

ACHIEVING GREAT FEDERAL PUBLIC SPACES:
A PROPERTY MANAGER'S GUIDE

SECTION 2

EVALUATION

- 1 INTRODUCTION
- 2 EVALUATION**
- 3 SOLUTIONS
- 4 IMPLEMENTATION
- 5 RESOURCES





Conducting a Place Audit at the Phillip Burton
Federal Building and U.S. Courthouse,
San Francisco, CA.

Undertaking a Place Audit

Yogi Berra once said, “You can see a lot by observing.” When it comes to public spaces, truer words were never spoken. By spending time in an area, observing how people use it, and asking people what they like or don’t like about it, anyone can come to understand first-hand how a place functions. This knowledge then becomes an important tool in determining how specific places can be improved.

Now that you’re familiar with GSA’s Public Space Goals and Action Points—and what prevents public spaces from succeeding—you are ready to evaluate the interior and exterior spaces of your property. The following exercise – the “Place Audit” – helps people understand how a place works from a user’s point of view, and is at the heart of the process behind creating a great civic place. Based on the simple power of observation, the Place Audit makes the most of participants’ unique knowledge, common sense, and intuition. It allows them to see the good and bad qualities of a place very quickly, and helps them identify both short- and long-term improvements.

The Audit in this book has been tailored specifically for GSA property managers to quickly get a sense of how their public spaces are performing. The exercise is not intended to evaluate the manager, but rather to determine how well the facility is meeting GSA’s Public Space Goals and what improvements can be implemented to boost that performance. It begins with a short worksheet about the background of your facility, which can be completed before or after you conduct the actual evaluation.

The bulk of the Audit is composed of two parts, the exterior and interior checklists, each divided into categories corresponding to GSA’s Public Space Action Points. The exterior public spaces to be evaluated include any plaza areas, stairways, and entry courts surrounding your facility. Sidewalks should be included even if they are under the jurisdiction of a city’s Department of Transportation or Public Works. Interior public spaces include anywhere

the general public is allowed, no matter what the size. This includes lobbies, cafeterias, auditoriums, and jury selection rooms. It is not meant to include offices, courtrooms, or conference rooms. A building may have more than one exterior or interior public space; all should be considered.

The checklists should be completed on-site while observing the actual spaces being evaluated. Don’t think too long about your answers and try not to get hung up on answering any single question – the on-site exercise is designed to harness your intuition and should take no longer than 30 minutes. After the checklists, there are two open-ended questions: one to help you highlight what is already working well, and an interview question to pose to

someone

else using the place you are evaluating.

By spending time in an area, observing how people use it, and asking people what they like or don’t like about it, anyone can come to understand first-hand how a place functions.

You may conduct the Audit on your

own. However,

we encourage you to take a small group of people with you and have them complete it as well. This group, your “stakeholders”, may include tenant agency representatives and employees, GSA colleagues, Federal Protective Service, U.S. Marshal Service or other security personnel, a concessionaire from your building, building clients, or others you think would add needed insight.

After you fill out the Audit on-site, retire to a meeting room or comfortable place and tally the points as indicated. Then refer to the Scoring section following the Audit to grade the spaces’ performance. Remember, the scores apply to the performance of the facility, not the property manager. The Scoring section will help you interpret the results of the Audit and direct you to the relevant solutions in Section 3, where you will find proven ideas for successful short-, medium- and long-term improvements for your facility’s public spaces.

PLACE AUDIT

1. BACKGROUND INFORMATION WORKSHEET

QUESTION	ANSWER
1. Amount of square feet in the building	
2. List the three largest agencies in the building	<ul style="list-style-type: none">•••
3. List the three agencies with the most visitors	<ul style="list-style-type: none">•••
4. Number of people employed in the building	
5. Draw a diagram of the building footprint below, mark each entrance, and indicate which direction is north. Label the type of each entrance (employee, visitor, ADA). If there is more than one visitor entrance, put an asterisk by the one that is used most.	
6. How do visitors and tenants approach the building (from what direction)? For example, from a major parking lot to the north, a subway stop to the east, etc.	

