



## Executive Director's Recommendation

Commission Meeting: November 1, 2012

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<b>PROJECT</b> <b>Draft 2013 Campus Master Plan and Transportation Management Plan</b> National Institutes of Health – Bethesda Campus 9000 Rockville Pike Bethesda, Maryland	<b>NCPC FILE NUMBER</b> MP02
	<b>NCPC MAP FILE NUMBER</b> 3101.20(05.14)43630
<b>SUBMITTED BY</b> United States Department of Health and Human Services	<b>APPLICANT'S REQUEST</b> Approval of comments on draft master plan
	<b>PROPOSED ACTION</b> Approve comments as requested
<b>REVIEW AUTHORITY</b> Approval per 40 U.S.C. § 8722(b)(1)	<b>ACTION ITEM TYPE</b> Staff Presentation

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### PROJECT SUMMARY

The National Institutes of Health (NIH) has submitted its draft 2013 Master Plan for their main campus located at 9000 Rockville Pike, in Bethesda, Montgomery County, Maryland. NIH consists of 27 different Institutes and Centers (each with their specific research agenda), housed in approximately 90 buildings on a 310-acre campus. The campus is situated directly across Rockville Pike from the Naval Support Activity-Bethesda Campus and just north of the Bethesda Central Business District. NIH is an Agency of the United States Department of Health and Human Services, with a mission to seek fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to enhance health, lengthen life, and reduce the burdens of illness and disability.

The purpose of the Master Plan is to define the real property assets that will support the execution of the programs housed at the NIH Bethesda Campus, and to guide future campus development in support of the NIH mission. The Master Plan will update the existing 2003 NIH-Bethesda Master Plan, with a maximum potential of 28 projects (26 projects are currently unfunded) during the next 20 years, to accommodate a maximum potential 3,265 employee increase, which would increase the on-campus population to a maximum total of 23,859. The draft Master Plan will add a maximum total of 1.6 million square feet of new research space, 775,000 square feet of new administrative/support space, and 1,500 net new parking spaces. The Master Plan is supported by a draft Transportation Management Plan (TMP), which shows how NIH will minimize its traffic impact, conserve energy, and improve air quality through single occupancy vehicle (SOV) trip reductions and/or shortening SOV trips during the workday commute.

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## KEY INFORMATION

- The NIH will be organized into nine different clusters (including five research-based clusters) to facilitate state-of-the art scientific research and collaboration. Significant physical changes under the draft Master Plan will include the following:
  - A new 600,000 square foot office building (with one 17-story tower) will be constructed along the east-side of campus, near the Metrorail station, to consolidate NIH's future-needed office-space, to help densify the Rockville Pike corridor, and to encourage greater transit usage.
  - Three new Multi-Level Parking structures will be added to provide approximately 1,500 net new spaces (to maintain the 1:2 parking ratio), which will allow a reduction of on-campus pervious surface. Structured parking will make up a majority of all future on-campus parking.
  - The established 250-foot perimeter buffer will be maintained and enhanced with the removal of approximately 1,150 surface parking spaces on the south-side of campus.
  - A new 775,000 gross square foot, four-story laboratory building will be constructed in the southern portion of campus.
  - A new access driveway will be constructed along West Cedar Drive.
- The Draft Environmental Impact Statement will not be released for review until after the November 1, 2012 Commission meeting, but will be finalized prior to the Final Master Plan submission to the Commission for review.
- NIH has referred the draft Master Plan to the Maryland State Department of Planning Referral Clearinghouse and the Maryland-National Capital Park and Planning Commission (M-NCPPC) for review and comment pursuant to NCPC guidelines.

## RECOMMENDATION

The Commission:

**Provides** the following comments on the draft 2013 NIH-Bethesda Campus Master Plan and draft Transportation Management Plan for transmittal to the Department of Health and Human Services (DHHS) and National Institutes of Health:

**Commends** NIH for developing a thorough draft 2013 NIH-Bethesda Campus Master Plan that will develop the campus into a more environmentally-sustainable place by reducing impervious surface; removing surface parking; increasing open/green space; and requiring future development to meet the policies contained in the Energy Policy Act of 2005, the Energy Independence and Security Act of 2007, and the 2011 HHS Sustainable Buildings Plan.

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**Recommends** that NIH revise the draft Transportation Management Plan to include all the information that is required by NCPC submission guidelines for master plans, as follows:

- (1) a description of existing and projected peak hour traffic by mode, with indicated points of entrance and exit, the number of existing and proposed bicycle spaces, as well as transit routes and stops and pedestrian facilities serving the installation, both on-site and in the nearby area; and a summary of existing and proposed parking by type of assignment (official cars, vanpools, carpools, single-occupant vehicles, handicapped persons, visitors, etc.);
- (2) a description of the Federal agency's existing strategies for assisting employees' commute to work;
- (3) stated goals and objectives for the TMP, such as trip reduction, mode split changes, or vehicle occupancy rate increases;
- (4) an evaluation of projected transportation impacts resulting from master plan developments and description of potential TMP mitigation measures;
- (5) a description of the process for monitoring and evaluating the achievement of goals and objectives and adjusting TMP strategies, as needed; and
- (6) a summary of the relationship of the TMP provisions to transportation management and air quality requirements of local, state and regional agencies, including provisions for working cooperatively with affected agencies to address those requirements.

**Recommends** that NIH revise the draft Transportation Management Plan to include background information on the NIH commuter survey (frequency, method of delivery, how the survey respondents are selected, etc.) and a complete set of usable survey results that show breakdowns for how each survey question was answered.

**Recommends** that NIH amend the draft 2013 NIH-Bethesda Campus Master Plan to adhere to the applicable 2004 Comprehensive Plan employee parking ratio goal of 1:3, or successfully demonstrate why the federal campus is unable to attain the 1:3 ratio goal through a detailed, thorough analysis that includes forecast, cost, and primary travel mode information.

**Recommends** that NIH work with Montgomery County, State of Maryland, Naval Support Activity Bethesda, and local community to help implement the planned underpass/high speed elevators project; a potential future "Kiss-n-Ride" area along the east-side of Rockville Pike, potential future Bus Rapid Transit (BRT) lanes along Rockville Pike and Old Georgetown Road, and a future Bikeshare station in the vicinity of the Medical Center Metrorail Station.

**Recommends** that NIH study the potential traffic impact of any new driveway along West Cedar Lane in greater detail; to design any new driveway to be consistent with the character of the adjacent residential neighborhood; and to work in consultation with the community and the M-NCPPC during the project's planning and design phases.

**Recommends** that NIH carefully consider and incorporate all DEIS and draft Master Plan comments into the final Master Plan to the maximum extent feasible.

**Recommends** that NIH refer a draft final version of the 2013 NIH-Bethesda Campus Master Plan to M-NCPPC for review, prior to submission to NCPC for final review.

**Recommends** that NIH revise draft Master Plan Section 3.3 to accurately reflect Montgomery County's planning initiatives, and to revise any affected Master Plan recommendations to ensure that the 2013 NIH-Bethesda Campus Master Plan's recommendations are as consistent with County policies to the maximum extent feasible.

**Recommends** that NIH explore the feasibility of complying with Montgomery County's Forest Conservation Plan standards and develop an Urban Forest Conservation Plan to reflect the final 2013 NIH-Bethesda Campus Master Plan that meets the County standards.

**Recommends** that NIH strive to eliminate construction staging and temporary parking within the campus's 250-foot buffer to the maximum extent feasible, and to reflect this goal in the final 2013 NIH-Bethesda Campus Master Plan.

**Recommends** that NIH strive to minimize the visual impact of the existing Commercial Vehicle Inspection facility from Rockville Pike to the maximum extent feasible, and to reflect that goal in the final 2013 NIH-Bethesda Campus Master Plan.

**Recommends** that NIH coordinate all significant new construction projects with M-NCPPC and the local community, in addition to the NIH Community Liaison Council group.

## PROJECT REVIEW TIMELINE

<b>Previous actions</b>	<b>January, 2005</b> – Approval of 2003 NIH-Bethesda Campus Master Plan Update.
<b>Remaining actions</b> (anticipated)	<b>Winter/Spring 2013</b> - Approval of Final NIH-Bethesda Campus Master Plan and Transportation Management Plan

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## Table of Contents

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I. Project Description .....	7
Site.....	7
Background.....	9
Proposal.....	10
Executive Summary .....	51
Analysis.....	52
Comprehensive Plan for the National Capital .....	60
Relevant Federal Facility Master Plan .....	61
National Environmental Policy Act (NEPA).....	61
National Historic Preservation Act (NHPA) .....	62
III. Consultation .....	62
Coordination with local agencies .....	62
IV. Appendices .....	64

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## Figures and Tables

---

Figure 1: Vicinity Map.....	7
Figure 2: National Institutes of Health (NIH) – Bethesda Campus .....	8
Figure 3: “Redevelopment” (Alternative 2) Scenario Projects.....	12
Figure 4: Illustrative NIH-Bethesda Campus Master Plan.....	13
Figure 5: NIH-Bethesda Campus Concept Diagram .....	14
Figure 6: North Research Cluster Illustrative Plan.....	15
Figure 7: Administrative Center Cluster Illustrative Plan.....	16
Figure 8: East Research Center Cluster Illustrative Plan.....	17
Figure 9: Biomedical Research Education Center Cluster Illustrative Plan .....	18
Figure 10: Central Research Cluster Illustrative Plan .....	19
Figure 11: West Research Cluster Illustrative Plan .....	20
Figure 12: South Research/Service-Support Clusters Illustrative Plan .....	21
Figure 13: Officers’ Quarters District Illustrative Plan .....	22

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Figure 14: Convent District Illustrative Plan.....	23
Figure 15: Phase 1 Plan.....	24
Figure 16: Phase 2 Plan.....	25
Figure 17: Phase 3 Plan.....	26
Figure 18: NIH-Bethesda Campus Landscape Concept Plan.....	27
Figure 19: NIH-Bethesda Campus Vehicular Circulation.....	29
Figure 20: Montgomery County Development Pattern (NIH-Bethesda Campus Context).....	30
Figure 21: Future Internal Roadway Improvements.....	31
Figure 22: NIH-Bethesda Campus Shuttle System.....	32
Figure 23: Future MD355 (Rockville Pike) Under-Crossing Concept Illustration.....	33
Figure 24: NIH-Bethesda Campus Bicycle Infrastructure.....	42
Figure 25: Recommended NIH-Bethesda Campus Building Setbacks.....	43
Figure 26: Recommended NIH-Bethesda Campus Maximum Building Heights.....	44
Figure 27: Critical Area Building Height Envelope Sections.....	45
Figure 28: NIH-Bethesda Campus Pedestrian Distances.....	46
Figure 29: NIH-Bethesda Campus Lighting Concept Plan.....	47
Figure 30: NIH-Bethesda Campus Comm. Vehicle Inspection (CVI) and Gateway Center.....	49
Figure 31: NIH-Bethesda Campus Historic Resource Locations.....	50
Table 1: Maximum Potential Employee Population Increase.....	11
Table 2: Existing NIH-Bethesda Campus Employee Population.....	11
Table 3: 2020 Average Future Daily Ridership – Medical Center Metrorail Station.....	33
Table 4: Projected Maximum Daily NIH-Bethesda Campus Trip Generation.....	38
Table 5: NIH-Bethesda Campus Parking Utilization Summary.....	39
Table 6: NIH-Bethesda Campus Peak Hour Trips / Campus Population.....	40

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## I. PROJECT DESCRIPTION

### Site

The NIH Bethesda campus is a 310-acre parcel situated directly to the north of the Bethesda Central Business District, in Montgomery County, Maryland as shown in Figure 1. The principal boundaries of the campus are Rockville Pike (MD-355) on the east, West Cedar Lane on the north, Old Georgetown Road on the west, and the Edgewood/Glenwood and Battery Lane residential neighborhoods on the south as shown in Figure 2.

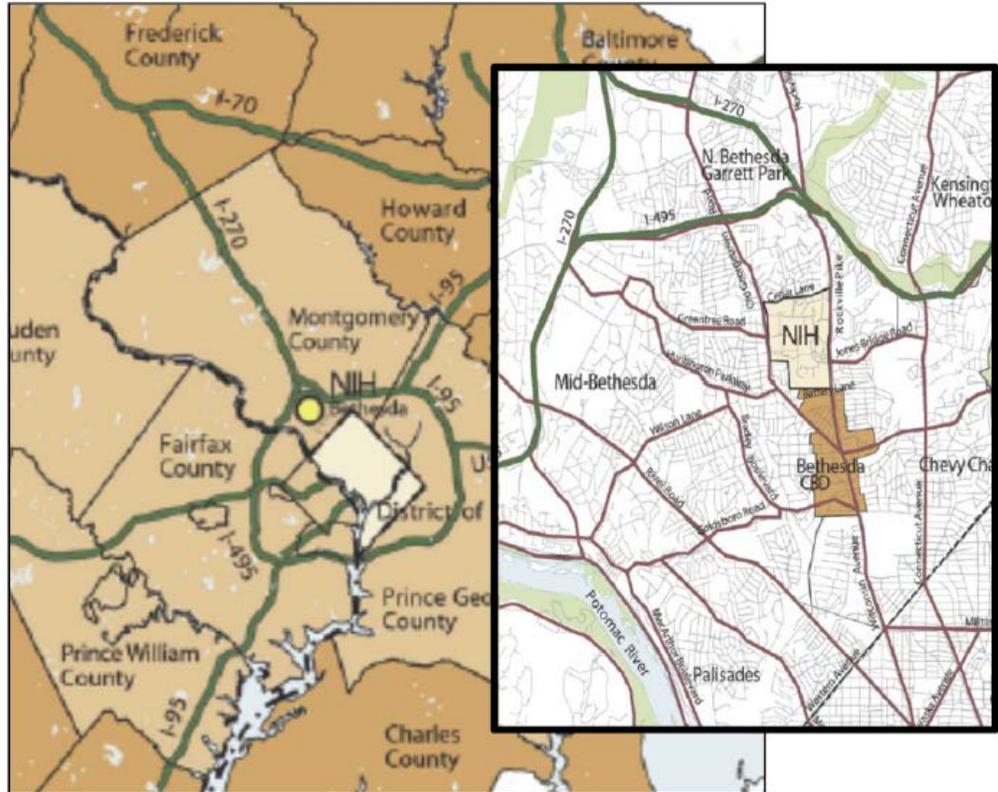


Figure 1: Vicinity Map

The initial appearance of the NIH-Bethesda Campus from the edge of the site is of buildings placed in a rolling, wooded landscape. The character of the site is created by influential topographic changes (a drop of over 150 feet across the site), and by the existence of mature trees and tree groupings around the campus perimeter. There is a strong landscaped buffer around the perimeter of the campus, with a more intensely developed core at the center of the campus.

