



# urban policy update

## what's inside

### Focus On: Downtown Improvement Strategies — BIDs and other Tools

Message from Commissioner Peck .....	2	Since GSA, as a federal agency, has sovereign immunity from paying state and local taxes, how can it get involved with business improvement districts and other DMOs? .....	5
Frequently Asked Questions:		What authority enables GSA to contract with DMOs? .....	5
What are the benefits of GSA's participation in downtown improvement strategies? .....	3	Can GSA participate when it leases rather than owns space? .....	6
Why does GSA care about downtowns? .....	3	What is a specific way that GSA can contract with DMOs? .....	6
Is GSA's participation in downtown initiatives new? .....	3	What has prevented GSA from contracting with DMOs, and how have regions overcome the obstacles? .....	6
How do downtowns help GSA carry out its mission and achieve its goals? .....	3	Are there ways that DMOs can step forward? .....	7
How is GSA involved in downtowns? .....	4	What is available on the web to help me?.....	7
How do Executive Orders 12072 and 13006 affect downtowns? .....	4	As a GSA regional employee, how do I get started? .....	7
What are some organizations concerned with downtowns?.....	4	Spotlight on BIDs .....	8
What is a downtown management organization (DMO)? .....	4	Spotlight on downtown organizations .....	9
How does a DMO help the central city and region?.....	4	Lessons Learned .....	10
How are DMOs different from each other? .....	5	List of Agreements .....	11
How are they similar? .....	5	For More Information .....	12
How does GSA get involved with DMOs? .....	5		

## Introduction from the Commissioner

**Today, more than ever, GSA is a good neighbor in communities across the country.** From Syracuse, New York, where weekly “Parties in the Plaza” are held all summer outside of our James M. Hanley Federal Building, to Phoenix, Arizona, where the local Downtown Phoenix Partnership is helping us sell the benefits of locating downtown to our customers, GSA and its downtown partners are working together to strengthen the central cities that serve both as neighborhoods for the majority of our buildings and as economic, institutional, and cultural focal points for communities and regions throughout America.

In my introduction to the first Urban Policy Update (*“Focus on: Locating in Historic Buildings in Central Cities — Executive Order 13006”*), I noted that GSA needs cities and they need us, and talked about why it is important for us to locate our facilities in central business areas and historic buildings and districts. This *Update* focuses on what to do next. Once we construct a new building in a downtown or lease space in a historic district in the central business area, for example, our work in a community is not over — it is just beginning.

Working with downtown management organizations (that is, any group that cares about the upkeep and revitalization of downtowns, such as business improvement districts, city government, and Main Street programs) to help us clean and maintain the space around our buildings, help to make local streets safer, or help us bring activities to our public spaces, and market our buildings to the public, is a natural for GSA. I think it is time to reinvigorate the Public Buildings Cooperative Use Act of 1976, which directs federal agencies to seek new and alternative uses for federal facilities, to provide public access to federal facilities, and to provide free or at-cost space for cultural, educational, and recreational uses.

We launched our Good Neighbor Program in late 1996 with a refocused effort on partnering on the local level with organizations of all kinds whenever possible. This *Update* serves as a refresher of sorts, listing resources available and lessons learned from GSA’s regional offices, and as an assessment of how we are doing.

I am proud of all that GSA does in and with communities, and our strong and varied efforts are making a difference and getting noticed. In fact, on September 18, 2000, I accepted a Downtown Achievement Award specially created for GSA by the International Downtown Association in recognition of our outstanding contributions to downtowns. It is quite an honor.

Can we do even more? Of course, and I encourage each of you to share in my commitment to building strong partnerships with communities and the federal workers we serve in our buildings every day. Let us know about how you work with the communities you are in by contacting our Center for Urban Development so they can share your experiences with the rest of GSA.

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

Photos: *Left*, Farmers Market, Jacob K. Javits Federal Building, New York, NY; *Right*, Central Atlanta Progress Ambassador with children.