PLACE AUDIT

1. BACKGROUND INFORMATION WORKSHEET

QUESTION	ANSWER
<p>7. Describe what's on each side of your property. Include both the edges of the facility and what is across the street, beyond the property line.</p>	<p>NORTH</p> <p>SOUTH</p> <p>EAST</p> <p>WEST</p>
<p>8. Describe the setting around your property (residential neighborhood, main street, downtown anchor, edge of downtown, etc).</p>	
<p>9. What active uses are in the area surrounding the building (retail, entertainment, restaurants, etc).</p>	
<p>10. Are there other public spaces in the neighborhood, like parks or plazas, where tenants eat lunch, attend events, or otherwise gather during the workday?</p>	<p>Yes No</p>
<p>11. How close are these spaces to your facility? Describe them.</p>	
<p>12. Is your facility's exterior public space one of the larger public spaces in the neighborhood?</p>	<p>Yes No</p>
<p>13. Is it used by people who don't work in the building?</p>	

PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

EXTERIOR

 MANAGEMENT		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
1	Management takes responsibility for the well-being and safety of tenants and visitors once they enter the site	+2	+1	-1	-2	0
2	Management provides a welcoming presence outside the building	+2	+1	-1	-2	0
3	People meet friends or take visitors to this plaza	+2	+1	-1	-2	0
4	The plaza is viewed as a destination, not only as a pass-through	+2	+1	-1	-2	0
5	Client agencies sometimes hold events in the exterior public spaces	+2	+1	-1	-2	0
6	Outside groups sometimes hold events in the exterior public spaces	+2	+1	-1	-2	0
7	Outdoor public spaces are clean and free of litter	+2	+1	-1	-2	0
8	Visitors or tenants will pick up litter when they see it	+2	+1	-1	-2	0
9	Plantings and flower beds are changed seasonally and are well-maintained	+2	+1	-1	-2	0
10	Outdoor public spaces are in good repair	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL	
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PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

EXTERIOR

 DESIGN		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
11	Design of exterior public spaces invites public use	+2	+1	-1	-2	0
12	There is enough seating for both tenants and visitors	+2	+1	-1	-2	0
13	There are a variety of comfortable places to sit (e.g. benches, sitwalls, moveable chairs, stairs)	+2	+1	-1	-2	0
14	Seating is arranged to encourage interaction and use	+2	+1	-1	-2	0
15	Sitting areas are visible and inviting to pedestrians	+2	+1	-1	-2	0
16	Building tenants eat lunch on the plaza	+2	+1	-1	-2	0
17	The plaza is used by tenants for meetings	+2	+1	-1	-2	0
18	A range of informal social activities (e.g. card games, parties) take place on the plaza	+2	+1	-1	-2	0
19	There is adequate protection from sun and the elements	+2	+1	-1	-2	0
20	There is adequate lighting at night	+2	+1	-1	-2	0
21	There are landmark features where people can meet	+2	+1	-1	-2	0
22	The design of the plaza supports a range of large-scale activities (e.g. performances, markets, demonstrations)	+2	+1	-1	-2	0
23	There are retail services on the plaza (e.g. shopping, food service, post office)	+2	+1	-1	-2	0
24	A variety of people feel comfortable using the plaza	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL

PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

EXTERIOR

		SECURITY				
		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
25	Permanent and temporary security measures are welcoming to tenants and visitors	+2	+1	-1	-2	0
26	Security measures do not impede access by the disabled	+2	+1	-1	-2	0
27	Perimeter security measures are well-integrated and attractive	+2	+1	-1	-2	0
28	Security measures fit the context of the building's exterior	+2	+1	-1	-2	0
29	Security measures are adequate and do not impede public use and circulation	+2	+1	-1	-2	0
30	Exterior public spaces are patrolled regularly	+2	+1	-1	-2	0
31	All public spaces around the building feel safe to tenants and visitors	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL	<input type="text"/>
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PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

EXTERIOR

 IMAGE AND AESTHETICS		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
		+2	+1	-1	-2	0
32	The building's public spaces are inviting and attractive from a distance	+2	+1	-1	-2	0
33	The building's public spaces are inviting and attractive as you move through the site	+2	+1	-1	-2	0
34	The purpose of the building is clear as you approach	+2	+1	-1	-2	0
35	The name of the facility is clearly marked	+2	+1	-1	-2	0
36	Public art and exhibits are well-presented	+2	+1	-1	-2	0
37	Permanent finishes are high-quality and in good condition	+2	+1	-1	-2	0
38	Secondary elements, such as trash cans, recycling bins, and cigarette urns are appropriate for the site and not obtrusive	+2	+1	-1	-2	0
39	Blank walls constitute less than 30 percent of the exterior facade	+2	+1	-1	-2	0
40	Public uses (e.g. retail, information center, cafeteria) are located on the ground floor and visible from the building's exterior	+2	+1	-1	-2	0
41	Visitors and tenants get a positive impression of the federal government from the exterior public spaces	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL	
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PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