The largest land use (36%) on the site is undeveloped open space. The largest undeveloped open areas occur at the perimeter of the site in four primary locations: the northwest corner of the campus; along Rockville Pike between Wilson and Center Drives; the southeast corner of the campus near the Library of Medicine (Building 38); and the area southwest of the Animal Facility Building (14/28 complex). The perimeter buffer zone of the campus comprises approximately 22% of the land use (68 acres), with a consistent 250-foot width along the campus

perimeter. Roadways/walks (circulation) and buildings are the third and fourth largest categories with 17% (53 acres) and 16% (50 acres) of the land area, respectively.

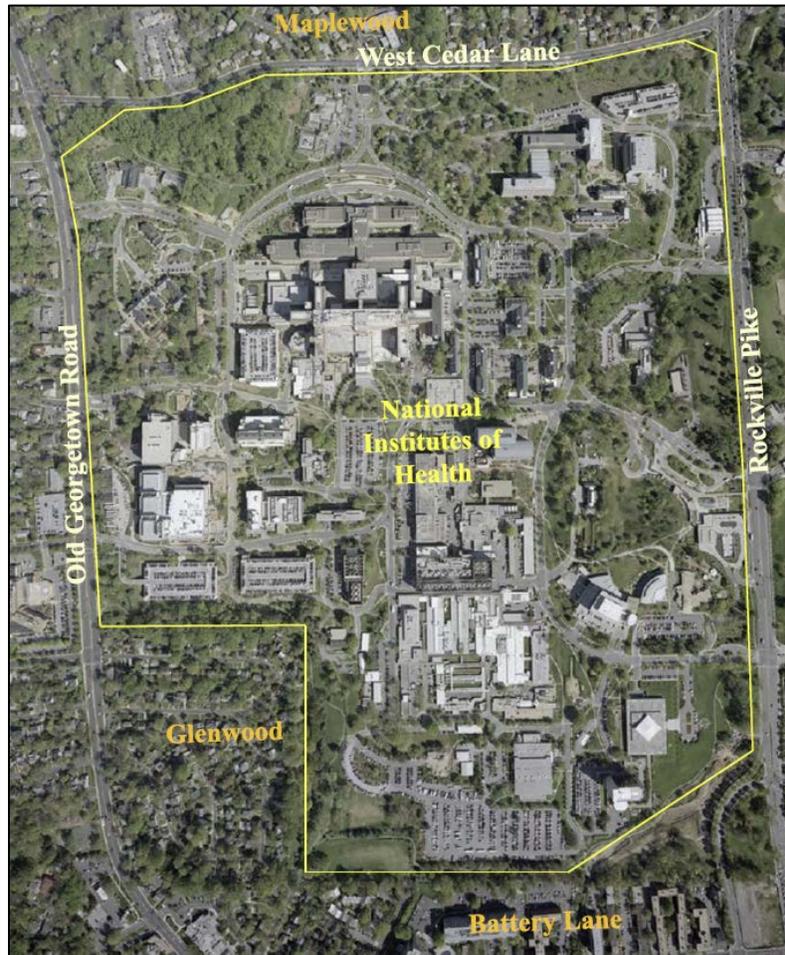


Figure 2: National Institutes of Health (NIH) – Bethesda Campus

Parking is the smallest use category with 9% (28 acres) of the campus land area. There are currently six major functional building uses on the NIH-Bethesda Campus as follows: Clinical Center Complex/Patient Care; Research; Administrative/Special Function; Service/Support Utilities; Animal Services; and Residential.

The existing Bethesda Campus houses approximately 11.9 million total Gross Square Feet (GSF) of development (not including parking structures) on 310 acres of land, with an employee population of 20,594, and approximately 8,900 employee (10,000 total) parking spaces. For comparison, the Bethesda Central Business District is located on 451 acres of land, with 6.85 million square feet of office space, and a total a public parking inventory of approximately 7,500

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spaces.<sup>1</sup> The NIH-Bethesda Campus's current daily employment population would rank the facility as the 13<sup>th</sup> largest city in the State of Maryland (comparable to Cumberland and Westminster, Maryland) using the latest population figures from the 2010 United States Census.

### **Background**

At its January, 2005 meeting, the Commission approved a 2003 Master Plan Update for the NIH-Bethesda Campus, which included 4.6 million gross square feet of new occupiable federal building space and accommodated a maximum employment level of approximately 22,000 employees. In addition, the submission included preliminary and final site and building plans for the Commercial Vehicle Inspection facility and a new visitor center/screening building known as The Gateway Center. The 2005 Commission action reads as follows:

- Approves the 2003 Master Plan Update for the National Institutes of Health, as specified in the report, *Draft Master Plan 2003 Update*, dated September 2004, but requests revision of the Plan's identified employee parking ratio to conform to the Commission adopted 2004 Comprehensive Plan, no later than one year after this approval, and submittal to the Commission of a Forest Conservation Plan that will include all of the items the Maryland National Capital Park and Planning Commission staff asked to be addressed, as soon as possible.
- Commends NIH on preparing a comprehensive master plan update.
- Recommends that NIH implement telecommuting objectives at the Bethesda Campus which could assist to meet the adopted employee parking ratio during a substantial portion of the federal work week. The specific strategies to be achieved to address the newly adopted parking ratio should be presented in a submission of the next preliminary plans for any new construction evolving from the 2003 Master Plan Update, and should be developed and provided as a separate addendum to the master plan and fully documented regarding all analysis and conclusions.
- Approves the preliminary and final site and building plans for the Commercial Vehicle Inspection Facility and the Gateway Center Project, as shown on NCPC Map File No. 3101.20(38.00)-41525 and NCPC Map File No. 3101.20(38.00)-41524, respectively, with the strong recommendation that the Commercial Vehicle Inspection Facility perimeter street-side planting be developed with trees of no less than four-inch to six-inch caliper diameter, and that the 12 Scholar trees be replaced with American Linden or similar species.

Prior to that, in October, 1999, the Commission approved a modification to the 1995 NIH Master Plan for the Northwest Quadrant of the campus, and strongly urged NIH:

- To provide the natural resources and forest inventory information that the Montgomery Planning Board has requested as soon as feasibly possible.

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<sup>1</sup> The data was supplied by the Maryland-National Capital Park and Planning Commission, using an information service called, CoStar.

- To initiate the Section 106 Historic Preservation Review process with the Maryland State Historic Preservation Office (MD SHPO) for the new Guest House when detailed building design and siting information is available.

At its February 1996 meeting, the Commission approved the Land Use, Circulation, Site Development, and Landscape elements of the 1995 NIH Master Plan to accommodate a maximum potential employment level of 18,000, with the understanding that:

- The location and height of the proposed Building E will require further study closer to the time of development, in order to protect the viewshed between Building 1 and the Naval Medical Center tower.
- NIH will continue implementing its successful Transportation Management Plan and seek additional methods to reduce the employee parking ratio below 0.45, reevaluating the parking program at least every five years, and paralleling the construction of parking with actual employment levels.
- The calculation of employee parking ratios will reflect the reasonably expected daytime demand level, factoring out weekend and night-shift employees and the average number of employees absent per day.
- Building heights will be governed by the full range of special height considerations suggested in the Master Plan, such as scenic relationships, historic building contexts, open space areas, transitional elements, and varied massing.

### **Proposal**

The current draft 2013 Master Plan (formally referred to as the 2013 Comprehensive Master Plan – NIH Bethesda Campus) is an update to the existing 2003 Master Plan in support of the organization's mission, "to seek fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to enhance health, lengthen life, and reduce the burdens of illness and disability." The draft 2013 Master Plan is designed to accommodate future development to meet the following NIH goals:

- Goal 1: Foster innovative research to improve the nation's health.
- Goal 2: Support the evolving requirements for biomedical research and education.
- Goal 3: Provide a secure and supportive environment for the people involved in NIH activities, including scientists and professional/administrative staff, visitors, patients, their families, and residents.
- Goal 4: Respect the stability and integrity of the surrounding residential community.
- Goal 5: Protect the environment of the NIH campus and its impact on the region.
- Goal 6: Foster communication about NIH goals and policies.
- Goal 7: Meet the Federal Real Property Council's Performance Measures.

The draft Master Plan translates the goals into six basic planning principles<sup>2</sup> to help evolve the campus into a form that allows NIH to reduce its leased-research space (which is currently a significant operational cost); to construct new biomedical research laboratories and animal research facilities; and to minimize the amount of necessary new administrative space.

The draft 2013 Master Plan has a timeframe of 20 years (until 2033), and includes 28 total projects (26 projects are currently unfunded), which will add a total of 2.375 million square feet of development in support of a maximum total on-campus population of 23,859.<sup>3</sup> 1.6 million square feet of new space will be dedicated to research and 775,000 square feet of the new space will be dedicated to administrative and support uses. The maximum future population would result from a maximum increase of 3,265 people (Table 1) above the Bethesda Campus’s current population (Table 2). The proposed draft Master Plan includes an employee parking space increase of 1,500 net new spaces (11,500 total spaces).<sup>4</sup>

Personnel Category	Number of Personnel
FTE Federal Employees	1,406
Contractors	701
Fellows	507
New Program Growth	651
<b>Total Bethesda Campus Population Growth</b>	<b>3,265</b>

Table 1: Maximum Potential Employee Population Increase

Personnel Category	Number of Personnel
FTE Federal Employees	10,472
Contractors	4,288
Auxiliary	2,349
Tenants	582
Fellows	2,903
<b>Bethesda Campus Total</b>	<b>20,594</b>

Table 2: Existing NIH-Bethesda Campus Employee Population

As part of the Master Plan’s development process, NIH formulated three potential future scenarios. Alternative 1 is a minimum scenario that includes only two projects (which are currently under construction), and assumes a minimal employee population increase. Alternative 2 (identified as the “Redevelopment” Alternative) assumes the replacement of laboratories

<sup>2</sup> The principles are designed to emphasize the following campus features: 1) Open Space, 2) Development Clusters, 3) Internal Access, 4) Development in Proximity to Metro, 5) Architectural Image, and 6) Functional Relationships.

<sup>3</sup> The draft Master Plan includes different numbers for the existing on-campus population (i.e. 20,000 and 20,594), projected increase (i.e. 3,000, 3,300, and 3,265), and total future campus populations (i.e. 23,000 and 24,000). For the purposes of this analysis, staff will use the existing population number found on page 4-56 (20,594) and projected increase number found on page 5-34 (3,265) for a total future campus population of 23,859.

<sup>4</sup> The proposed parking increase will maintain the campus’s existing 1:2 employee parking space ratio.

constructed in the mid-20<sup>th</sup> century with new state-of-the-art facilities, and that vacated older laboratory space will be adapted for new office, support, and other “dry” lab<sup>5</sup> uses. The draft Master Plan identifies Alternative 2 as the NIH “preferred” alternative since it satisfies the greatest number of NIH’s stated goals/objectives. As such, the draft Master Plan is based on this future development scenario, which includes a total of 28 future (26 are currently unfunded) projects. Alternative 3 is a maximum development scenario that will accommodate the relocation of all current off-site NIH personnel to the Bethesda Campus (which would result in an on-campus population increase of approximately 10,000 people), with the exception of quasi-commercial, off-campus, leased facilities. Figure 3 shows most of the significant projects included in Alternative 2 during the next 20 years, and Figure 4 shows these projects are more defined within the illustrative campus plan.

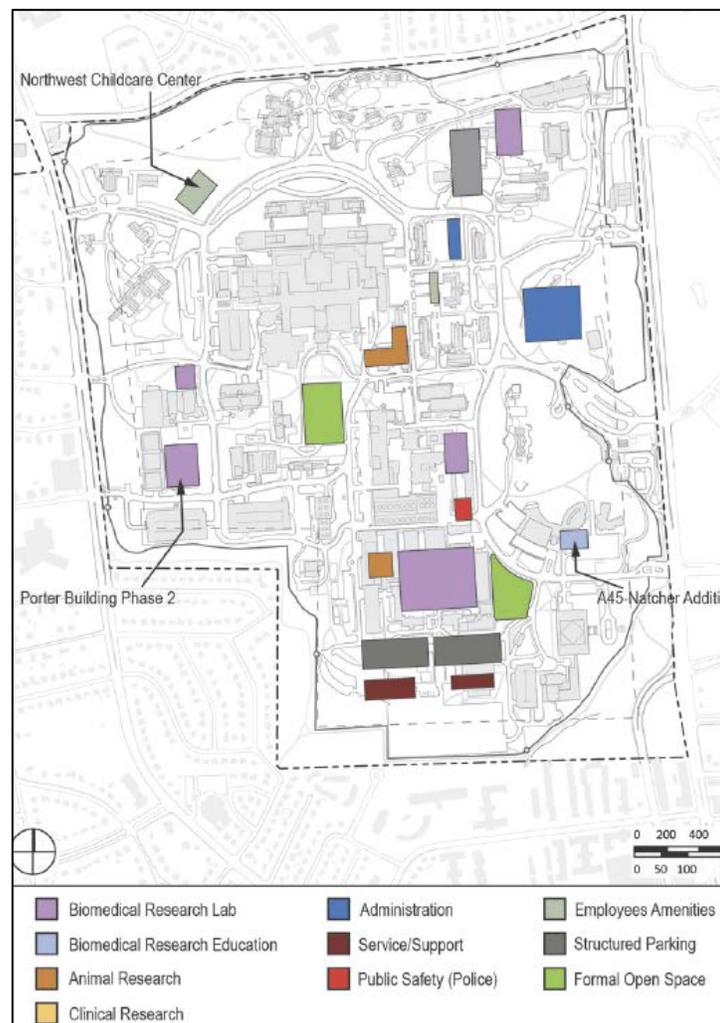


Figure 3: “Redevelopment” (Alternative 2) Scenario Projects

<sup>5</sup> “Dry Lab” definition: A laboratory used for computer simulations or data analysis (i.e. bioinformatics).