# Frequently Asked Questions

**NOTE:** This Urban Policy Update was written for General Services Administration (GSA) realty professionals, but can also be used by others to learn about GSA's commitment to partnering with downtown organizations.

## **Q: What are the benefits of GSA's participation in downtown improvement strategies?**

**A:** The results are many: safer work environments, more vibrant public spaces, happier federal tenants, and better downtowns. Strategies that involve procuring services for maintenance and security, and arranging for special events such as farmers markets, summer concerts, and lobby exhibits in or on federal real estate benefit GSA. These improvements can boost tenant satisfaction scores and make our buildings more desirable places to work. GSA also seeks to support cities through active involvement in downtown organizations and through our physical presence — bringing millions of dollars to a city by constructing and operating a new federal building, courthouse, or border station, and generating jobs and new businesses that support the federal agencies and workers housed in GSA's federal buildings and in space leased by GSA from the private sector. GSA's Center for Urban Development is working to quantify these impacts and show how GSA's real estate actions affect the quality of life in downtowns.



## **Q: Why does GSA care about downtowns?**

**A:** It's simple — since more than 90% of our buildings and leased space are located in urban areas, it is good business (and downright neighborly) to make the most of the communities we're in across the country. GSA considers itself a corporate citizen, and so we have the same concerns as any business would about the locations we are in. Downtowns are the economic engines of cities, and serve as historical, cultural, governmental, and transportation centers. They have a variety of amenities (such as offices, hotels, restaurants, cultural and entertainment destinations), and contain tremendous investments in buildings, infrastructure, and public space (McBee 1992, 2). Therefore, maintaining and enhancing downtowns is smart for business, beneficial to citizens, and a sensible and efficient use of a region's resources. GSA is thrilled to play a part in keeping downtowns alive.

## **Q: Is GSA's participation in downtown initiatives new?**

**A:** No. In 1996, GSA launched its Good Neighbor Program, which included signing an agreement with the International Downtown Association that created a system by which GSA-administered buildings will pay their share of costs to improve business districts. GSA's involvement in downtown activities predates the Good Neighbor Program. The Public Buildings Cooperative Use Act of 1976 paved the way for GSA to make its buildings truly public. And in 1977, GSA launched its Living Buildings program to bring federal buildings alive with people and activities at night and on weekends. As an example, since 1981, the UpDowntowners have been hosting "Parties in the Plaza" at GSA's James M. Hanley Federal Building in Syracuse, NY, on Wednesday evenings each summer. Net profits from concessions go to local charities, and after the three-hour, after-work parties end, many of the participants go elsewhere in the Armory Square District to continue socializing at local restaurants and other establishments.

## **Q: How do downtowns help GSA carry out its mission and achieve its goals?**

**A:** As the real estate arm of the Federal Government, satisfying our customers (i.e., federal employees who work in our buildings and leased locations), managing our business effectively, and planning with communities are all essential. Locating in downtowns allows us to do all three.

We thrill customers by offering amenities and transportation options unavailable elsewhere. We manage our assets wisely by consolidating customers in larger owned and leased buildings found most commonly in cities. And we collaborate with stakeholders in cities that care about their central business areas.

**Q: How is GSA involved in downtowns?**

**A:** Lots of ways. GSA is an active participant in downtowns across the country. We are members of business improvement districts, contract with cities directly for services such as cleaning and safety, and sponsor community events inside and outside of our federal buildings. We encourage community groups to use space on the ground floors of our federal buildings and our public plazas for downtown festivals, exhibits, conferences, and receptions. When practical, we also incorporate retail establishments (e.g., restaurants, shops) into our buildings and make them accessible to the public. GSA works directly with cities on improvement projects involving our federal buildings and their neighborhoods. And GSA works with cities and community groups to dispose of federal buildings and land that is surplus to the needs of the Federal Government. Finally, GSA is a significant land owner and land lord in downtowns across the country. Ray Mapa, senior property manager in GSA's Pacific Rim Region reports that in

San Francisco, for example, we have five large properties in the Market Street-Civic Center area and, due to our significant presence, are heavily involved with the Market Street Association, including hosting some of MSA's concerts and other events in our space, and working closely with the MSA on security, cleaning, and other projects.