EXTERIOR

 ACCESS AND CIRCULATION		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
42	It is easy for tenants and visitors to find the correct entrance	+2	+1	-1	-2	0
43	There are clear, direct paths to building entrances	+2	+1	-1	-2	0
44	Signage provides adequate directional and locational information	+2	+1	-1	-2	0
45	Exterior public spaces are easily accessible from the sidewalk	+2	+1	-1	-2	0
46	The facility is Architectural Barriers Act Accessibility Standard compliant (ABAAS)	+2	+1	-1	-2	0
47	Vehicle drop-offs are conveniently located near the entrance	+2	+1	-1	-2	0
48	Location of public transportation and parking is clear to visitors	+2	+1	-1	-2	0
49	Employees can walk safely to parking and public transportation	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL	
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PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

EXTERIOR

 NEIGHBORHOOD CONNECTIONS		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
		+2	+1	-1	-2	0
50	The area surrounding the building feels safe	+2	+1	-1	-2	0
51	Building tenants and visitors frequent nearby amenities (e.g. retail, entertainment, parks)	+2	+1	-1	-2	0
52	This site is an active, integral part of its neighborhood	+2	+1	-1	-2	0
53	Streets surrounding the facility are easy to cross	+2	+1	-1	-2	0
54	The building can be reached easily using public transportation	+2	+1	-1	-2	0
55	The design of the exterior public space connects the facility to the rest of the city	+2	+1	-1	-2	0
56	The mix of ages and ethnicities of those using the plaza reflects the community at large	+2	+1	-1	-2	0
57	The building's surrounding neighborhood positively affects the desirability of this workplace.	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL	
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PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

INTERIOR

 MANAGEMENT		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
58	Tenant agencies program events in the interior public spaces	+2	+1	-1	-2	0
59	Programmed events are well-promoted and consistently well-run	+2	+1	-1	-2	0
60	The public sometimes requests to use the ground floor for events	+2	+1	-1	-2	0
61	Interior public spaces are clean and free of clutter	+2	+1	-1	-2	0
62	Management provides a welcoming presence inside the building	+2	+1	-1	-2	0
63	There are interior spaces that can be used by outside groups and organizations	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL	
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PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

INTERIOR

	 DESIGN	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
64	The lobby is open and inviting	+2	+1	-1	-2	0
65	There are comfortable places to sit and wait in the lobby	+2	+1	-1	-2	0
66	Services such as ATMs and delivery service drop-boxes are unobtrusive, easily accessed, and consolidated where possible	+2	+1	-1	-2	0
67	Informal meetings often take place in the lobby	+2	+1	-1	-2	0
68	Lighting throughout the lobby is appropriate and highlights special features	+2	+1	-1	-2	0
69	The layout of the lobby supports its use for a range of activities	+2	+1	-1	-2	0
70	The building includes spaces for public meetings and events	+2	+1	-1	-2	0
71	There are retail amenities in the lobby before one passes through security (such as shopping, food service, post office, etc.)	+2	+1	-1	-2	0
72	There are retail amenities in the lobby after passing through security	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL

PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

INTERIOR

 SECURITY		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
73	There is sufficient space for security queuing inside the lobby	+2	+1	-1	-2	0
74	Seating outside of the secured area makes visitors feel welcome while waiting for their escort to receive them	+2	+1	-1	-2	0
75	Passing through security is a comfortable and reassuring process	+2	+1	-1	-2	0
76	Security functions smoothly during peak hours	+2	+1	-1	-2	0
77	Security personnel serve as unofficial ambassadors for the building tenants	+2	+1	-1	-2	0
78	Security can readily accommodate special events in the lobby	+2	+1	-1	-2	0
79	Employees enter the building and pass through security in under one minute	+2	+1	-1	-2	0
80	Tenants meet visitors offsite in order to avoid security delays	+2	+1	-1	-2	0
81	Visitors can easily navigate security to attend meetings in the building on time	+2	+1	-1	-2	0
82	Security procedures are obvious and transparent	+2	+1	-1	-2	0
83	Visitor screening procedures adjust to changing threat levels	+2	+1	-1	-2	0
84	Security equipment is unobtrusive and arranged efficiently	+2	+1	-1	-2	0
85	Security equipment and furnishings are in good condition and reinforce the character of the building	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL	
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PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