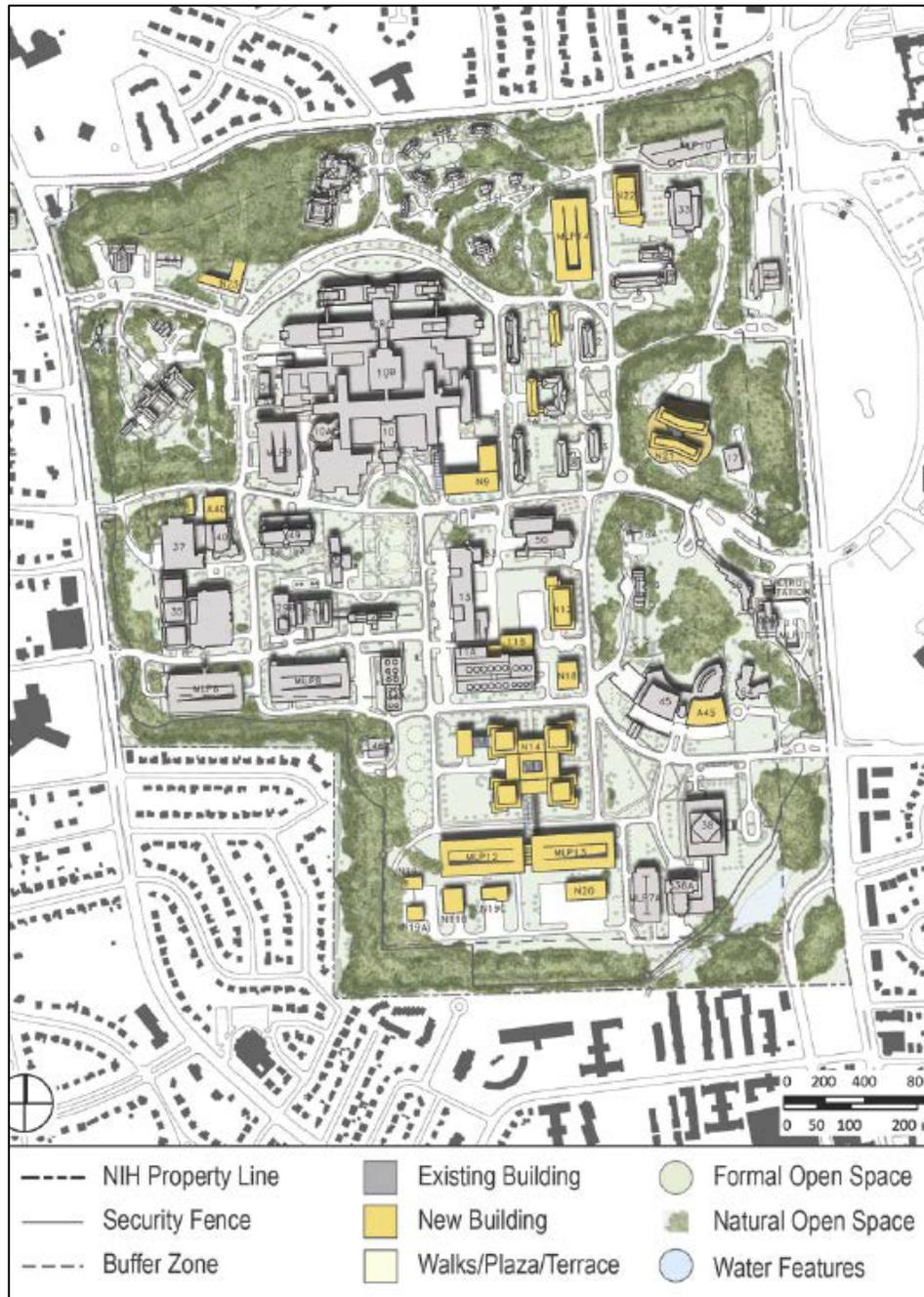


Figure 4: Illustrative NIH-Bethesda Campus Master Plan

The draft Master Plan will develop the Bethesda Campus into five different research-based clusters, one administrative cluster, two service-based clusters, and one biomedical research education cluster (nine clusters total) as shown in the following Figure 5. In comparison, the previous 2003 Master Plan Update organized the campus into eleven “sectors”, with smaller “sub-areas” of similar architectural/urban design appearance and functional uses.

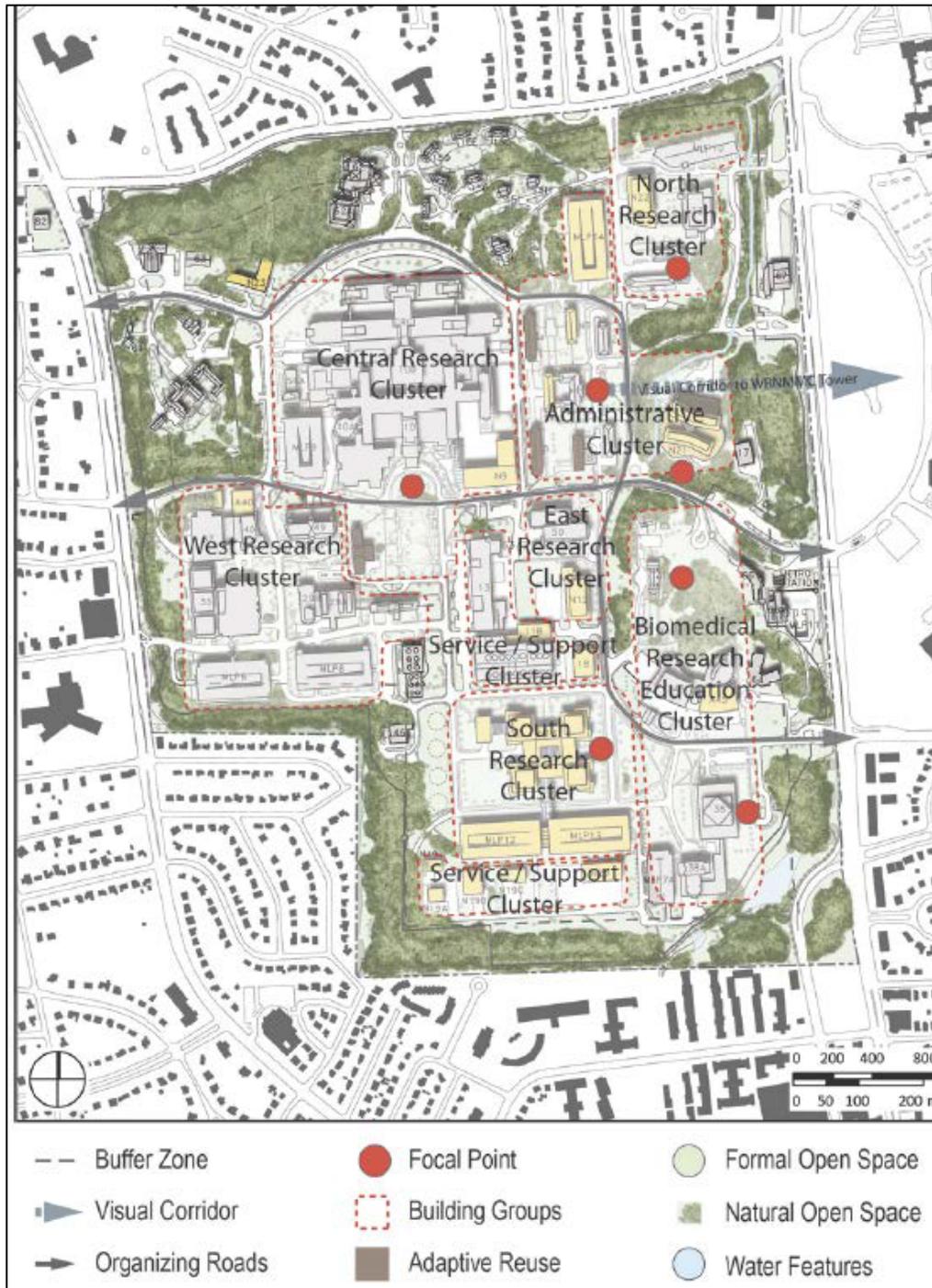


Figure 5: NIH-Bethesda Campus Concept Diagram

The draft 2013 Master Plan includes brief descriptions for each of the cluster areas (summarized in the following sections), and shows the various proposed future projects within the context of these smaller areas.

*North Research Cluster*

The North Research Cluster will consist of approximately 14 acres of land, and will include one new proposed building project - a five-story (with interstitial space), 287,808 gross square feet (GSF) biomedical research laboratory (Building-N22). The new building will form a quadrangle shared by Building-33 and Building-6B as shown in the following Figure 6 graphic. The draft Master Plan notes that care should be taken to provide landscape screening to avoid negative impacts to the prominent view into campus from the corner of Rockville Pike and West Cedar Lane, and that the remaining historic setting of Building-6 should be protected.

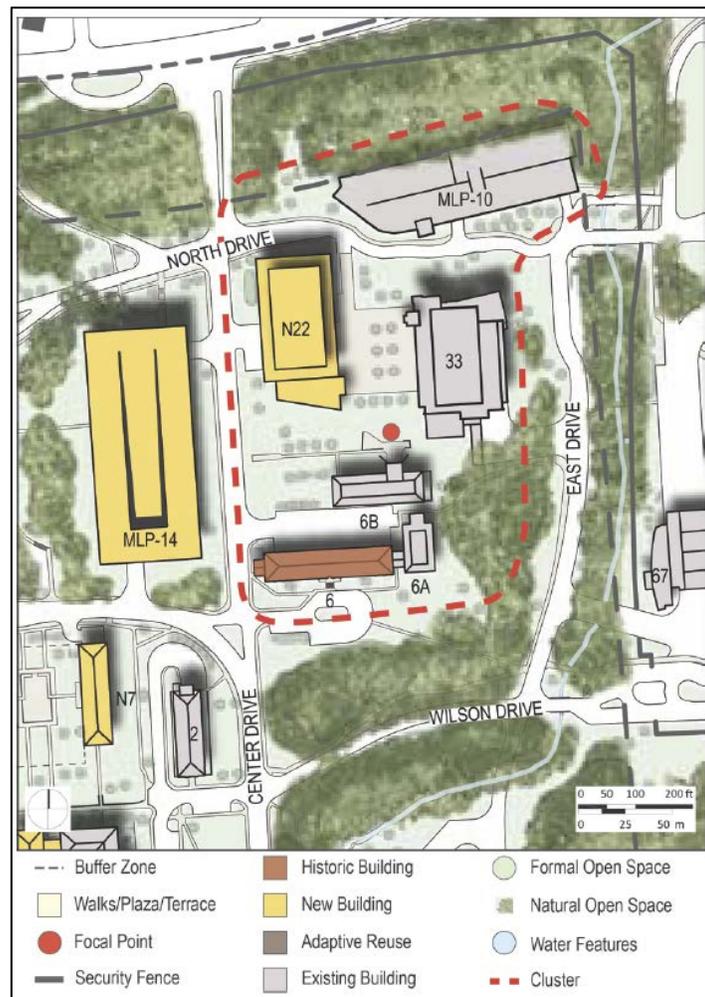


Figure 6: North Research Cluster Illustrative Plan

*Administrative Cluster*

The Administrative Cluster will encompass approximately 22 acres, located on the east-side of the campus in close proximity to the Medical Center Metrorail Station. Most of the NIH headquarters functions will be located in the cluster, within existing Buildings 1, 2, 3, 4, 5, 8A,

and a proposed new 601,039 GSF headquarters building (Building-N21). The new office building will have a two-story base, with two separate towers (one tower with five stories and the other tower with up to 17 stories). The new building will be located near the Metrorail station to encourage greater transit usage among the administrative employee population. The cluster will be supported by a new Multi-Level Parking structure (MLP-14) with approximately 400 spaces. A close-up view of the cluster area is shown in Figure 7.

The NIH Historic Core District, which is contained in this cluster, is defined by NIH's earliest structures (Buildings 1 through 6). One of the Master Plan goals is to enhance the historic setting of Buildings 1, 2, 3, 4 and 5 by removing most of the area's surface parking. The draft Plan recommends converting Buildings 4, 5 and 8 from research to administrative use, which will be similar to Building-1's current use. There is a proposal to construct a new NIH Data Center in the Historic District, with an appearance that is consistent with the surrounding historic architecture.

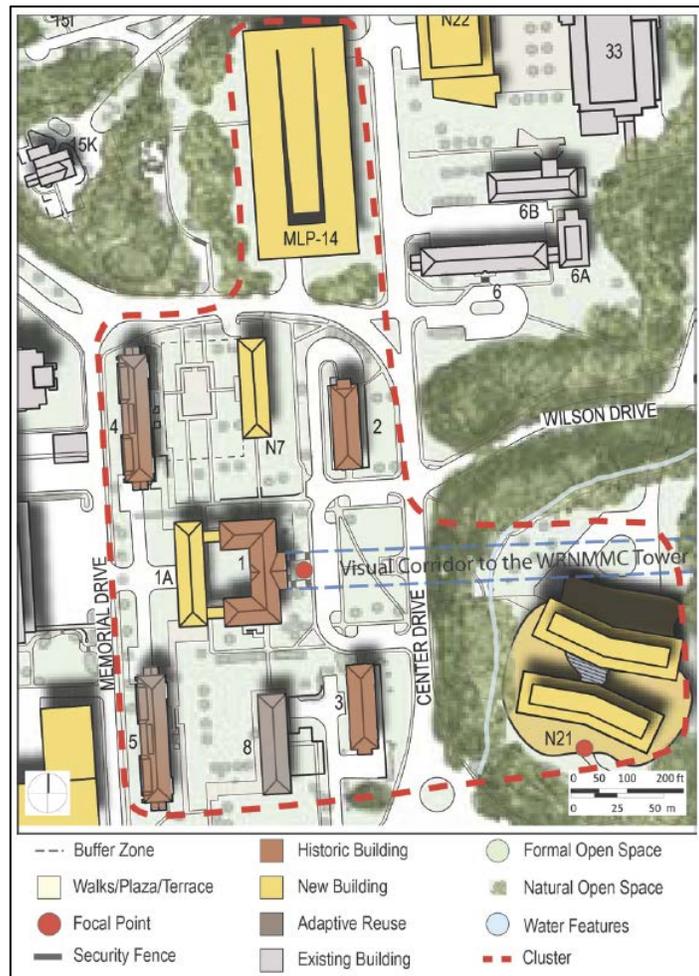


Figure 7: Administrative Center Cluster Illustrative Plan

*East Research Cluster*

The East Research Cluster will consist of approximately five acres, encompassing the existing Louis Stokes Building (Building-50) and a new five-story, 256,538 GSF laboratory building (Building-N12). The draft Master Plan proposes to redevelop the existing Building-12 site with a more intense and higher-scale laboratory building to capitalize on its close proximity to Metrorail and central on-campus location. A close-up view of the cluster area is shown in Figure 8.