**Q: How do Executive Orders (EOs) 12072 and 13006 affect downtowns?**

**A:** These EOs were written to help strengthen downtowns by requiring all federal agencies to give first consideration to locating in central business areas and historic buildings and districts. GSA is committed to carrying out these EOs in the hundreds of location decisions we make every year.

**Q: What are some organizations concerned with downtowns?**

**A:** Many national associations and advocacy organizations are dedicated to helping downtowns. GSA works with many of them, including the International Downtown Association, the National Main Street Center, the Council for Urban Economic Development, and the Urban Land Institute. These organizations are good resources for GSA to identify appropriate issues and develop strategies to make the most of GSA's involvement in downtowns. Please see page 9 for more on these organizations.

**Q: What is a downtown management organization (DMO)?**

**A:** Typically, a DMO is a public-private partnership, non-profit organization, or corporation created to bring the private, institutional, and public sectors together to take collective responsibility for the long-term development and stability of a commercial district that is important to the health of the central city and the regional economy. Each DMO defines the appropriate strategy, which may include the provision of maintenance and security services that directly benefit property owners located there.

**Q: How does a DMO help the central city and region?**

**A:** As an organization that exists to focus on the needs of downtown, a DMO works in partnership with public and private-sector groups and businesses to manage issues that affect the central city. Since investing in places is founded on community-based solutions, and it is recognized that communities know best, solutions for downtowns are best initiated by communities and organizations chartered to care for them. Lynn Rathman, Deputy Manager of the Phoenix Field Office in GSA's Pacific Rim Region, says that the Downtown Phoenix Partnership, of which GSA is a member, is "*the* reason that Phoenix's downtown has come back". GSA looks to support these local efforts wherever it can.

**Q: How are DMOs different from each other? How are they similar?**

**A:** The names of DMOs vary. Many of them include “downtown,” “city center,” or “main street” in their name, and “business improvement district” is quite common. Enabling legislation for these organizations vary from state to state in how these organizations are funded, the services they can provide, and how they can facilitate or control local decisions. All are organized to improve central cities.

**Q: How does GSA get involved with DMOs?**

**A:** As a member of the business community in cities and towns across the country, GSA can work with DMOs. One way is to contract directly for services. George McGrady, Community Liaison Officer in Portfolio Management in Atlanta and one of GSA’s community champions, describes typical steps involved when his Southeast Sunbelt Region contracts for specific services from DMOs:

1. GSA is invited by the community group to participate.
2. GSA and the organization discuss ways to partner.
3. GSA and the partner discuss specifics of external services to be provided, including comparing prices for services to other providers, if applicable.
4. Where justified in accordance with applicable federal laws and regulations, GSA procures services for one year, and evaluates need at end of each year.



There are many other ways, as well. For example, GSA can serve on the board of directors of BIDs; issue permits for the occasional use of federal space for festivals and other events; ask a DMO to help program federal space with exhibits, farmers markets, and concerts; and participate in city or neighborhood-wide physical improvement projects, such as streetscape enhancements and park space development.

McGrady notes that GSA tries “to make the process of partnering very simple. It is generally the partner’s revitalization efforts we support, so we are a playing partner and not Big Brother.”

For more information, see the fact sheet on “Contracting for Services — Establishing Agreements between GSA and Downtown Management Organizations” at [goodneighbor.gsa.gov](http://goodneighbor.gsa.gov).