INTERIOR

 IMAGE AND AESTHETICS		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
		+2	+1	-1	-2	0
86	Information about the building and its namesake is provided in the lobby	+2	+1	-1	-2	0
87	Information about tenant agencies and what they do is clearly communicated in the lobby	+2	+1	-1	-2	0
88	Public art or exhibits are present in the lobby	+2	+1	-1	-2	0
89	Public art and exhibits are well-maintained and presented appropriately	+2	+1	-1	-2	0
90	Signage is uniform throughout the lobby and presented in consolidated locations	+2	+1	-1	-2	0
91	Permanent finishes are high-quality and in good condition	+2	+1	-1	-2	0
92	Lobby furnishings are consistent and reinforce the character of the building	+2	+1	-1	-2	0
93	Portraits and plaques are hung in an orderly fashion	+2	+1	-1	-2	0
94	Government literature, handouts and information are well-presented and organized	+2	+1	-1	-2	0
95	Secondary elements, such as trash cans and recycling bins, are not obtrusive	+2	+1	-1	-2	0
96	Visitors and tenants get a positive impression of the federal government from the lobby	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL

PLACE AUDIT

2. CHECKLIST

Circle the appropriate number for each statement below

INTERIOR

		ACCESS AND CIRCULATION				
		STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NOT APPLICABLE
97	The lobby connects to the primary exterior public space	+2	+1	-1	-2	0
98	Signs, maps and other wayfinding devices are easily understood by visitors to all tenant agencies	+2	+1	-1	-2	0
99	Visitors can quickly locate tenant agencies from the lobby	+2	+1	-1	-2	0
100	Elevators and stairs are labeled so they can be easily found	+2	+1	-1	-2	0
101	Signage and information is removed as soon as it is out of date	+2	+1	-1	-2	0
COLUMN SCORE						

TOTAL	
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PLACE AUDIT

3. QUESTIONS

Which of your building's public spaces are performing the best and why?

INTERVIEW

Ask one or two people using the public spaces you evaluated (including at least one tenant) what they like about the place and what they might change. If a particular issue has emerged from this evaluation, ask them their opinion about it.

Record their answers below:

Scoring the Audit Checklist

INSTRUCTIONS

Tally the scores for each Audit category using the space provided on the Audit itself. Then refer below to see what the scores indicate about the current performance of your building's public spaces. Think of the scores as a measuring device to help you determine the appropriate improvements.

The scoring categories interpret the results of the Audit. Following the explanation of Audit results, each category explores what you can do next to address areas of concern, directing you to the relevant material in Section 3: Solutions.

If the facility scored in the low range for a given category, then it is best to start with some inexpensive, short-term steps that will make a difference immediately. A medium score indicates that you should consider some medium- and long-term steps right away, as well as quick improvements. And if the facility is already performing well in a certain respect, then focus on what can be done in the long run to achieve even greater success, but don't let short- or medium-term opportunities go unexplored.

RESULTS FOR EXTERIOR SPACES

MANAGEMENT EXTERIOR PAGE 28	
SCORE	RESULTS
-20 to -7	The exterior public spaces require significant additional maintenance and programming, meaning they are currently a liability in terms of GSA's performance measures.
-6 to +6	Some aspects of public space management are being handled well, but there is clearly a lot of unmet potential. Further improving maintenance and programming will generate big returns in tenant satisfaction, public perception, and value added to the surrounding district.
+7 to +20	The management of your exterior public spaces meets many of GSA's objectives. Since there is always room to improve, try going the extra mile by undertaking management tasks that, according to the Audit, are not currently being practiced.
What's Next?	<p>By conducting the Audit, you have already embarked on the first step towards continually evaluating the exterior of your facility and how it can be improved. Meeting with building tenants and other stakeholders to conduct the Audit together can further identify what needs work (see Solutions Category 1.A, page 50, for more ideas on improving public space evaluation).</p> <p>A major item to discuss with this group should be which public and private sector partners, volunteers, and tenants could assist with programming the exterior public spaces (Solutions Category 1.B, page 51). Another partnership worth exploring may be to contract with the local Business Improvement District to cover maintenance that is now lacking (Solutions Category 1.C, page 52).</p>