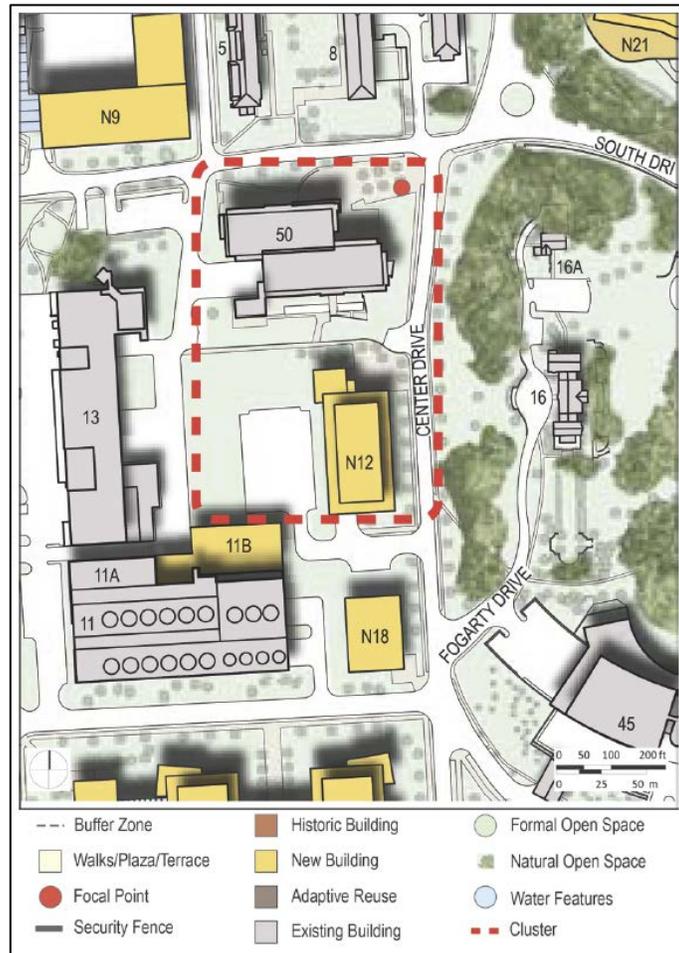


Figure 8: East Research Center Cluster Illustrative Plan

*Biomedical Research Education Cluster*

The Biomedical Research Education Cluster will be situated in the southeastern section of campus on approximately 19 acres, encompassing the historically-significant National Library of Medicine (Building-38) and Building-38A. The draft Master Plan proposes to construct a 87,461 GSF addition to the existing Natcher Building (Building-45), which will be located near two new

400-space parking garages (MLP-12 and MLP-13). A close-up view of the cluster area is shown in Figure 9.

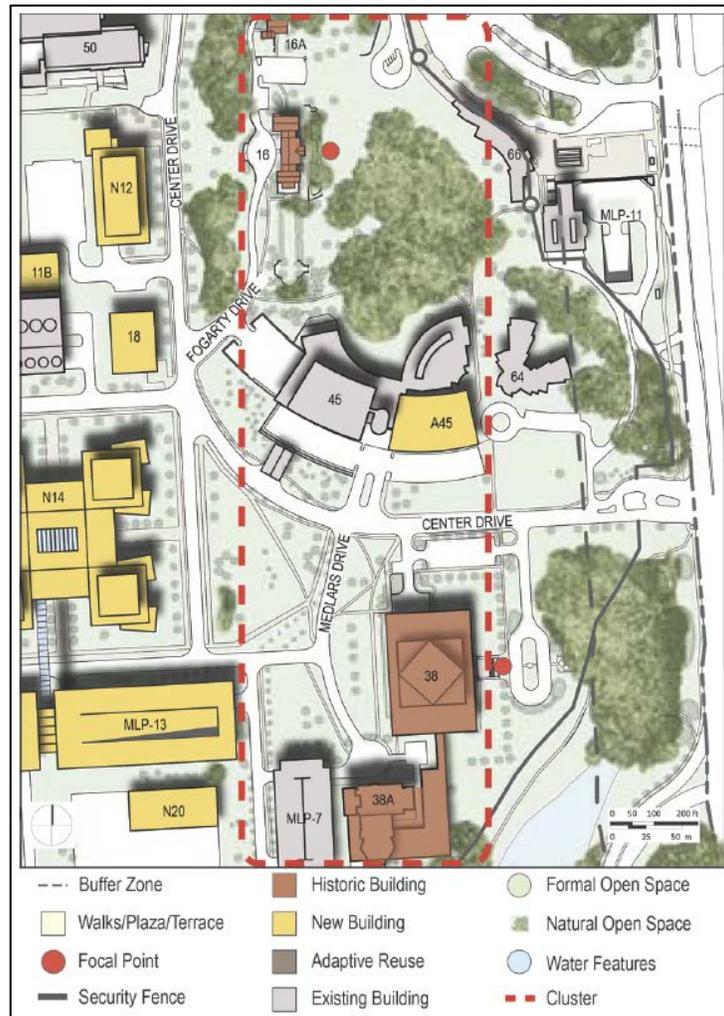


Figure 9: Biomedical Research Education Center Cluster Illustrative Plan

### Central Research Cluster

The Central Research Cluster will consist of approximately 33 acres, encompassing the Clinical Center Complex (Building-10); Building-30; a proposed new six-story, 299,891 GSF central “Animal Research Center” (ARC, Building-N9); and the proposed “Central Quadrangle”. The draft Master Plan assumes that Building-10 will continue to function as the Clinical Center in the future. Building-30 will be retained and adapted for use as physicians’ offices, and the draft Master Plan identifies the area for two underground water tanks (beneath the Central Quadrangle) to ensure potable water supply reliability and to supplement chilled water capacity.

The Central Quadrangle will serve as the primary outdoor “room” and symbolic heart of the campus, functioning as the primary on-campus gathering place for interaction and collegiality (a

goal of the draft 2013 Master Plan). At the north end of the Quadrangle, the space is terminated by a south-facing plaza, which can be used for recreation, seminars, and other NIH events. Functionally, the Central Quadrangle will help to organize future pedestrian movement through the center of campus, creating clearly defined north-south and east-west paths across campus. A close-up view of the cluster area is shown in Figure 10.

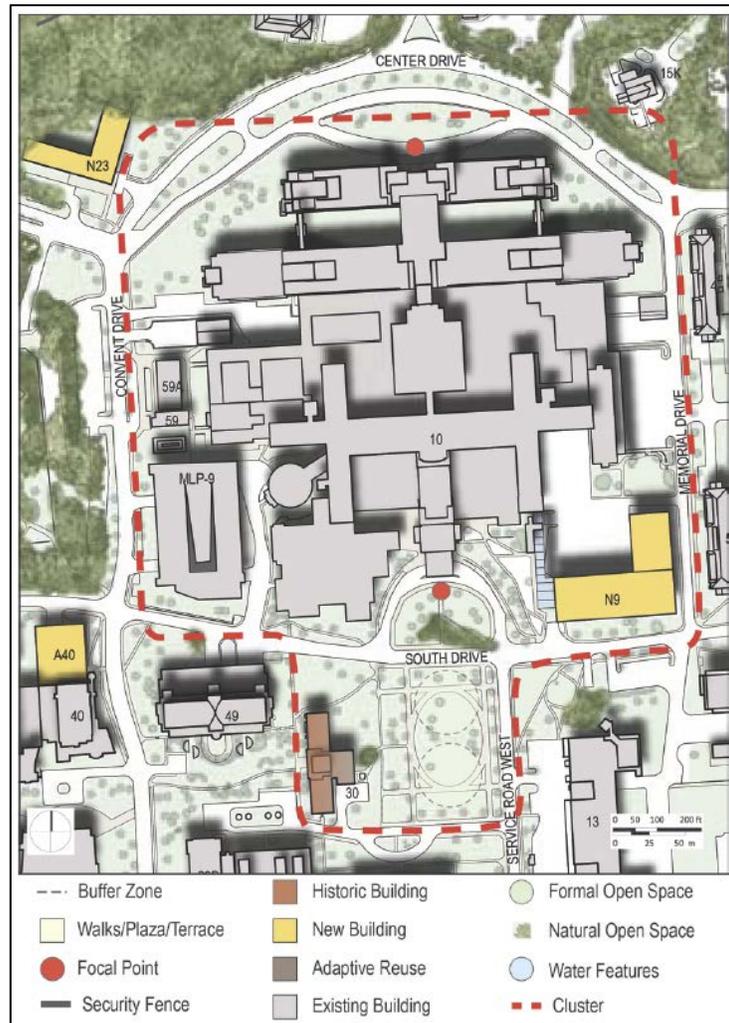


Figure 10: Central Research Cluster Illustrative Plan

### West Research Cluster

The West Research Cluster will encompass approximately 12 acres and include a new 46,200 GSF addition to Building-40 (A40) - The Dale and Betty Bumpers Vaccine Research Center. The cluster will also serve as the setting for other existing notable buildings such as the Building-29 Complex, the Porter Neuroscience Research Center (PNRC, Building-35), and The Silvio Conte Laboratory (Building-49). Phase 2 of the PNRC is one of two funded projects included in

the draft Master Plan (currently under construction), intended to replace Building-36. A close-up view of the cluster area is shown in Figure 11.

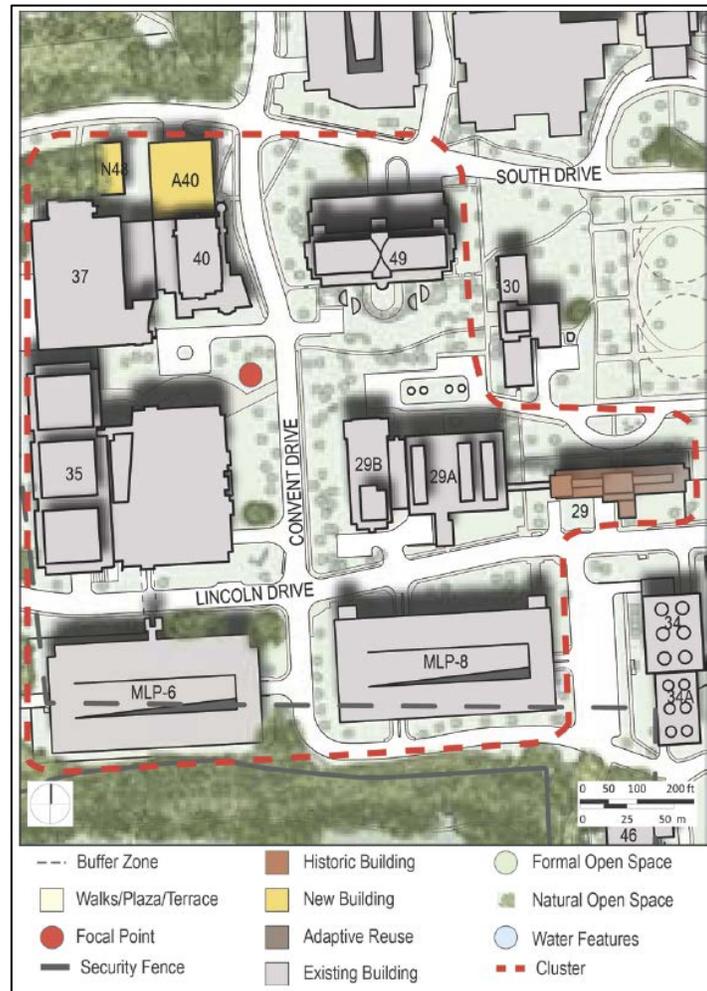


Figure 11: West Research Cluster Illustrative Plan

### South Research Cluster

The South Research Cluster will encompass approximately 13 acres, and be redeveloped with all new projects including: a four-story (with interstitial space), 774,504 GSF biomedical laboratory complex (N14) and animal research facility for large animals (canine and swine), and two (of three) new Multi-Level Parking structures (MLP-12 and MLP-13). The two MLPs, each with approximately 400 spaces, will connect to the new biomedical complex by a covered pedestrian bridge. The future new development will occupy the site of existing animal and laboratory facilities (Building-14/18/28/32 Complex) and a large surface parking lot. A close-up view of the cluster area is shown in the middle of Figure 12.

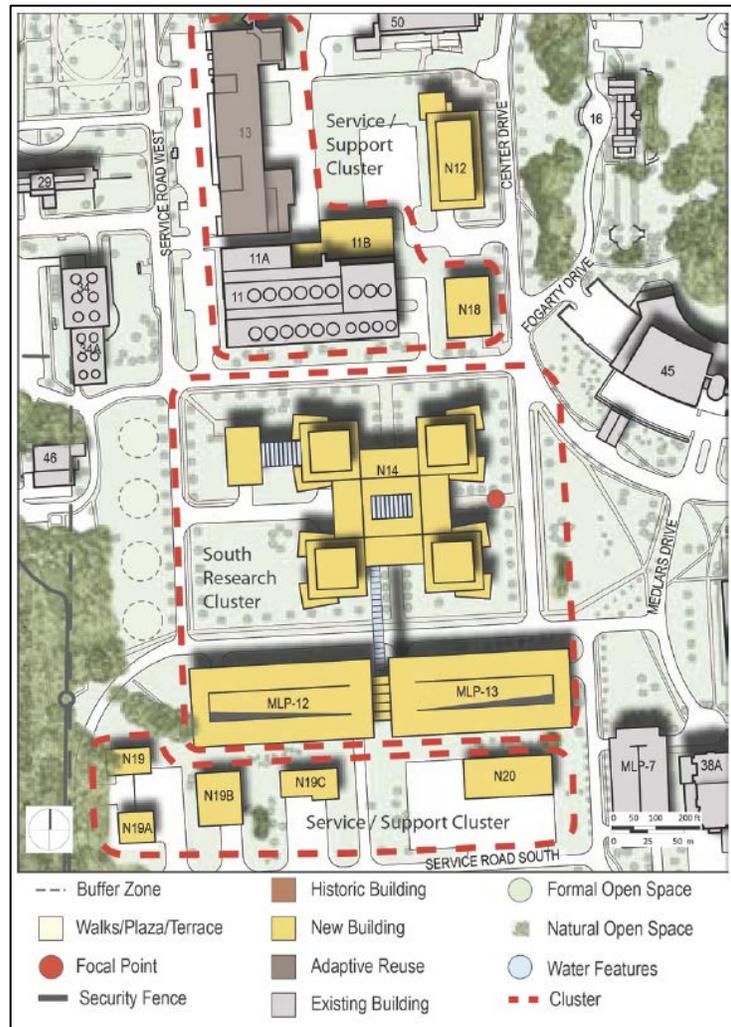


Figure 12: South Research/Service-Support Clusters Illustrative Plan

### Service and Support Clusters

The Central Service Support Cluster will encompass the existing Central Power Plant (Building-11); Central Chiller Plant (Building-34); Building-13; a proposed one-story, 18,782 GSF police station (Building-N12); a new 22,218 GSF grounds maintenance facility (N20); and a new 44,794 GSF waste management complex. A close-up view of the cluster area is shown on the top of Figure 12.