**“It is an honor for GSA to be invited into a community and help develop a sustainable partnership. It is a privilege for me to be able to announce to these communities GSA’s sincerity and begin the process of introducing them to our national and regional leaders who exemplify the new GSA.”**

— George McGrady,  
GSA Southeast Sunbelt Region

**Q: Since GSA, as a federal agency, has sovereign immunity from paying state and local taxes, how can it get involved with business improvement districts and other DMOs?**

**A:** Where justified in accordance with applicable federal laws and regulations, GSA may contract with DMOs for services that enhance federal property and benefit federal tenants. Other groups are doing so as well. According to Larry Houston in Business Improvement Districts, “tax-exempt universities, hospitals, public agencies and other nonprofit institutions signed multiyear agreements to finance services” in Philadelphia. A statute in Washington, DC, encourages BIDs to sign agreements with “off taxes” properties for services in return for an annual contribution (McBee 1992, 33-34). In lieu of a special tax or assessment, GSA directly contracts with BIDs and the like for specific services. DMOs will not provide services to properties that do not participate.

**Q: What authority enables GSA to contract with DMOs?**

**A:** In appropriate cases, GSA may contract with DMOs and state and local governments. When doing so, GSA must comply with all applicable federal laws and regulations. These laws include, but are not limited to, the Competition in Contracting Act (CICA), the Office of Federal Procurement Policy Act, the Service Contract Act, and the Davis-Bacon Act. In general, because DMOs offer

Photo: Atlanta Ambassador with GSA police officer.



unique services, GSA may be able to justify contracting for these services. More information for contracting officers and others interested in specific requirements can be found at [goodneighbor.gsa.gov](http://goodneighbor.gsa.gov) (click on “Policies & Practices”, then on “Federal Laws Affecting GSA’s Good Neighbor Program and Urban Development and Livability Initiatives”, then scroll down to part “II. Federal Procurement Laws and Regulations”), or request a copy from us.

**Q: Can GSA participate when it leases rather than owns space?**

**A:** Yes. In a building in which GSA leases space, GSA may be required by the lease to reimburse the lessor for a share of the DMO’s special tax or assessment on the building. For example, in Washington, DC, GSA reimburses the Downtown DC BID for a pro rata share of lessors’ special assessments. For more information, please see the October 7, 1997, memorandum, subject “Business Improvement District Special Assessments”, @[goodneighbor.gsa.gov](http://goodneighbor.gsa.gov).

**Q: What is a specific way that GSA can work with DMOs?**

**A:** Subject to applicable federal laws and regulations, GSA may be able to create a Memorandum of Agreement (MOA) and an “Order for Supplies and Services” (GSA Form 300) to officially agree to specifics and contract for services. An MOA may be used to establish basic understandings between parties or to outline the parameters of future contracts, and should include information on the DMO, an implementation plan for provision of services, and a procedure for termination of services. The “Order for Supplies and Services” is the procurement contract. GSA typically procures services for one year, and evaluates need annually. Each service purchased must be justified, and must directly benefit the health, safety, welfare, productivity, morale, and/or mission of Federal employees, or should support the maintenance or enhancement of GSA’s real property facilities. To view samples of these documents, go to [goodneighbor.gsa.gov](http://goodneighbor.gsa.gov).

**“GSA has become a major partner with our Downtown DC BID organization. It’s more than a financial deal. We work closely on a variety of planning, development, operations, and design issues. They have a commitment to both maximizing the livability potential of their buildings as well as the vitality of the downtown.”**

— Richard H. Bradley, Executive Director, Downtown DC Business Improvement District Corporation

**Q: What has prevented GSA from contracting with DMOs, and how have regions overcome the obstacles?**

**A:** GSA’s regions have noted that some offices have initially resisted contracting with DMOs. One issue has been funding. In Philadelphia, GSA’s Mid-Atlantic Region contracted with the Center City District (CCD) for maintenance and other services, then later needed to modify the contract to reduce the dollar amount and the amount of services requested. Randy Reliford in the region’s Delaware Valley Field Office notes that the CCD was very cooperative and assisted GSA in lowering the contract costs. GSA and the CCD have a great relationship in Philadelphia, and Reliford reports that “the value GSA receives from the CCD far outweighs the dollars spent” and GSA’s two courthouses in the CCD’s district “have a curbside appeal that is second to none”.