DESIGN EXTERIOR PAGE 29	
SCORE	RESULTS
-28 to -10	Tenants may avoid bringing visitors to the space. The exterior public space tends to function as a dead zone that turns its back on the rest of the area. Though the facility is currently viewed as a place to pass through rather than a destination, it may be an untapped resource that could greatly improve tenant and visitor satisfaction if designed for public use.
-9 to +9	There are good design elements in place, but they may not be working as well as desired. With more user-friendly touches, the exterior of the facility could become a much better gathering place.
+10 to +28	The exterior public spaces succeed as a forum for tenant activity and public use, and may even serve to catalyze neighborhood revitalization.
What's Next?	<p>A plaza where people enjoy spending time can be a facility's greatest asset. If it is uncomfortable to use, however, the exterior public space can be a huge liability, creating security problems. To stay on the right track, arrange amenities to encourage use (see Solutions Category 2.A, page 56), provide ample protection from the elements (Solutions Category 2.B, page 57), and illuminate public spaces so they can be used at night (Solutions Category 2.C, page 58).</p> <p>More people will want to use your exterior spaces if there is some activity to draw them there, so it's important to provide infrastructure for events (Solutions Category 2.D, page 59) and add retail such as a food cart or ground floor café (Solutions Category 2.E, page 60).</p>

RESULTS FOR EXTERIOR SPACES

SECURITY EXTERIOR PAGE 30		
SCORE	RESULTS	
-14 to -5	Perimeter security measures are too heavy-handed, detracting from the perception of the federal government as open and accessible to the public.	
-4 to +4	The fortress mentality does not dominate the exterior of your facility. Some security features and functions are well-integrated into the exterior public spaces, but others require attention—sooner rather than later.	
+5 to +14	Most security measures are unobtrusive or double as attractive design features, providing building users a sense of safety without sacrificing comfort or accessibility.	
What's Next?	Well-integrated exterior security is especially important because it sets the stage for successful implementation of GSA's other public space Action Points. In many cases, however, security measures set up to meet an immediate need or designed as short-term solutions—such as jersey barriers—get left in place too long, cutting facilities off from public use. Work with government security experts to identify better, permanent options that integrate perimeter security with surrounding streets and sidewalks (see Solutions Category 3.A, page 64, for suggestions) .	

IMAGE AND AESTHETICS EXTERIOR PAGE 31		
SCORE	RESULTS	
-20 to -7	The exterior image and aesthetics are not meeting GSA's public space goals. The purpose of the building is unclear to visitors, and its appearance does not reflect the dignity and accessibility of the government.	
-6 to +6	The appearance of the facility is passable, neither detracting from nor contributing to the building's value to tenant agencies and the surrounding neighborhood	
+7 to +20	The exterior spaces project a good image, comparable to a Class A office building. You are likely seeing benefits in your tenant satisfaction surveys and in the rents you are able to charge, and the city may also be reaping rewards from the positive effect of your exterior on the public perception of the area.	
What's Next?	Improving the image and aesthetics of a building's exterior doesn't necessarily start with costly projects. If the facility lacks a strong identity of its own, try adding a new building sign or sidewalk banners that communicate the building name and its tenants (see Solutions Category 4.A, page 70, for more ideas on strengthening building identity) . Enhancing the quality of fixtures and small furnishings like trash cans, as well as arranging amenities to reduce clutter, are simple steps to take at first (see Solutions Categories 4.B and 4.C, respectively, pages 71-72) . Likewise, when addressing permanent exterior problem areas like blank walls, starting small builds momentum for further improvements (see Solutions Categories 4.D, page 73) .	