The Waste Management Complex will consist of four new buildings as follows: Mixed Waste Facility (N19), Chemical Waste Facility (N19A), Radiation Safety Facility (N19B), and the Biomedical Waste and Recycling Facility (N19C). All of these new buildings will be located on existing surface parking lots. A close-up view of the cluster area is shown on the bottom of Figure 12.

In addition to the previously described nine cluster subareas, the draft Master Plan describes two existing “districts” that will not undergo any significant physical changes under the plan. Summaries for each of the Districts are provided in the following sections.

*Officers' Quarters District*

The Officer's Quarters District is located on the north-side of the campus, consisting of duplex housing and two single-family, detached houses. All of the houses are eligible for listing in the National Register for Historic Places. Building 15K is the historic Wilson Estate. The draft Master Plan proposes conversion of all of the duplexes into office space, and conversion of the Wilson Estate (currently used as administrative space) into the NIH Director's House. The two detached houses are currently reserved for use by the U.S. Surgeon General and NIH Director. However, when not in use, the houses are used for students. A close-up view of the District area is shown in Figure 13.

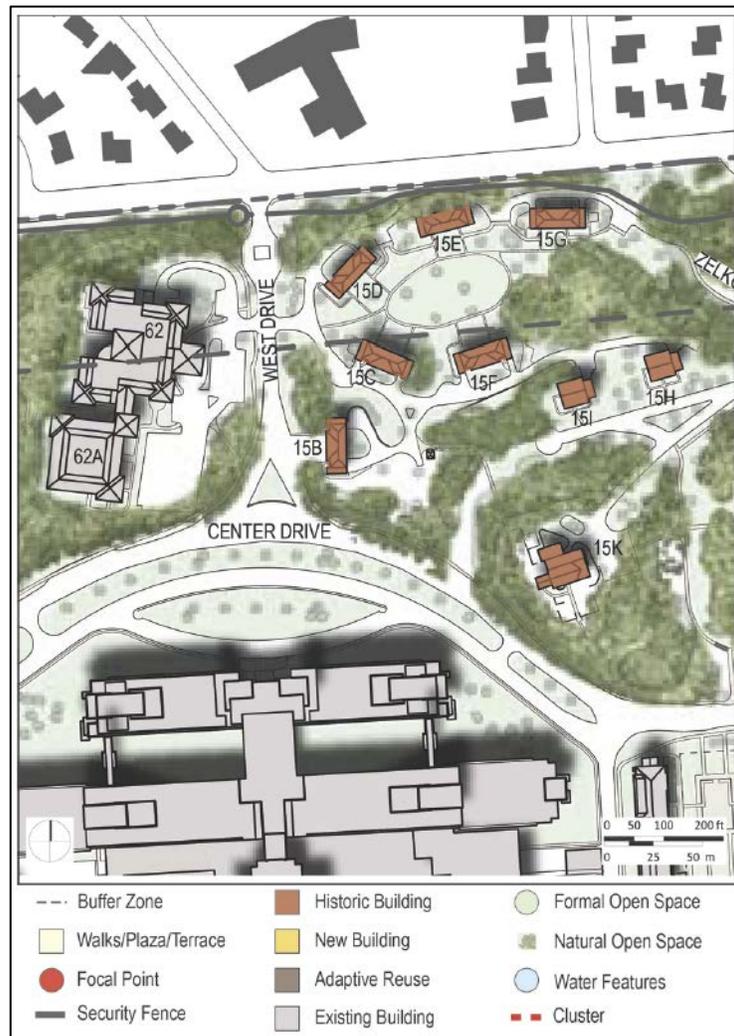


Figure 13: Officers' Quarters District Illustrative Plan

*Covent District*

The Convent District consists of the Convent (Buildings 60, 61, and 61A), the Family Lodge (Building 65), the NIH Fire Station (Building 51), North Electrical Substation (Building 63), and the Children's Inn (Building 62). NIH will construct the Northwest Child Care Center (NWCCC) (N23) in this District – one of two funded projects included in the draft Master Plan. This District was previously reviewed and approved by the Commission in November, 1999 as a modification to the Northwest Quadrant area of the 1995 NIH Master Plan. A close-up view of the District is shown in Figure 14.



Figure 14: Convent District Illustrative Plan

*Project Phasing*

The proposed 28 future projects will be developed over a 20-year timeframe, within three separate phases as shown in the following Figures 15, 16, and 17. Currently, only two of the 28 future projects are currently funded – the new Porter Neuroscience Research Center expansion (PNRC, Building-35) and the new Northwest Child Care Center. The draft Master Plan indicates that there will be very little campus growth during the next 5-10 years, with most of the projects planned for the latter years of the Master Plan.

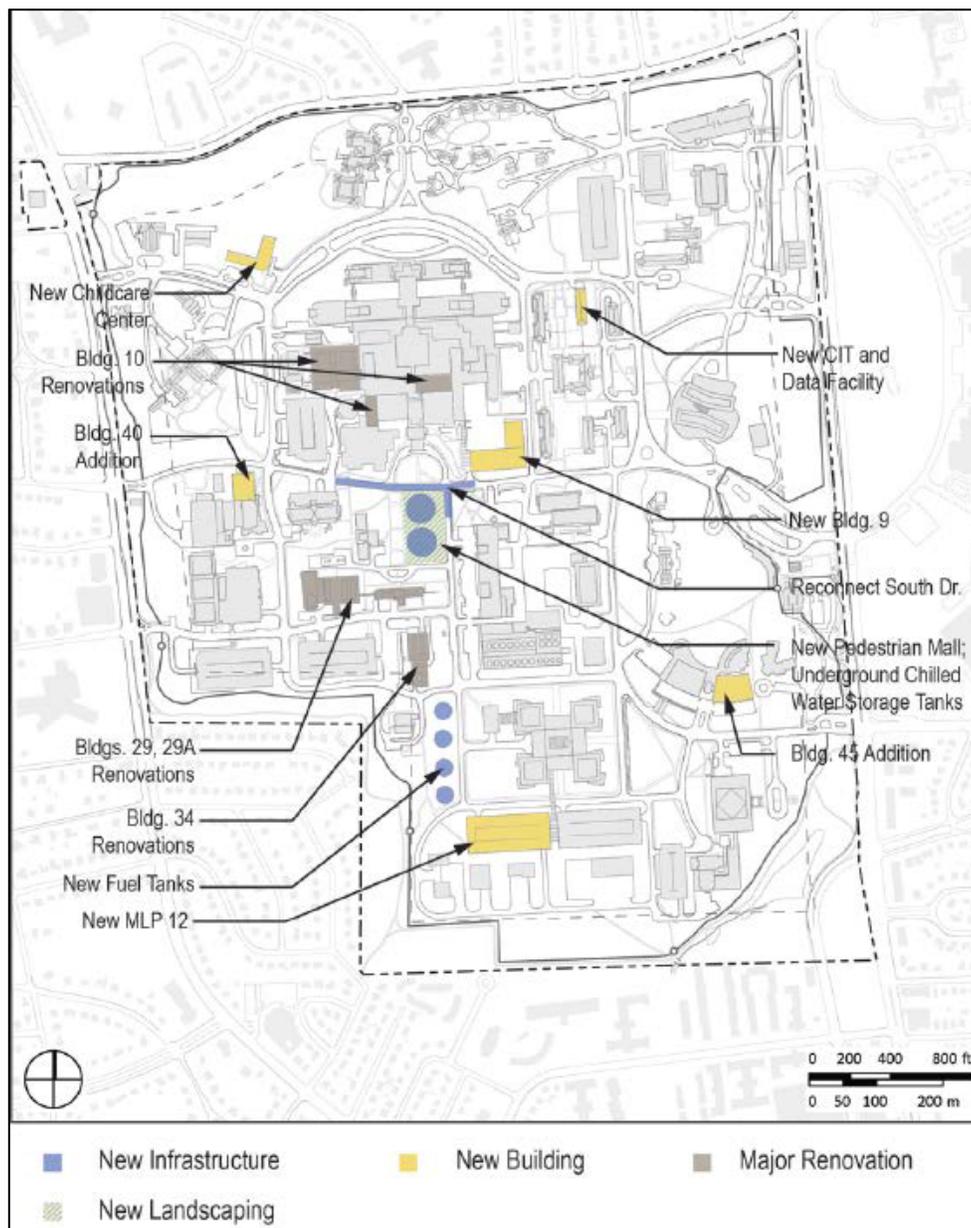


Figure 15: Phase 1 Plan

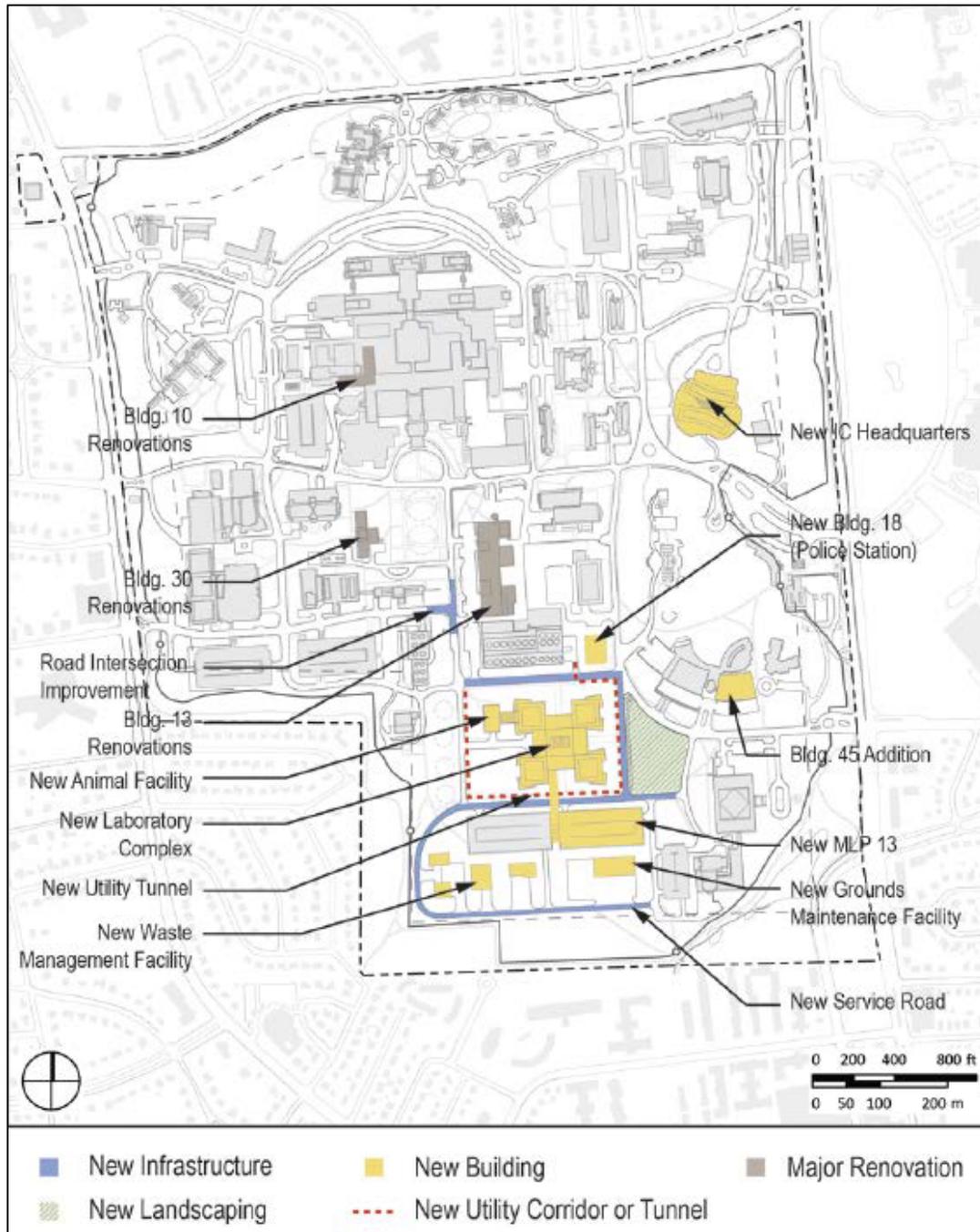
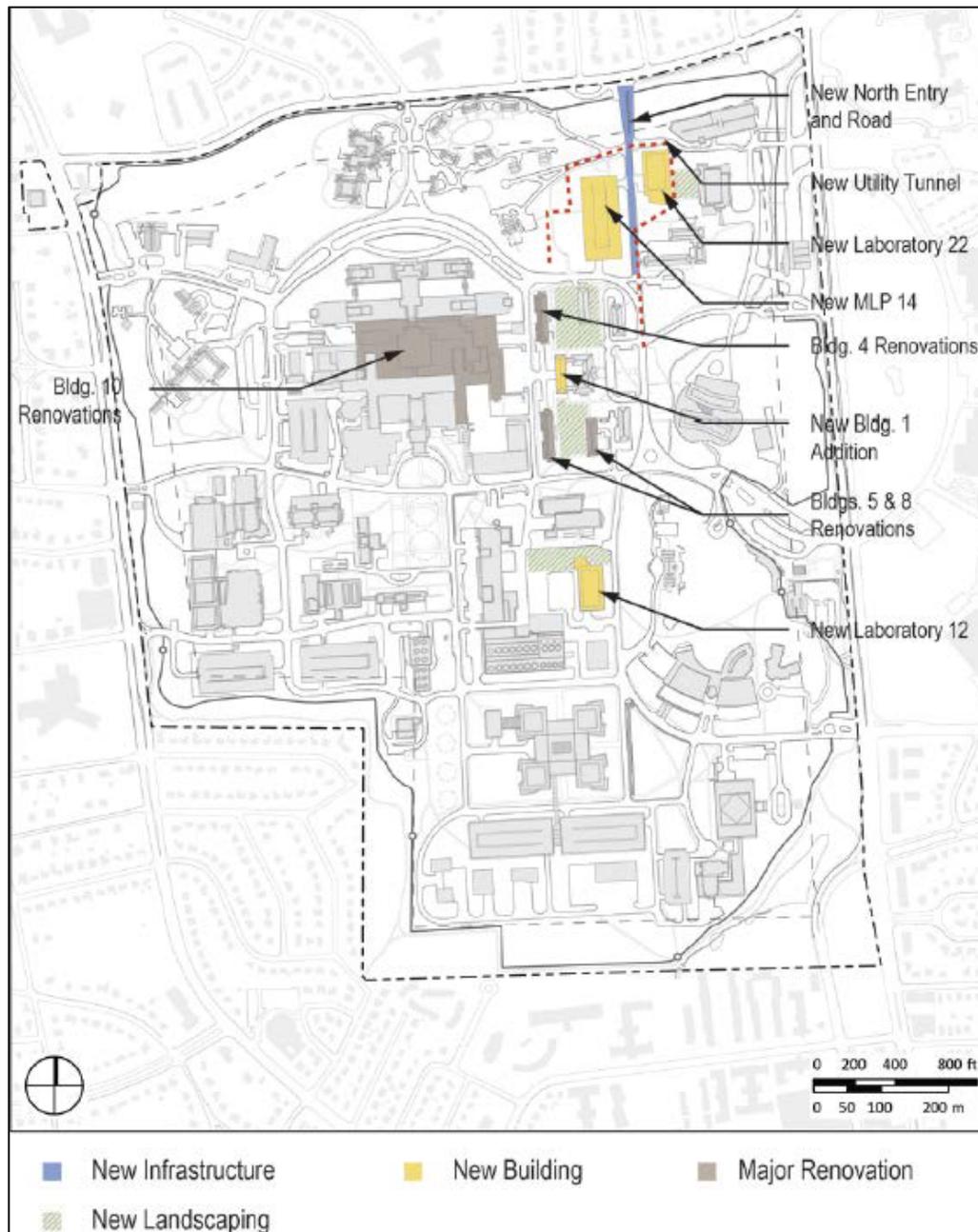


