA student intern, co-op student, and professional journeyman, offered a unique experience. She was included within the St. Louis Old Post Office restoration project team, an exciting and rewarding experience. Her experiences with GSA have involved public and required local, state, and federal government agencies. Volunteer work (outside government duties) includes similar experience such as the design of a health clinic for indigent patients (within a schoolhouse built in the early 1900s) and a detached storage building. Because the location is within a historic area, approval was required from the State Architect and State Historical Preservation Officer.

Laura served as GSA Director of Presidential Libraries from 1994 to 1998. In 2000, she will be project manager for the "First Impressions" project located at 601 E. 12th. Street, Kansas City, Missouri. She welcomes the opportunity to be a part of this Center of Expertise!

Region 7 - Greater Southwest

HAROLD HEBERT

ASSET MANAGER

In March of 2000, Harold will have completed 29 years with the Public Buildings Service, Region 7. He received his Bachelor of Arts degree with a major in Management and a minor in Economics and began working for GSA as an intern under the Outstanding Scholars Program. For 25 years, he worked in the Real Estate Division (PARS) as Realty Specialist, Contracting Officer and Branch Chief. He also purchased three office buildings under the agency's Opportunity Purchase program in 1987 in addition to several sites for Border Stations. During his early career, he also assisted in the design and implementation of the PBS/IS system. He became an Asset Manager in 1997 and is looking forward to playing a larger role in how GSA works with local Governments in meeting Federal space. In the Real Estate Division, working with local governments was not emphasized for most of his time in any Region. GSA often placed Federal agencies in locations without adequate consideration of local Governments in past years.



Livability

The exciting part of the Center of Expertise for Urban Development and Livability is that it offers opportunities for cooperative projects with local governments. Cooperation provides the best chance for GSA to succeed on spectacular levels; success in beneficial ventures is the essence of career satisfaction.

Region 8 - Rocky Mountain

JANET PREISSER

ASSET MANAGER

Janet began her career at GSA, Kansas City in 1984 as a GS-5 space planning clerk. She was then promoted to space planner and held that position for approximately eight years. Janet then changed careers and relocated to Denver as a planner in the former Planning Division. When Planning changed to Portfolio, she became an asset manager. Currently, Janet wears many hats: she is the Regional Fine Arts Officer, the Native American Program Coordinator and the Community Planning Coordinator as well as handling certain capital projects in Utah. This array keeps me out of (or in) trouble most days.

Janet first became interested in urban planning in college. She took a couple of courses in urban development/planning and came to understand the basics of urban planning and was intrigued by how cities grow and what influences give a city its personality.

When the opportunity came to get involved in the Good Neighbor program she volunteered to participate. She saw this as an opportunity that could have endless possibilities. Since then she has really enjoyed working with others toward fostering positive relationships in our cities.

Region 9 - Pacific Rim

LYNN RATHMAN

PROPERTY MANAGER

Lynn has been a Federal Employee for the past 21 years, 15 of these years with GSA. She has held various positions in the local Phoenix Field Office and was Contracts Branch Chief for Southern California before changing career fields and moving back "home" to Phoenix as a Property Manager in 1991.

Working with the Downtown Phoenix Partnership, Lynn's region signed the first "Good Neighbor" agreement in the nation. She has worked closely with the Partnership, as well as the City of Phoenix, to make GSA's landscaping around the Federal Courthouse blend with the Cityscape projects. She has also been instrumental in helping Federal Agencies who were housed outside of the Central Business Area to relocate into the Downtown. As of last count, GSA has brought approximately 500 employees and 102,000 sq. ft. of space into the Governmental Mall in the past few years.

Lynn is currently assigned to help bring the new Phoenix Federal Courthouse "on-line," which is anticipated to be completed in April 2000.



Livability

MARIA CIPRAZO

PROJECT EXECUTIVE, PROPERTY DEVELOPMENT DIVISION

Maria came to GSA in the fall of 1991 as a Project Manager and have worked on various projects ranging from R/A projects to new construction. A sample of these projects include: Project Manager - San Francisco Federal Office Building where a 475,000 square foot office building is to be built in the Mid-Market Redevelopment Area in San Francisco; Assistant Project Manager for the Sacramento Courthouse Project; and Project Manager for the New Port of Entry, Calexico, California. This 80-acre development to create a new point of entry from Mexico to the United States encompasses four major buildings for inspection and the associated entry booths as well as a new highway connection and a bridge to the new Mexican port. This project is the catalyst for economic development for the area and has become an architectural treasure for the area and a gauge for the design of future development surrounding the new port.