RESULTS FOR EXTERIOR SPACES

ACCESS AND CIRCULATION EXTERIOR PAGE 32		
SCORE	RESULTS	
-14 to -5	The facility is difficult to access by transit or on foot, and entrances may be hard to locate. As a result the exterior public spaces feel disconnected from the surrounding neighborhood and do not generate as much public activity as they could.	
-4 to +4	First time visitors may be able to find their way around without much confusion. However, pedestrian connections between exterior public spaces and surrounding streets and sidewalks could be significantly improved.	
+5 to +14	It is easy to walk or take transit to the facility. Pedestrian traffic flows smoothly from nearby streets and sidewalks into the exterior public spaces, and signage clearly directs visitors to their destinations.	
What's Next?	<p>A GSA property can only capture the full value of its public spaces if people have no trouble getting there in the first place. You may find that access and circulation problems result in complaints from people who have to circle your building to find the correct entrance, or in security personnel fielding an inordinate amount of queries about directions and wayfinding (see Solutions Category 5.B, page 77, for suggestions on wayfinding).</p> <p>If people think crossing the street to get to your facility is too difficult, or they find surrounding sidewalks to be a hostile environment, then improving pedestrian connections should be a priority (see Solutions Category 5.C, page 78).</p> <p>Transportation connections may also be sub-par, with traffic congestion clogging nearby streets, visitors and tenants demanding more parking, and few users arriving by transit (see Solutions Category 5.D, page 79).</p>	

NEIGHBORHOOD CONNECTIONS EXTERIOR PAGE 33		
SCORE	RESULTS	
-16 to -6	The exterior public spaces are not contributing to the economic or social well-being of the city or the neighborhood in which you are located. This has a negative effect on building user satisfaction and the public's perception of your facility.	
-5 to +5	The foundation is in place for a positive relationship between your facility and the surrounding neighborhood, but there is still plenty of work to do to strengthen this connection.	
+6 to +16	Your building's exterior public space functions as a destination within the city that is used by people other than just tenants and visitors. The next step should be to leverage this influential position to encourage the city and private property owners to make complementary improvements to the area.	
What's Next?	<p>The connection between exterior public spaces and the surrounding neighborhood is a two-way street. In one direction, your facility should be a public asset producing benefits that flow to nearby businesses, property owners, and residents. Going the other way, local partners should assist in making your public space as lively, welcoming and attractive as it can be.</p> <p>For both sides to function properly, GSA properties need to: form partnerships with civic groups or BIDs to program activities and events (see Solutions Category 6.A, page 82); coordinate with local government on neighborhood security and infrastructure improvements (see Solutions Category 6.B, page 83); and work with local merchants to enhance the area's appearance, safety, and economic vitality (see Solutions Category 6.C, page 84).</p>	

RESULTS FOR INTERIOR SPACES

MANAGEMENT INTERIOR PAGE 34	
SCORE	RESULTS
-10 to -5	Upon entering the building, people encounter spaces with low levels of activity and insufficient maintenance. Visitors and tenants may sense the lack of a management presence, negatively affecting their regard for the facility.
-4 to +4	The interior public spaces display signs of good management but there is room for improvement, perhaps in terms of the programmed activities that take place, the frequency of litter removal, or the repair of lobby features and fixtures.
+5 to +10	Management is in tune with the pulse of the interior spaces, and it shows. Events are scheduled often, maintenance keeps pace as needed, and users feel comfortable knowing that someone is in charge.
What's Next?	<p>When lobbies, atriums, and other interior public spaces are actively managed, they can generate income for the GSA and become “adopted” as valuable community gathering places by a whole city. Without good management, however, visitors may feel intimidated or put off, and the space will not realize its potential value.</p> <p>Talk with staff who manage these spaces to identify the problems they face, the improvements they recommend, and the questions they are most frequently asked by visitors and tenants (for more suggestions about evaluating your facility, see Solutions Category 1.A, page 50).</p> <p>If the spaces are not being used effectively for activities, look into forming partnerships to help program the space (see Solutions Category 1.B, page 51). If the quality of maintenance gives people a poor first impression, strategies for maintaining the space over the long term are necessary (see Solutions Category 1.C, page 52).</p>