Another issue from the Mid-Atlantic region is the Service Contract Act (SCA). GSA made a “wage determination” before contracting with the Wilmington (Delaware) Downtown BID’s Downtown Visions (DV) office, and discovered that our target wage for their cleaning attendants (who would be assigned to clean in front of

Photo: Downtown DC BID

GSA's J. Caleb Boggs Federal Building and Courthouse) was \$0.75 per hour higher than the rate DV was paying their workers. After explaining to DV that GSA's procurement dollars are subject, by law, to the SCA and that the Department of Labor sets wages for service contracts valued at more than \$2,500, Randy Reliford credits DV's Executive Director's "goodwill and sincerity" with making the agreement agreeable to both parties. Now, "DV has had a great impact on the community and the appearance of the Boggs building's entrance", says Reliford.

It appears that much of GSA's success in working with DMOs can be attributed to the direction and support of regional leadership, including Regional Administrators and Assistant Regional Administrators. GSA's regions have also gotten great support and advice from the Office of the General Counsel. It has been a team effort in GSA's National Capital Region (NCR), as Judith Binder, a planner in the region in Washington, DC, notes: "Our success to date is largely due to the direction and support of our Assistant Regional Administrators, the Deputy ARA for Portfolio Management, the Director and staff of Portfolio Operations, the outleasing staff, the Service Delivery Teams (contracting officers, reality specialists, etc.), and our Regional Counsel." And if that were not enough, NCR's Regional Administrator serves on the Board of the Downtown DC BID.

### **Q: Are there ways that DMOs can step forward?**

**A:** Yes. GSA encourages BIDs and other DMOs to initiate contact with GSA building managers and other realty professionals to begin to examine opportunities for partnership. Both sides have assets and other resources to offer to each other, and only by working together can each party make the most of the federal presence in communities.

### **Q: What is available on the web to help me?**

**A:** GSA's Center for Urban Development has made several resources on this subject available for you on its web site. At [goodneighbor.gsa.gov](http://goodneighbor.gsa.gov), you can access and download the following:

- A sample Memorandum of Agreement
- A sample "Order for Supplies and Services" (GSA Form 300)
- A sample permit
- The "Good Neighbor Program" memoranda from GSA's Administrator and PBS's Commissioner
- Documents from GSA's Office of General Counsel on "Federal Laws Affecting GSA's Good Neighbor Program and Urban Development and Livability Initiatives" and "Business Improvement District Special Assessments"

- A GSA fact sheet on "Contracting for Services — Establishing Agreements between GSA and Downtown Management Organizations" that provides more information on the process of establishing agreements
- A list of contacts at BIDs and at GSA whom you can call to get more information and assistance
- This Urban Policy Update

### **Q: As a GSA regional employee, how do I get started?**

**A:** Although most times the city or BID initiates GSA's involvement in a city improvement program or a BID, you are encouraged to approach cities or active downtown organizations about getting involved. Once an opportunity has been identified, a good next step is to consult the resources listed above. You can use the sample documents and other information to create your own agreements and contracts. It is essential that while drafting documents you fully involve the Office of General Counsel in your region and, if necessary, in Central Office, to get their support and advice. The fact sheet on "Contracting for Services — Establishing Agreements between GSA and Downtown Management Organizations" helps to explain GSA's side of the partnering process, and can be helpful if shared with the DMO that you are considering working with.

# Spotlight On BIDs

## Q: What is a BID?

**A:** A business improvement district is a downtown revitalization tool in which property owners in a commercial area agree to levy a tax on their properties to generate revenue to pay for services above and beyond those provided by a local government. In other words, it is a financing mechanism of self-help through self-taxation by way of a special assessment district.



## Q: What services are commonly provided by a BID?

**A:** Common supplemental services and capital improvements include maintenance, security, marketing, promotions, special events, street furniture, trees, signage, and special lighting. For example, the Tampa Downtown Partnership writes in its July 10th “Monday Morning Memo” that its “Clean Team now fills an average of three dumpsters with trash and litter each day of the week.” Other functions of a BID may include regulating public space, developing urban design

guidelines and strategic plans, and providing social services.