Figure 16: Phase 2 Plan



### *Open Space and Landscape*

The draft 2013 Master Plan includes the following guiding principles for open space and buffer landscapes as follows: Improving and strengthening the buffer to adjacent land uses; Giving the plan identity and structure; Articulating the circulation system; and Creating a hierarchy of open spaces which will encourage interaction among NIH staff and visitors. The draft Master Plan identifies eight different “formal” landscapes on the campus, and divides the established

perimeter buffer into four different landscape typologies, each with a distinct set of design guidelines. The following Figure 18 illustrates the future campus landscape concept.



Figure 18: NIH-Bethesda Campus Landscape Concept Plan

In particular, the draft Master Plan includes the following general guidelines for the northern and southern sections of the campus buffer, which are significant since most of NIH's closest private residential neighbors reside along the north and south sides of the campus.

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### North Campus Buffer

- Existing screen landscaping to remain
- Small-scale buildings with related vehicular access to remain
- Light recreational activity to be allowed
- Stream and storm water management areas to be allowed
- Landscape and lawns to remain allowing views to campus
- Service access drives to remain
- Dense landscape and elements to provide visual buffers
- No new activities to be programmed or encouraged
- Service access to be removed where possible
- Pedestrian path and employee entrance on the south side of the perimeter fence will remain

### South Campus Buffer

- Enhanced landscaping to provide additional screening
- Light recreational activity to be allowed
- Service access to remain
- Community event staging to be allowed
- Bicycle and pedestrian connections (east-west path to Medical Center Metro Station) allowed to cross the buffer outside of the campus perimeter fence

The draft Master Plan states that NIH has a one-to-one tree replacement policy that has been in effect since 1996, and that a new NIH Urban Forest Conservation Plan will be developed to reflect the 2013 NIH Bethesda Master Plan.

### *Campus Circulation*

The Bethesda Campus will have one future roadway access point for employees (on West Cedar Lane), one commercial vehicle entry, one visitor vehicle entry, and one patient-only vehicle entry. The patient entry will continue to be located along West Cedar Lane, and the commercial vehicle and public vehicle entries will continue to be located along Rockville Pike, which is considered to be the more “public” side of the campus. The following Figure 19 shows all of the future campus vehicular access points.

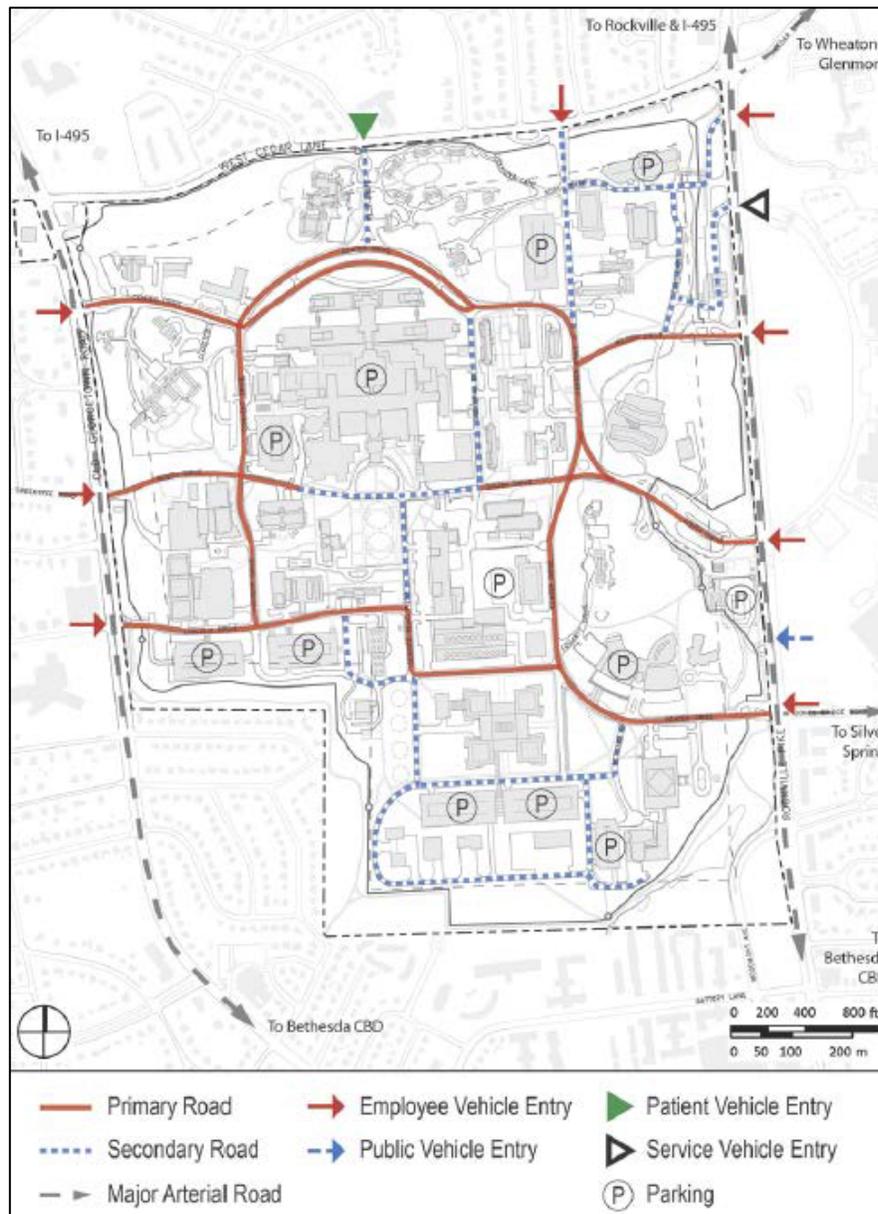


Figure 19: NIH-Bethesda Campus Vehicular Circulation

The future campus will depend upon an internal “ring” road (which currently exists) to allow for internal circulation/distribution of vehicular, transit, bicycle, and pedestrian travel, rather than relying on adjacent external roads (Old Georgetown Road, West Cedar Lane, and Rockville Pike) to serve that function. The local area roadway network is frequently congested with morning and evening traffic traveling to NIH, NSA-Bethesda, and “pass-through” traffic traveling between the Beltway (to the north) and downtown Bethesda, Friendship Heights, and the District (to the south). The following Figure 20 shows the NIH-Bethesda Campus’s location within the context of Montgomery County’s planned development pattern, which has occurred during the last 50 years based on the well-regarded “Wedges and Corridors” Plan.

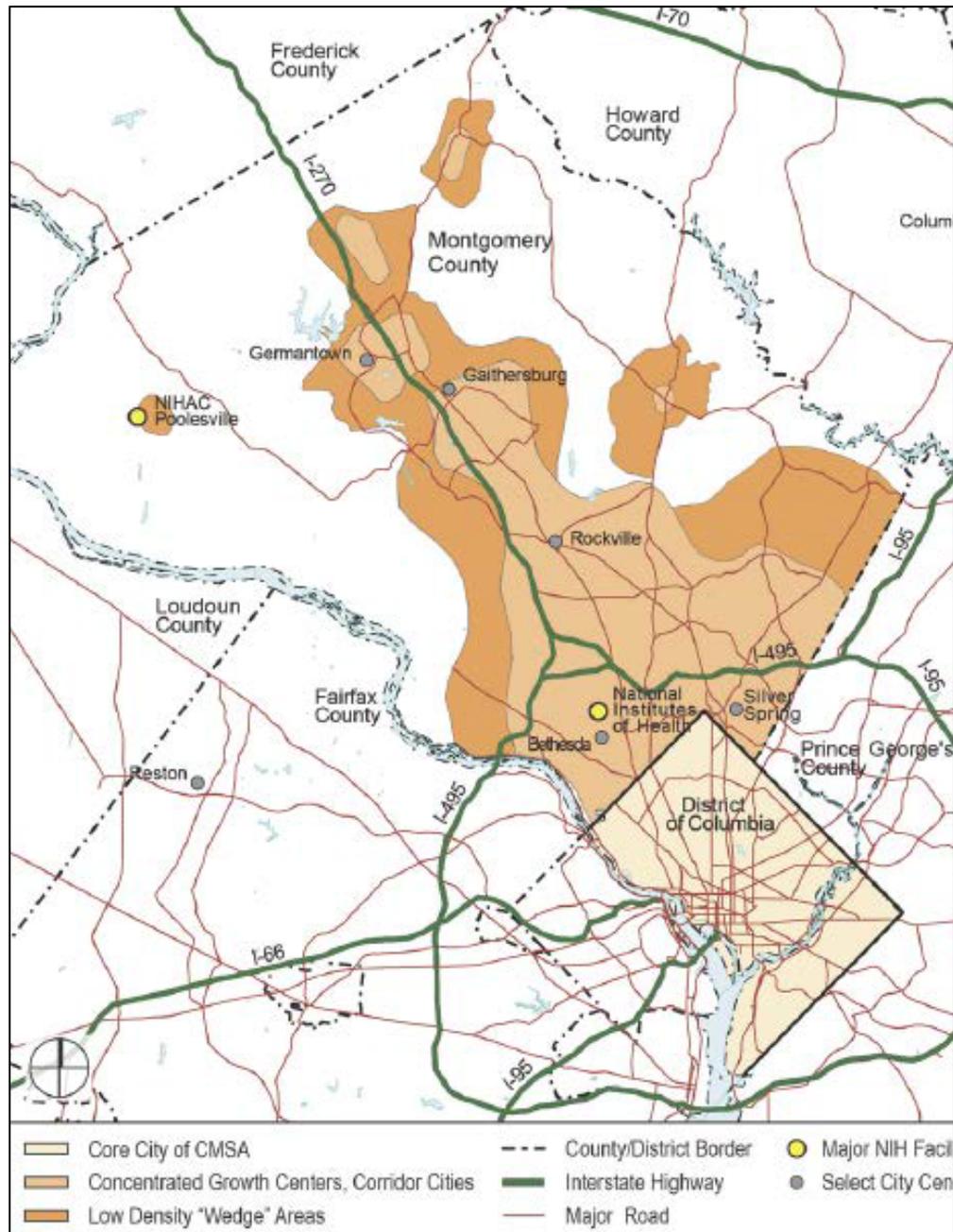


Figure 20: Montgomery County Development Pattern (NIH-Bethesda Campus Context)

The draft Master Plan shows several proposed internal intersection and roadway improvements to enhance internal multi-modal (vehicles, bicycles, walking, and transit) circulation and to create a safer travel environment. Figure 21 shows the locations of those future improvements.