DESIGN INTERIOR PAGE 35	
SCORE	RESULTS
-14 to -5	The interior public spaces lack basic amenities and generate little economic or social value. They do not create a welcoming or comfortable atmosphere, so people move through as quickly as possible.
-4 to +4	While some practical design elements are provided, there may not be enough or they may not be arranged well. The space does not attract as much use as it should.
+5 to + 14	Tenants are proud to bring visitors to the building. The interior public space is well-utilized by tenants and visitors, serving as a “living room” where building users can spend time and socialize.
What's Next?	<p>A well-designed interior public space is a great asset, yielding increased revenue from retail activity and higher user satisfaction—as opposed to merely incurring maintenance expenses. Several factors go into achieving this level of performance.</p> <p>If your facility lacks comfortable places to sit and wait for people, for instance, look into improving amenities (see Solutions Category 2.A, page 56). Or certain areas may go unused because lighting is less than optimal (see Solutions Category 2.C, page 58). It may be difficult to hold exhibits and events because the infrastructure is not sufficient (see Solutions Category 2.D, page 59). There may also be few reasons for people to use the space, in which case adding retail can spark activity (see Solutions Category 2.E, page 60).</p>

RESULTS FOR INTERIOR SPACES

SECURITY INTERIOR PAGE 36		
SCORE	RESULTS	
-22 to -8	Tenants and visitors view security as a hindrance. The arrival and security sequence is inconsistent or illogical, causing confusion and delays. Pre-screen areas are not comfortable for visitors, and checkpoints function as obstacles without providing a welcoming presence.	
-7 to +7	Visitors can navigate security without too much difficulty, but there is still a lot of room to improve the experience.	
+8 to +22	Security is effective and efficient, increasing people’s sense of personal safety, security and well-being. Visitors feel welcome in your facility and are comfortable coming there to transact business with the federal government.	
What’s Next?	<p>There are two things to focus on when it comes to improving interior security—the pre-screen area (see Solutions Category 3.B, page 65) and the screening process itself (Solutions Category 3.C, page 66). Both probably need to be addressed if tenants in your facility regularly bypass security by meeting clients outside the property altogether.</p> <p>Other telltale signs that action is needed include queues that extend outside the building (especially at peak times like during special events or after the lunch rush), visitors moving repeatedly back and forth between desks and magnetometers, or visitors being constantly late for meetings with tenant agencies on account of security procedures.</p>	

IMAGE AND AESTHETICS INTERIOR PAGE 37		
SCORE	RESULTS	
-24 to -9	Interior public spaces may be cluttered, disorderly, or visually unattractive, projecting a poor image of tenant agencies and the federal government. Improving the aesthetics of these spaces should be an immediate priority.	
-8 to +8	Some aesthetic elements are working better than others. Recognize what is detracting from the image of your interior public spaces and focus initial improvements on these areas.	
+9 to +24	The interior of your facility boosts the image of the federal government and may improve public perception of the surrounding neighborhood and the city as a whole.	
What’s Next?	<p>Optimizing the image and aesthetics of your interior public spaces is a multi-faceted challenge. Even a facility that scores well in this regard can take further steps to become a showpiece for tenants, GSA, and the federal government. If the lobby has no display about tenant agencies or the building itself, for instance, then this information should be communicated clearly (see Solutions Category 4.A on page 70 for suggestions).</p> <p>Clashing styles of materials, finishes, and amenities may also need to be remedied. For example, public art or exhibits may not be well-installed, or prior aesthetic improvements may have been left incomplete due to budgetary issues (see Solutions Category 4.B, page 71). Another common factor is the careless arrangement of items such as drop-boxes, ATMs, and furniture, which if left uncoordinated may create an impression of unkempt physical clutter (see Solutions Category 4.C, page 72).</p>	

RESULTS FOR INTERIOR SPACES

ACCESS AND CIRCULATION INTERIOR PAGE 38	
SCORE	RESULTS
-10 to -4	People using your facility tend to be confused about wayfinding. This is probably taking valuable time away from both client agencies and visitors, which decreases tenant satisfaction.
-3 to +3	Visitors can find their way around your facility without becoming frustrated, but there are still inefficiencies to improve upon.
+4 to +10	Being able to navigate a public facility increases people’s comfort level and puts them at ease. People are able to find their way around your public facility efficiently. They feel confident about coming to do business in your facility, and they know they won’t get lost or lose time.
What’s Next?	<p>All public spaces—good and bad—encounter problems with access and circulation. You may find your facility suffers from congestion and excessive queuing in the lobby as people wander back and forth looking for the proper elevator bank or the building directory. It may also be common for security personnel to spend much of their time giving people directions.</p> <p>Handmade, temporary signs may be helping first time users find their way around, but a more permanent, attractive solution is required. (See Solutions Category 5.A, pages 76, for ideas on how to improve the access and circulation of your interior public spaces.)</p>