Maria is a graduate of University of California at Berkeley with a degree in Architecture and a minor in City Planning; she is a licensed architect. She is also a native San Franciscan who has watched development or redevelopment in the San Francisco Bay Area with a cynical eye through the years. Maria looks forward to working with the group.

Region 10 - Northwest/Arctic**JOHN T. MERRITT**

ARCHITECT

John earned his BA in Architecture from the University of Texas in 1972, his RA, Texas and NCARB in 1977 and 1993 respectively.

He has spent 25 years with GSA serving as D&C Intern Project Architect, Regional Historic Preservation Office, Technical Services Supervisor in Region 7, Branch Chief of Professional services in both regions 7 and 10, and Program Manager, CSC Portland. John's career with GSA has developed along a design emphasis track with broad background experience in specialty disciplines that relate directly to the Livability and Urban Design program including: historic preservation, art-in-architecture, handicap accessibility, and perimeter security.

John has had extensive project experience relative to urban/livability issues including: Project Manager for GSA in liaison with City of Portland to design the placement and landscape setting for 17 ton gift Suzhou stone from Chinese sister city to Portland on GSA property; Designer / Project Manager for re-siting large scale art-in-architecture sculpture involving coordination with artist to create appropriate setting for enhancing relationship of piece to building and pedestrian / vehicular circulation patterns; directed A/E study for mitigating vehicular intrusion threat with unobtrusive, architecturally compatible elements to encourage openness and pedestrian accessibility; and project management and supervisory responsibilities for major redesigns to achieve more inviting interactive public spaces.



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Region 11 - National Capital

JUDITH BINDER

SENIOR ASSET MANAGER

Judith is in charge of developing the outreach program for the National Capital Region. The purpose of the program is to strengthen relationships with local jurisdictions, intergovernmental organizations and community groups through information sharing, planning and project coordination, and "corporate giving."

Since joining GSA in 1988 Ms. Binder has worked on a variety of livability and urban development activities. Her projects include developing master plans for the Southeast Federal Center, the Suitland Federal Center, and the Department of Energy research center. In recognition of her work, she received two Federal Design Achievement Awards and the GSA Design Award for the Southeast Federal Center master plan and design guideline concepts. Ms. Binder also served as GSA's liaison to the National Capital Planning Commission and Metropolitan Washington Council of Governments. She was "on loan" to the National Endowment for the Arts' Design Arts Program in 1995 to identify opportunities for inter-agency design and planning partnerships. Most recently she served as Deputy Director and Acting Director for the NCR Portfolio Management division.

Prior to joining GSA, Ms. Binder was a senior associate with a Washington, DC management consulting firm. She worked on urban development projects, economic development strategies, and market/financial feasibility studies. Her clients included the Omaha Chamber of Commerce and the City of Sacramento. As an urban planner with the Rochester Downtown Development Corporation, she evaluated the benefits of downtown open space and the feasibility of developing center city housing.

Ms. Binder has a Bachelor of Arts from Stanford University and a Masters in City Planning degree from the University of Pennsylvania. She is a member of the American Institute of Certified Planners.

NANCY CZAPEK

EXECUTIVE OFFICER FOR THE ASSISTANT REGIONAL ADMINISTRATOR

Nancy Czapek is the Executive Officer for the Assistant Regional Administrator for Public Buildings Service, National Capital Region (NCR). In this capacity, she provides project management, planning, analysis, and guidance for major actions and activities in the NCR. Ms. Czapek provides senior staff coordination and troubleshooting on complex and highly visible projects, programs, and policies. In addition, she serves as the Congressional and media liaison for NCR PBS.

Prior to assuming her current position, Ms. Czapek served as a Congressional Relations Officer in the Office of Congressional Affairs in the GSA National Office, and as a project manager in the Office of Property Disposal in the New England Region. She was project manager for the Governors Island Land Use Study, which identified and evaluated a broad range of potential development and reutilization alternatives for this site. In recognition of her work, the Governors Island Land Use Study received a 1998 GSA Design Award. Nancy's professional interests



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include the reuse and development of large, complex, underutilized properties that have major impact on their surrounding communities. Her experience to-date within GSA has enabled her to work directly with communities that were impacted by closing Federal facilities, as well as those impacted by the planning, acquisition, and development of new Federal facilities.

Ms. Czapek received her undergraduate degree in Mechanical Engineering from Brown University and a Masters Degree in City Planning, specializing in real estate and economic development, from Massachusetts Institute of Technology.