## Q: Where are BIDs?

**A:** Special assessment districts, such as BIDs, funded by property owners to improve public facilities, have been established in towns and cities of all sizes, from New York City to Visalia, California. According to Lawrence Houston (1997, 9), during the past 20 years, more than 30,000 special districts have been established in the U.S., where 42 states have passed enabling legislation. Many cities have more than one special district.

## Q: How is a BID designated?

**A:** A BID is initiated by a group of businesses. The group submits a petition to the government of the city or state to propose the special district designation. According to state or local law, property owners and merchants are permitted to use the city's tax collection powers to assess themselves.

Photo: Downtown Partnership of Baltimore

## Q: How are the funds collected?

**A:** Each property owner pays a special tax or assessment, either a flat rate or a percentage of property value or sales revenue. These funds are collected by the city and returned in their entirety to the BID. Participation is mandatory by law. BIDs may also have the authority to issue bonds that allow for expansive public/private capital improvement programs. As a federal agency, GSA has sovereign immunity from paying state and local taxes. However, in accordance with applicable federal procurement laws and regulations, GSA may be able to contract directly with BIDs and the like for specific services.

## Q: How does BID membership benefit GSA?

**A:** By contracting for special services beyond what the local government can reasonably be expected to provide, BIDs employ services that directly benefit participants and make the area a more attractive, safe, entertaining, clean, and productive place to be.

**“We have such a good relationship with GSA folks. It’s not as though we’re dealing with government, it’s more like we’re dealing with a major downtown employer and active property owner.”**

— Jim Cloar, President, Tampa Downtown Partnership



# Spotlight On Downtown Organizations

The following groups are active nationally in downtowns, and are recognized experts that can serve as information resources and partners as GSA looks to expand its participation with downtown management organizations.

## International Downtown Association

The International Downtown Association (IDA) is a membership organization dedicated to helping to create economically vibrant and culturally stimulating downtowns and move revitalization efforts forward. The IDA offers customized technical and advisory services that include evaluating the potential for creating business improvement districts, starting up a downtown revitalization program, and evaluating existing programs. This organization can arrange for an "IDA Advisory Committee" panel consisting of GSA, our clients, and IDA members that can advise on a specific issue. The IDA reports that their members currently represent 48 states and 11 other countries worldwide.

(202) 293-4505  
ida-downtown.org

## National Main Street Center

The National Main Street Center of the National Trust for Historic Preservation is a complete resource for communities engaged in revitalizing/managing historic commercial districts. The Center conducts research, provides training, produces materials, organizes conferences (including the National Town Meeting on Main Street), sponsors the Main Street Certification Institute in Professional Downtown Management, provides hands-on consulting services, and offers membership to all communities and organizations. The Center reports that over 1,500 communities from 48 states participate in statewide and citywide Main Street coordinating programs, in addition to another 300 communities that have incorporated Main Street revitalization tools into their commercial district management programs.

(202) 588-6219  
www.mainst.org

Photo: 16th Street Mall, Downtown Denver



## Other Organizations:

- **Council for Urban Economic Development**  
(202) 223-4735  
www.cued.org
- **Urban Land Institute**  
(800) 321-5011  
www.uli.org

**"No downtown that serves its region can afford to ignore the impact that federal properties and tenants can have on the district. The savviest downtown management organizations are taking advantage of GSA's new commitment and forging productive relationships that benefit federal tenants and the downtown district as a whole."**

— Betsy Jackson, President,  
International Downtown  
Association

# Lessons Learned

## **It is easy to make it happen.**

Some GSA regions make it look easy. The Southeast Sunbelt Region seems to have it down to a science. Thanks to experience it has gained from signing numerous agreements, this region is a good example for the rest of GSA, showing that once initial hurdles are cleared, it is much easier to make subsequent agreements happen. In the Mid-Atlantic Region, GSA's Steve Peters says that creating a cleaning and maintenance contract with the Downtown Partnership of Baltimore was simple, and renewing the contract annually has also been easy to do.