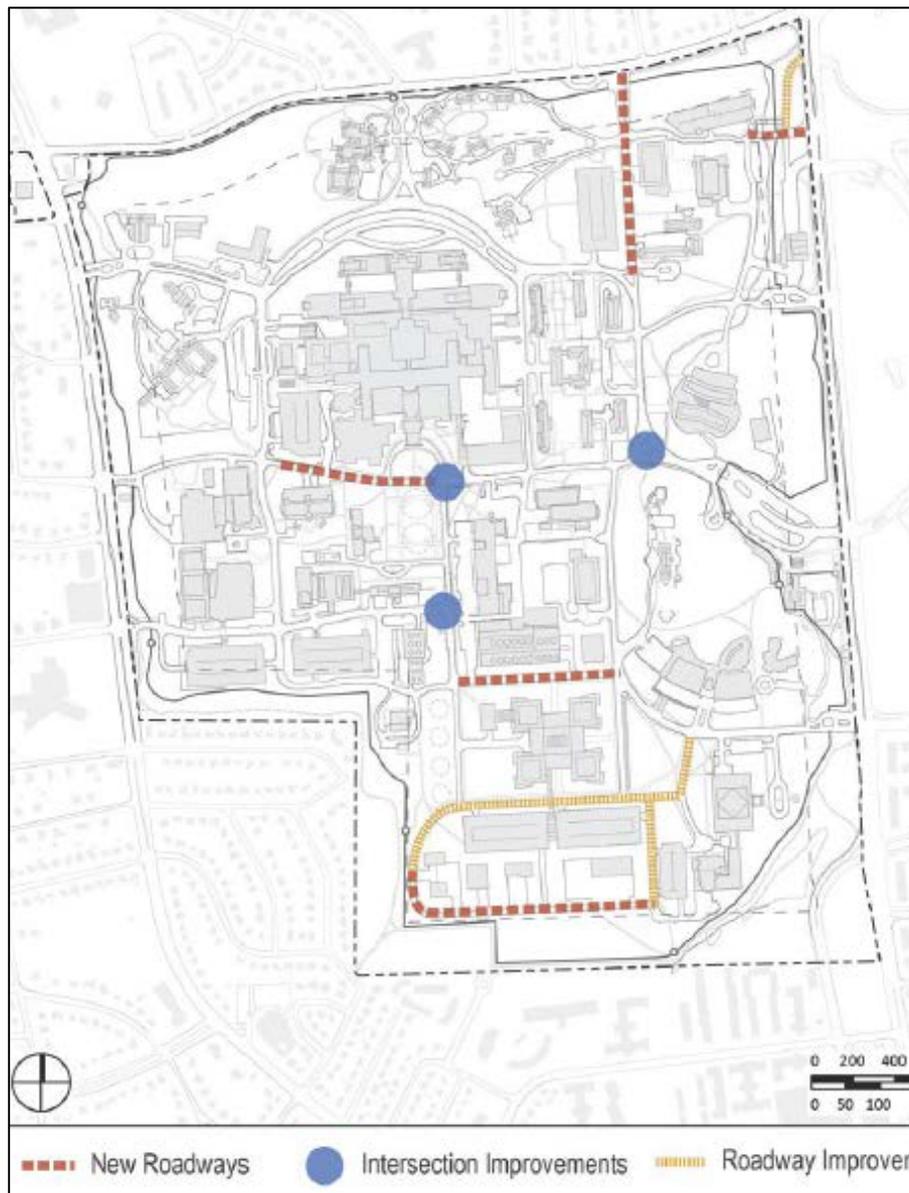


Figure 21: Future Internal Roadway Improvements

NIH has a relatively robust bus transit system that provides comprehensive and frequent service throughout the campus and to several off-campus, “remote” parking lots (as part of their Travel Demand Management program). The system consists of six routes and maintains service frequencies between 10 and 30 minutes, depending upon the route and time of day. The draft Master Plan shows that NIH will continue to rely on its extensive shuttle system in the future to help accommodate its future mobility needs. The following Figure 22 shows the existing NIH shuttle system, which is expected to provide generally the same service in the future. Total annual system ridership has averaged between 100,000-120,000 riders for fiscal years 2009-2012, which equates to approximately 8,300-10,000 riders per month.

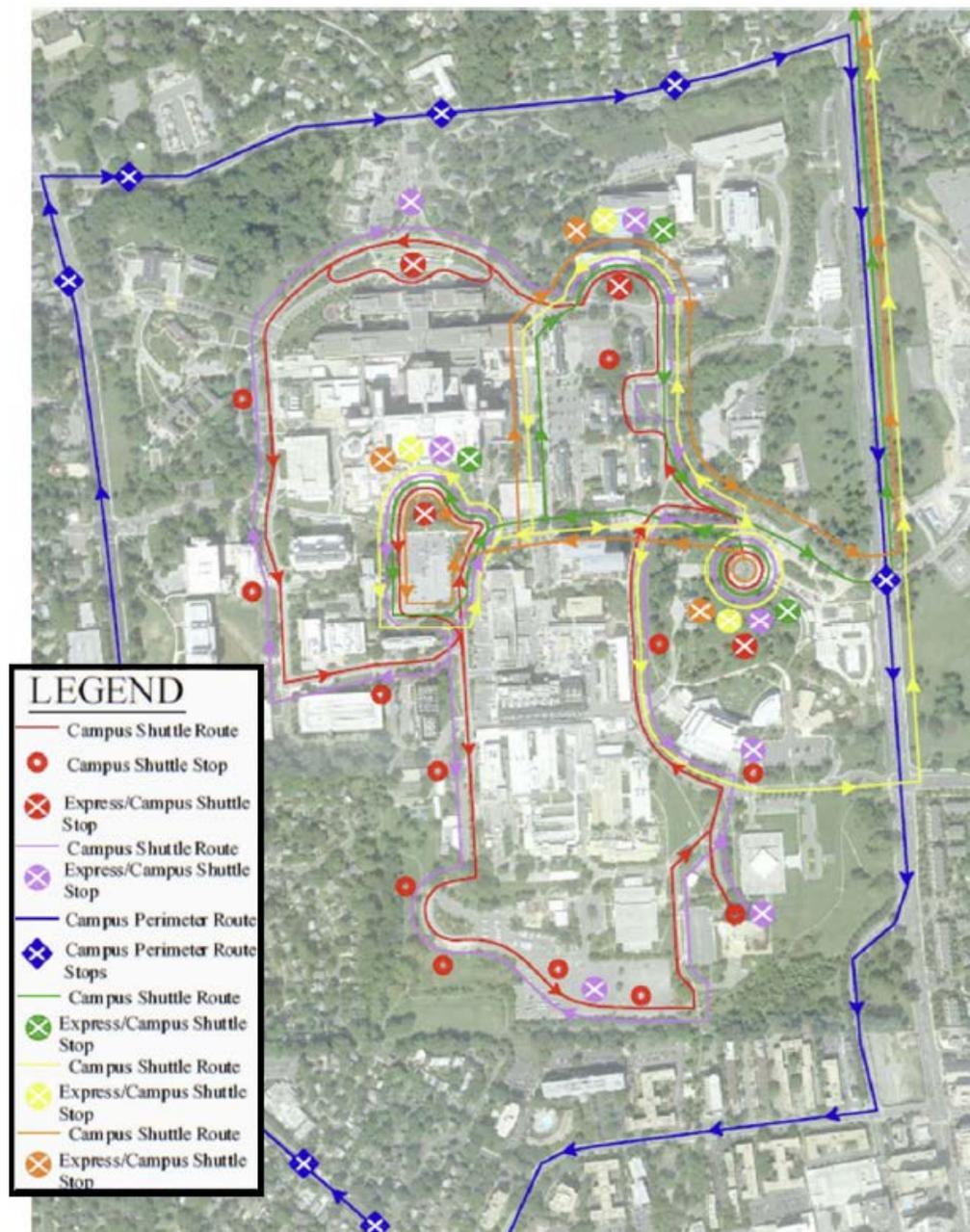


Figure 22: NIH-Bethesda Campus Shuttle System

The Bethesda Campus is strategically located directly adjacent to the Medical Center Metrorail Station, which is situated approximately halfway between downtown Washington, D.C. and the Shady Grove Metrorail Station (end-of-the-line), on the Red Line. Currently, a majority of the station users are traveling to/from NIH and NSAB. The following table shows this pattern will likely continue in the future, with 72% of the future 2020 daily station ridership resulting from NIH and NSAB.

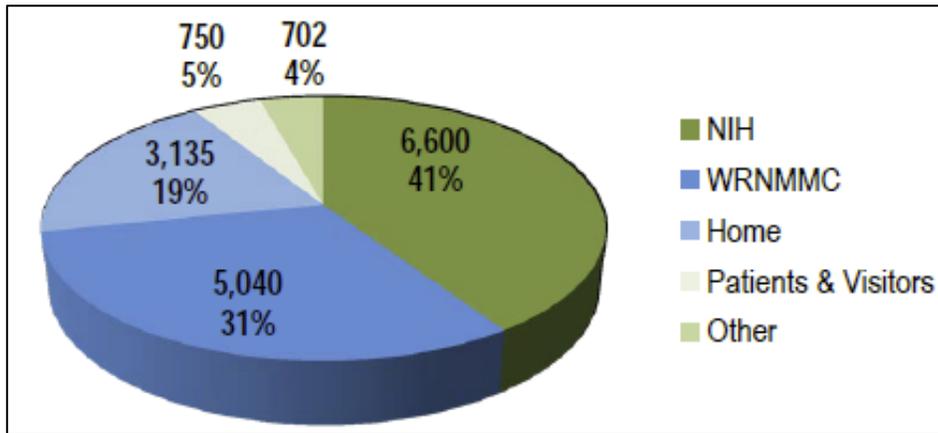


Table 3: 2020 Average Future Daily Ridership – Medical Center Metrorail Station

The station's escalator/elevator currently access ground level on the NIH-side of Rockville Pike (westside), which makes it easier for Metrorail riders to access NIH, compared to workers/visitors traveling to the NSAB Campus, who must cross Rockville Pike. However, Montgomery County has plans to significantly improve access between the station platform and the NSAB Campus through a future project that will construct a high-speed elevator and pedestrian/bicycle tunnel under Rockville Pike as shown in the following Figure 23. The project will also improve access between the NIH and NSAB campuses as well.

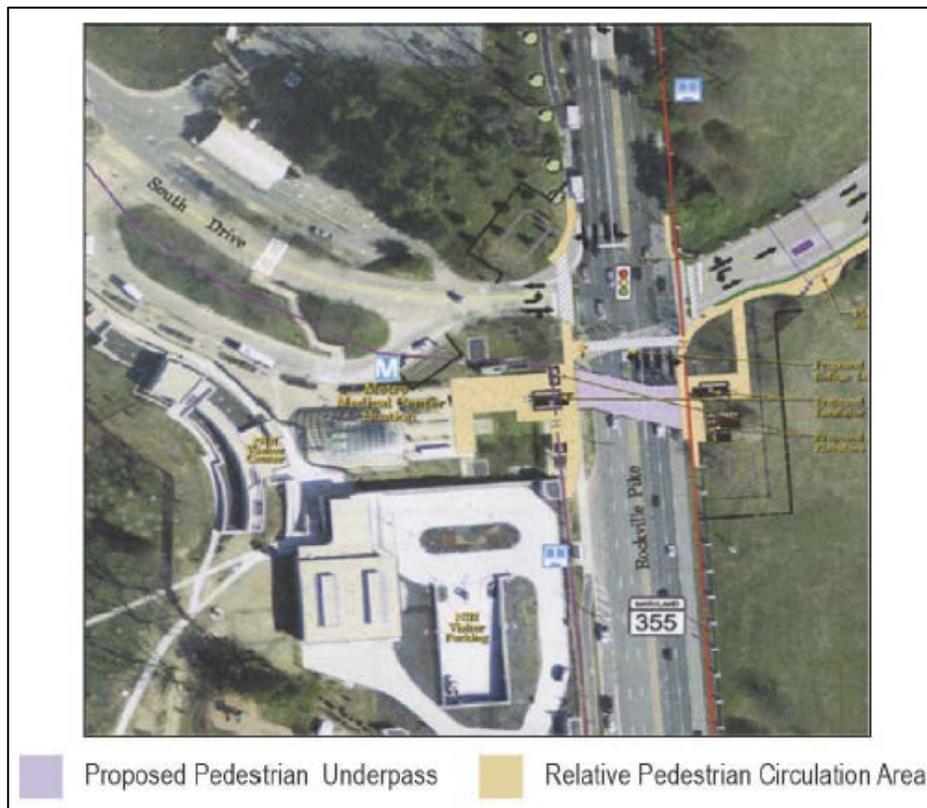


Figure 23: Future MD355 (Rockville Pike) Under-Crossing Concept Illustration

In addition to Metrorail, the station area serves as a local transit hub for NIH, NSAB, and the local community, with a covered bus transit center that is used by both the Metrobus (five routes) and Ride-On (five routes) systems. Also, the station area currently functions as a "Kiss-n-Ride" for drop-off commuters, and there are plans to construct another similar facility on the NSAB-side of Rockville Pike. The transit center area will remain in the future under the draft 2013 Master Plan, and the facility will continue to serve as an important element in NIH's current and future travel demand management (TDM) efforts.

#### *Transportation Management Plan / Parking*

The current NIH Transportation Management Plan (TMP) is based on a 1992 Memorandum of Understanding (MOU), which was signed by NIH, NCPC, and the Montgomery County Planning Board (MCPB). As background, the MOU was developed to help minimize NIH's traffic impact on the local area's roadway network, which was relatively congested at the time. In addition, NIH had plans to construct a multi-level parking garage on their campus; the Bethesda Campus exceeded the applicable 1989 Comprehensive Plan employee parking ratio goal of 1:2; and the Bethesda Campus had an out-of-date master plan (at that time) from 1972. As such, the MOU (Appendix A) was drafted to attain the three following goals:

1. Improve the availability of parking spaces on campus for NIH personnel and visitors
2. Mitigate the traffic impacts of further campus development on the roadways serving the NIH campus (such that the level of congestion along the roadways serving NIH is made no worse than if such development did not occur).
3. Maintain a "good neighbor" relationship with the surrounding community.

The MOU is based on an initial comprehensive TMP (dated October, 1991), which was designed around the information specified by NCPC's TMP guidelines as follows:

- o descriptions of existing and proposed peak hour traffic by mode
- o summary of existing and proposed parking by type and assignment
- o goals for trip reduction, modal split, and vehicle occupancy
- o strategies to minimize vehicle work trips and discourage single-occupancy commuting
- o discussion of projected transportation impacts and description of mitigation measures
- o description of applicable local, state, and regional transportation management requirements and recommendations for implementation
- o measures for monitoring and adjustment

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The 1991 TMP contains both short-term and long-term strategies to help NIH attain the three aforementioned goals, and specifies that NIH, NCPC, and the MCPB will meet on a regular basis “to exchange transportation, planning, and demographic information for the mutual benefit of all.” Since then, NIH has been successful in implementing all of the following short-term strategies as specified in the MOU:

- ✓ Establish an Employee Transportation Services Office to coordinate TMP strategies and promote non-single occupant travel modes by employees.
- ✓ Continue to place carpool, vanpool, handicapped, and visitor parking in close proximity to the intended destination of the users. Disincentives will be enacted to discourage violation of carpool regulations.
- ✓ Implement a transit discount program for employees up to the maximum tax-free benefit allowable by law, and initiate a request for legislative action to allow parking and ticketing revenues and/or appropriated funds to be used by NIH to make such a program self-sustaining.
- ✓ Improve NIH campus shuttle bus service as demand warrants and provide adequate covered waiting areas at or near shuttle bus stops, where possible.
- ✓ Implement a comprehensive campus-wide re-signage for vehicles and pedestrians, including a study of internal safety signage and signaling.
- ✓ Emphasize parking regulation enforcement by providing an adequately staffed parking enforcement work force and provisions to minimize off-campus parking.
- ✓ Further promote the use of flextime and flextour by employees. Reserve selected parking areas for later-arriving employees to encourage use of flextime.
- ✓ Have the employee transportation office publicize existing programs which utilize outlying parking areas, such as church lots and parking-and-ride areas.
- ✓ Institute pay parking for visitors to NIH, exclusive of patients and blood donors, except after normal working hours.