## **One leads to another.**

Word has gotten out about successful agreements between GSA and DMOs. BIDs have approached GSA wanting to enter into agreements "like Portland" or "like the one you have in DC." Frank Santella, Director of the Upstate New York Property Management Center in GSA's Northeast/Caribbean Region, hopes to duplicate the success of the "Parties in the Plaza" in Syracuse elsewhere in New York. However, no two agreements are alike, since conditions vary from city to city according to local resources and needs. You should contact GSA's Center for Urban Development about existing agreements upon which you can build new ones.

## **Empowered employees will be creative.**

George McGrady of GSA's Southeast Sunbelt Region credits his region's leaders for empowering employees and greenlighting agreements with DMOs.

Without support from the top, McGrady asserts, employees in his region would not have been as receptive over the last few years to DMOs seeking GSA's participation.

## **GSA must remain concerned with its business bottom line.**

Examples from Sacramento, Seattle, and Anchorage show that in some instances GSA is not able to arrive at a mutually-agreeable price for services from BIDs. In every case, GSA must balance its need for services with the availability of funds, competitive pricing from BIDs, and applicable federal laws and regulations.

## **Smaller agreements work too.**

Not all agreements are major ones. In Milwaukee, GSA partnered with the city's Landmark Lighting Association to uplift the Milwaukee Federal Building & US Courthouse. GSA and the city worked together to determine the proper level, sources, and locations of the lighting, the timeframe for the courthouse to remain lit, and exactly who pays for what. Since 1994, the building has been on the Milwaukee Landmark Lighting Association's tour.

## **BIDs can help program and publicize GSA's space and services.**

GSA and the Tampa Downtown Partnership have a great relationship. We can submit items for the TDP to include in its weekly newsletter to promote happenings at our buildings. The newsletter also includes other items about GSA, including this from the TDP's August 7, 2000 "Monday Morning Memo": "While speaking at Rotary Club of Tampa Bay last week, we heard from a man whose son had car trouble

downtown on a Sunday afternoon.

Unfamiliar with the area, he was [helped by] a *Downtown Guide*. GSA Security Personnel alerted us to the need for assistance. They picked it up on their closed circuit TV system. Cameras mounted atop the Courthouse and the Timberlake Building aim up and down the abutting streets, zooming out to cover much of downtown."

## **There are different ways to make it happen.**

GSA does not always need to contract for services to get involved. In Cincinnati, at the Potter Stewart Federal Courthouse, GSA issues no-cost permits to allow the building's plaza to be used by local groups for events. The annual Oktoberfest Zinzinnati festival and the Ujima Cincinnati street festival incorporate GSA's public plaza into the festivities.

## **You have help.**

GSA does not need to work in isolation. As described in this Update, GSA has national and local partners to help facilitate GSA's participation in downtown management organizations. One example is the continued involvement of the Downtown Phoenix Partnership (DPP). GSA invites the group to attend meetings with federal tenants to help us explain the benefits of moving into the Federal Building or new U.S. Courthouse, both of which are in DPP's service area. DPP has developed a guide for downtown workers, listing and promoting amenities and services available, making GSA's job of "selling" downtown to federal agencies much easier.

# List of Agreements, as of 2000 (Note: Updates available on web)

State	City	Partner	Services/Activities	Amount
AL	Birmingham	City Center District Management Corporation	Security/safety guide services.	\$74,880
AL	Mobile	City	GSA includes City in all discussions related to SSA space and federal client activities in that area.	n/a
AZ	Phoenix	Downtown Phoenix Partnership	Security, maintenance, marketing, streetscape, cleaning.	\$31,788
CA	San Francisco	Market Street Association	Events, security, cleaning, other projects.	n/a
CA	San Francisco	South of Market Improvement Group	Neighborhood clean up	n/a
DC	Washington	Downtown DC BID	Public safety, cleaning, maintenance, physical improvements, improved access and parking, assistance to providers of homeless services.	\$1.4 mil.
DC	Washington	Downtown DC BID	Reimbursing lessors for the portion of their BID assessment associated with a GSA lease.	\$2.0 mil.
DC	Washington	Downtown DC BID	NCR's Regional Administrator serves on the BID's Board of Directors.	n/a
DC	Washington	Georgetown Partnership	Provide space for the BID to store maintenance equipment and to place a dumpster.	Minimal
DE	Wilmington	Downtown Vision	Sidewalk and plaza cleaning at Boggs CT & FB.	\$11,500
FL	Ft. Lauderdale	Downtown Development Authority	Under discussion. GSA will partner with DDA regarding new courthouse site and parking.	TBD
FL	Jacksonville	Downtown Vision, Inc.	Under discussion.	TBD
FL	Miami	City Dept. of Community Planning & Revitalization	Under discussion, regarding new courthouse project.	TBD
FL	Tallahassee	Downtown Improvement Authority	Cleaning, maintenance.	\$11,083
FL	Tampa	Tampa Downtown Partnership	Safety guide, "clean team" services.	\$96,053
GA	Atlanta	Downtown Improvement District	Safety guide services.	\$148,449
GA	Columbus	Uptown Columbus, Inc.	Safety guide, "clean team" services.	\$3,564
GA	Savannah	Savannah Development and Renewal Authority	GSA agrees to use historic sites wherever possible and keep federal agencies within the downtown.	n/a
IN	Indianapolis	Indianapolis Downtown, Inc.	Cleaning Advisory Committee provides property maintenance, including litter reduction, bus shelter, landscaping.	n/a
IN	Indianapolis	Indianapolis Downtown, Inc.	GSA involved in bus shelter renovation, wayfinding system, bird control task force, security partnership.	n/a
IN	Indianapolis	Local Organizations	GSA participates in Events Advisory Board, and provides space for artwork displays, ceremonies, community meetings.	n/a
KY	Louisville	Louisville Downtown Management District	Safety, "clean team" services.	\$21,878
MA	Springfield	Springfield BID	Marketing, guide patrols, cleaning, and maintenance of streetscape, lighting, landscaping.	\$16,000
MD	Baltimore	Downtown Management District	Cleaning, maintenance for four federal buildings.	\$26,072
MO	Kansas City	City	Under discussion.	TBD
MO	St. Louis	BID	Security, cleaning, landscape.	\$71,000
NC	Shelby	Uptown Shelby Association	Under discussion.	n/a
NY	Syracuse	UpDowntowners	Permit for weekly "Parties in the Plaza" during summer.	n/a
OH	Cincinnati	Local Organizations	Permits for festivals to use grounds surrounding the federal building.	n/a
OK	Tulsa	City of Tulsa	Cleaning, maintenance.	\$2,282
OR	Portland	Association for Portland Progress	Security services.	\$30,000
PA	Philadelphia	Center City District	Street furniture maintenance, streetscape, lighting, eyesore abatement.	\$97,000
PA	Philadelphia	Old City Special Service BID	Sidewalk housekeeping, street furniture maintenance, eyesore abatement (contract to be completed in 2001).	TBD
TN	Jackson	Main Street Association	GSA permits use of lobby and outside plaza for concerts.	n/a
TN	Memphis	City Center Commission	Blue Suede Brigade provides safety guide services.	\$23,664
TN	Nashville	Nashville Downtown Partnership	Informal relationship with BID in placement of newspaper racks, increasing downtown housing.	n/a
WA	Tacoma	City of Tacoma	Security services.	\$9,281
WI	Milwaukee	City of Milwaukee's Landmark Lighting Association	GSA bought and installed light poles and fixtures for the federal building and US Courthouse; city maintains them and pays electric bill.	\$78,000



for more information

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

Betsy Jackson  
Jim Cloar  
George McGrady  
GSA's Center for Urban Development's field officers  
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