NIH currently has a relatively robust, full-time staff within their Employee Transportation Services Office (ETSO), which assists NIH employees and visitors in their travel to the Bethesda Campus, and encourages them to use transit and other “alternative” modes (other than Single Occupant Vehicles) for travel. Also, as previously mentioned, NIH current operates a fairly extensive bus transit system pursuant to the 1992 MOU. Both the ETSO and NIH shuttle system form the foundation of the existing NIH TMP, and these are assumed throughout the life of the draft 2013 Master Plan.

The following strategies are included in the MOU as “long-term” strategies:

1. As the campus develops, maintain the parking supply at no greater than 0.5 spaces per NIH employee, plus additional parking spaces to serve the parking needs of visitors and patients at NIH. In determining a parking supply, and applying a ratio not to exceed 0.5 spaces per employee, the number of employees used in this calculation should be no greater than the maximum employment level of the approved master plan.

2. Within the context of the development of the NIH master plan, the parking requirements associated with future campus growth and the reestablishment of the buffer zone surrounding the campus should be accommodated by the construction of multi-level parking (MLP) structures, within the parking supply criteria adopted by NIH. Planning and funding for these new MLP's should be linked to the funding plans for other buildings to be added to the campus.
3. Implement an internal loop road circulation system within the NIH campus, with two-way traffic.
4. Improve congested roadway intersections through the addition of more turning lanes to selected intersections adjacent to the NIH campus to mitigate traffic congestion. The Employee Transportation Services Office will coordinate with appropriate County and State agencies to determine funding strategies, design implications, timing, and implementation requirements.
5. Have the Employee Transportation Services Office explore the feasibility of developing or leasing satellite parking areas near outlying Metrorail Red Line stations to serve NIH employees.
6. NIH will continue to explore alternative strategies, and if all strategies fail to achieve the stated goals, pay parking for employees will be instituted as a last resort.

NIH has been successful in maintaining a 1:2 (0.5) employee parking ratio during the previous 20 years. For the purposes of calculating the employee parking ratio, NIH includes all of its employment types (contractors, FTE federal employees, auxiliary, etc.), even though the different employment types have different work hours and job requirements. Summer students are the only type of employee that is not counted in the total on-campus employment population. Currently, the campus has approximately 8,900 (89%) parking spaces dedicated for employee use, out of approximately 10,000 total spaces. The current employee parking ratio equates to 1 space for every 2.3 employees (1:2.3), based on the existing employee population (20,594), which is consistent with the 1992 MOU specified goal of 1:2 (0.5). The draft plan proposes an additional 1,500 net new employee spaces (future total of 10,400 employee spaces) to support a total maximum employment population of 23,859, which equates to a future employee parking ratio of 1:2.3 to remain compliant with the 1992 MOU goal.

NIH has complied with the second long-term MOU strategy by gradually adding on-campus Multi-Level Parking (MLP) structures to accommodate parking demand related to campus development. The MLPs have allowed NIH to decrease the campus's overall amount of impervious surface by reducing the amount of surface parking, as well as decreasing the amount of parking within the campus buffer. The draft Master Plan will continue this trend with the removal of approximately 1,150 existing surface spaces from within the campus buffer (in the southern part of campus), and construction of three new MLPs (MLP-12, M-13, and MLP-14).

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NIH has constructed an internal loop road pursuant to the 1992 MOU to remove circulation traffic to the interior of campus and off of external adjacent County and State roads – Old Georgetown Road, West Cedar Lane, and Rockville Pike. The draft Master Plan retains the internal loop road in the future.

In fulfillment of the fourth strategy, the NIH recently granted the Maryland State Highway Administration (MD SHA) temporary and permanent easements on NIH property to physically modify the eastern edge of campus to allow improvement of the Rockville Pike/West Cedar Lane/Cedar Lane (northeast corner of campus) and Rockville Pike/Jones Bridge Road intersections (near the southeast corner of campus). The improvements are designed to help mitigate the impact of additional traffic traveling through the area as part of the recent 2005 BRAC<sup>6</sup>-related expansion of the NSAB installation. The intersection improvements are projected to bring the two intersections to within acceptable Montgomery County congestion standards. The project was reviewed and approved by the NCPC at its December, 2011 meeting.

Regarding leased satellite parking for NIH employees, NIH has frequently leased off-campus parking and provided shuttle service between these locations and the Bethesda Campus. Currently, NIH leases 258 spaces at off-site facilities for NIH employees, who may park in the spaces for free, and either use Metrorail or the NIH shuttle service to travel to the Main Campus. The draft Master Plan and TMP assume that some off-site parking will remain in the future, although neither of the draft documents provides current or future projected utilization figures for these spaces.

Finally, the 1992 MOU specifies that if all potential TDM programs fail to allow the NIH campus to maintain a 1:2 employee parking ratio, then NIH may institute paid parking for employees, which would allow NIH reduce the demand to attain a 1:2 level. To date, NIH has never had to institute pay-for-parking on the Bethesda Campus and NIH anticipates that it will continue to have the ability to provide “free” parking in the future under the future Master Plan and TMP.

NIH regularly monitors its traffic impacts, parking availability, and effectiveness of their TMP (pursuant to the MOU) through three “key” performance measures. Specifically, NIH collects data related to campus “trip generation”<sup>7</sup> (to measure its traffic impact); parking space utilization (to measure parking availability), and peak hour trips per person (to measure the effectiveness of their TMP and traffic impact). Each of these metrics is briefly described and past monitoring/survey results are displayed in the following tables.

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<sup>6</sup> “BRAC” – Base Realignment and Closure Act

<sup>7</sup> “Trip Generation” is a traffic engineering term that means the number of vehicle trips that result from a particular development/land parcel.

Campus Trip Generation

NIH conducts 24-hour vehicular traffic counts for its Bethesda Campus, twice each year, usually each Spring and Fall, pursuant to the 1992 MOU. Pneumatic tubes are placed across each operational campus driveway to count every in-bound and out-bound vehicle traveling to and from campus.<sup>8</sup> Previous monitoring surveys show that the NIH-Bethesda Campus has been very successful in reducing its overall campus “peak hour”<sup>9</sup> trip generation since the first baseline count in 1992. The first count registered almost 5,000 vehicles entering onto campus during the morning “peak” (heaviest) hour and approximately 4,500 vehicles exiting the campus during the evening “peak” hour. In-bound (entering) vehicles were counted during the morning since a vast majority of the vehicles are traveling onto the campus at that time (as employees are arriving for work), and out-bound (exiting) vehicles were counted during the evening since most employees are leaving work at that time. Since then, the morning in-bound counts have ranged between 3,000 and 3,700 “peak hour” vehicles (a reduction of between 26-40%) and the evening out-bound counts have ranged between 3,000 and 3,700 peak hour vehicles (a reduction of between 18-33%). The most recent counts (shown in Table 4) are below the initial 1992 baseline count by 41% (morning) and 41% (evening), which is a dramatic reduction.

The draft Master Plan shows future projected campus trip generation numbers for both the morning and evening peak hours, based on the maximum potential future employee population (23,859), as shown in the following table.

Time	In	Out	Total
Morning Peak Hour	2,917	376	3,293
Projected Additional Trips	376	56	432
<b>Total Morning Peak Hour Trips</b>	<b>3,209</b>	<b>432</b>	<b>3,738</b>
Evening Peak Hour	364	2,682	3,045
Projected Additional Trips	48	391	439
<b>Total Evening Peak Hour Trips</b>	<b>412</b>	<b>3,073</b>	<b>3,484</b>

Table 4: Projected Maximum Daily NIH-Bethesda Campus Trip Generation (based on maximum population of 23,859)

As shown in the table, the proposed maximum employee increase will increase the morning peak hour generation (in-bound) from approximately 2,900 “trips”, by 376 trips, to a projected level of approximately 3,200 trips, which is 36% lower than the original 1992 baseline level. The projected evening (out-bound) trip generation level is projected to increase from 2,682 trips to 3,073 trips (a difference of 391 additional trips), which is 32% lower than the 1992 level. As

<sup>8</sup> The traffic counts include all vehicles – both employees and visitors.

<sup>9</sup> “Peak Hour” is a traffic engineering term for the hour with the highest traffic volume or trip generation rate. It is important to note that the “peak hour” trip generation for a particular property/installation can be different than the prevailing “system-wide” peak hour for the surrounding roadway network.

such, the total development contained within the draft Master Plan will not increase the Bethesda Campus’s traffic generation levels to exceed the maximum generation levels related to the original 1992 MOU agreement.

The Bethesda Campus’s most recent peak generation rates (8:00-9:00 AM and 4:45-5:45 PM) are closely aligned with the overall “system” peak rates for the surrounding local roadway network (7:45-8:45 AM and 4:45-5:45 PM), which can mean that NIH-related traffic is more prone to affecting local traffic conditions. However, the potential impact of the Bethesda Campus’s traffic adjacent roadways (Rockville Pike, West Cedar Lane, and Old Georgetown Road) can be measured by comparing the campus’s trip generation volumes to the overall “peak period”<sup>10</sup> volumes. The latest traffic monitoring report shows that in 1992, the Bethesda Campus’s peak trip generation made up 45% of the morning peak period traffic and 40% of the afternoon/evening peak period traffic. Currently, this has been reduced to 38% of the morning peak period traffic and 37% of the evening peak period traffic, which means that NIH-Bethesda has reduced its traffic relative to the peak period traffic volumes along the adjacent roadways during the last 20 years.

Campus Parking Space Utilization

NIH-Bethesda regularly measures on-campus parking space utilization to ensure adequate parking for employees and visitors pursuant to the 1992 MOU, which is partially based on a goal to “improve the availability of parking spaces on campus for NIH personnel and visitors”. The following table (included in the draft TMP) shows a relatively high maximum utilization rate that is near capacity at 0.46 spaces occupied (out of an existing supply of 0.47), which equates to a 98% utilization rate. The summary table shows a historic range of maximum parking utilization rates between 75% (2007) and 100% (2002/2003).

Year	On-Campus Population	Parking Supply	Parking Supply Ratio	Parking Demand Ratio
2002/2003	17,500	8,319	0.48	0.48
2005	17,500	8,304	0.47	0.46
2007	17,800	10,134	0.57	0.43
2008	18,550	10,134	0.55	0.48
2009	18,804	10,134	0.53	0.48
2011 June	19,334	9,971	0.52	0.49
2011 October	21,470	10,002	0.47	0.46

Table 5: NIH-Bethesda Campus Parking Utilization Summary

<sup>10</sup> “Peak Period” is defined by Montgomery County’s traffic impact assessment standards as between 6:30-9:30 AM (morning) and between 3:30-6:30 PM (evening).

Data from the latest survey shows that the peak period for parking is between 10:00 AM and 2:00 PM, with an average peak period utilization rate of 93%. Between regular “business hours” (8:00 AM to 4:00 PM), the average parking utilization rate is 82% for the campus.

Peak Hour Trips / Campus Population

A third metric used to help measure the Bethesda Campus’s traffic impact is “Peak Hour Trip Rate / Campus Population”, calculated by dividing the heavier peak hour traffic flows (in-bound trips during the morning and out-bound trips during the evening) by the total campus population at the time. The following table shows a dramatic decrease by this measure since the initial 1992 baseline levels, from 0.303 (AM) and 0.274 (PM) to 0.136 (AM) and 0.125 (PM). These rates have decreased by 55% in the morning and 54% in the afternoon/evening since 1992. The rates include both employees and visitors, and help to measure NIH’s peak hour trip generation using another metric.

Count Date	No. of Employees		AM Inbound		PM Outbound	
	On Campus	Peak Hour	Peak Rate	Peak Hour	Peak Rate	
1992	16,251	4,925	0.303	4,450	0.274	
May, 2007	17,500	2,039	0.117	2,846	0.163	
Nov., 2007	17,800	2,070	0.116	2,345	0.132	
May, 2008	18,050	2,337	0.129	2,040	0.113	
Nov., 2008	18,553	2,583	0.139	2,475	0.113	
May, 2009	18,553	2,120	0.114	1,882	0.101	
Nov., 2009	18,804	2,755	0.147	2,624	0.14	
June, 2011	19,334	2,693	0.139	2,630	0.136	
October, 2011	21,470	2,917	0.136	2,682	0.125	

Table 6: NIH-Bethesda Campus Peak Hour Trips / Campus Population

Alternative Transportation Commuting

The draft TMP submission included limited commuter survey data, which would have been valuable to the staff analysis of the current NIH TDM efforts; however, the ETSO did provide

the following information, which shows the number of NIH commuter subsidy users for each of the various available eligible systems/modes:

Metrobus	2,352	11.4%
Metrorail	4,356	21.2%
MARC Train	161	0.7%
VRE Train	14	0.0%
MTA Commuter Bus	125	0.6%
Carpooler Users	312	1.5%
Vanpooler Users	140	0.7%
Cyclists	88	0.4%

\*Members may use multiple modes/systems

Unfortunately, it is unclear from the data how many users utilized more than one mode/service to travel to the Bethesda Campus on a “typical” business day, and those who did not. NIH indicated that there are currently about 5,500 registered employee users of the federal commuter subsidy (Transhare), out of a total employee population of 16,300 potential users, which equates to a non-Single Occupant Vehicle (SOV) mode share of 34%. However, a March 2012 NIH traffic generation and parking assessment report (submitted with the draft TMP) indicates that a 2008 Montgomery County commuter survey showed a significantly higher non-SOV mode share of 39% for the campus. For comparison purposes, the nearby Montgomery County-designated Transportation Management District for downtown Bethesda has a current non-SOV mode share goal of 37%.

The draft NIH Master Plan indicates that there are approximately 1,000 bicycle parking spaces on the campus, disbursed throughout the installation as shown in the following Figure 24. The draft Master Plan will expand on-campus bicycle parking in the future as feasible, and continue to focus on maintaining the campus’s “bicycle-friendly” environment. NIH will maintain all five existing pedestrian/bicycle perimeter fence entrances for employees, which are located strategically around the campus perimeter to provide convenient access/egress. There is currently a bicycle subsidy available for employees of \$20/month; however, recipients of the subsidy are not eligible for any other commuter-oriented subsidies in addition to the bicycle subsidy.

The 2012 traffic/parking assessment report shows that 463 parking spaces (4.6%) are reserved for on-campus carpool and vanpool parking. There are currently 269 registered carpools and 14 registered vanpools, which equates to a 61% utilization rate.

One last notable set of data from NIH seems to indicate a successful telecommuting program at NIH, with a total of 8,507 teleworkers (2012) out of an eligible population of 13,242, which equates to a 64% participation rate. The data shows that the participation rate has grown from 7% in 2003 (1,275 out of 17,953 eligible employees) and 2% in 2001 (295 out of 15,140 eligible employees).

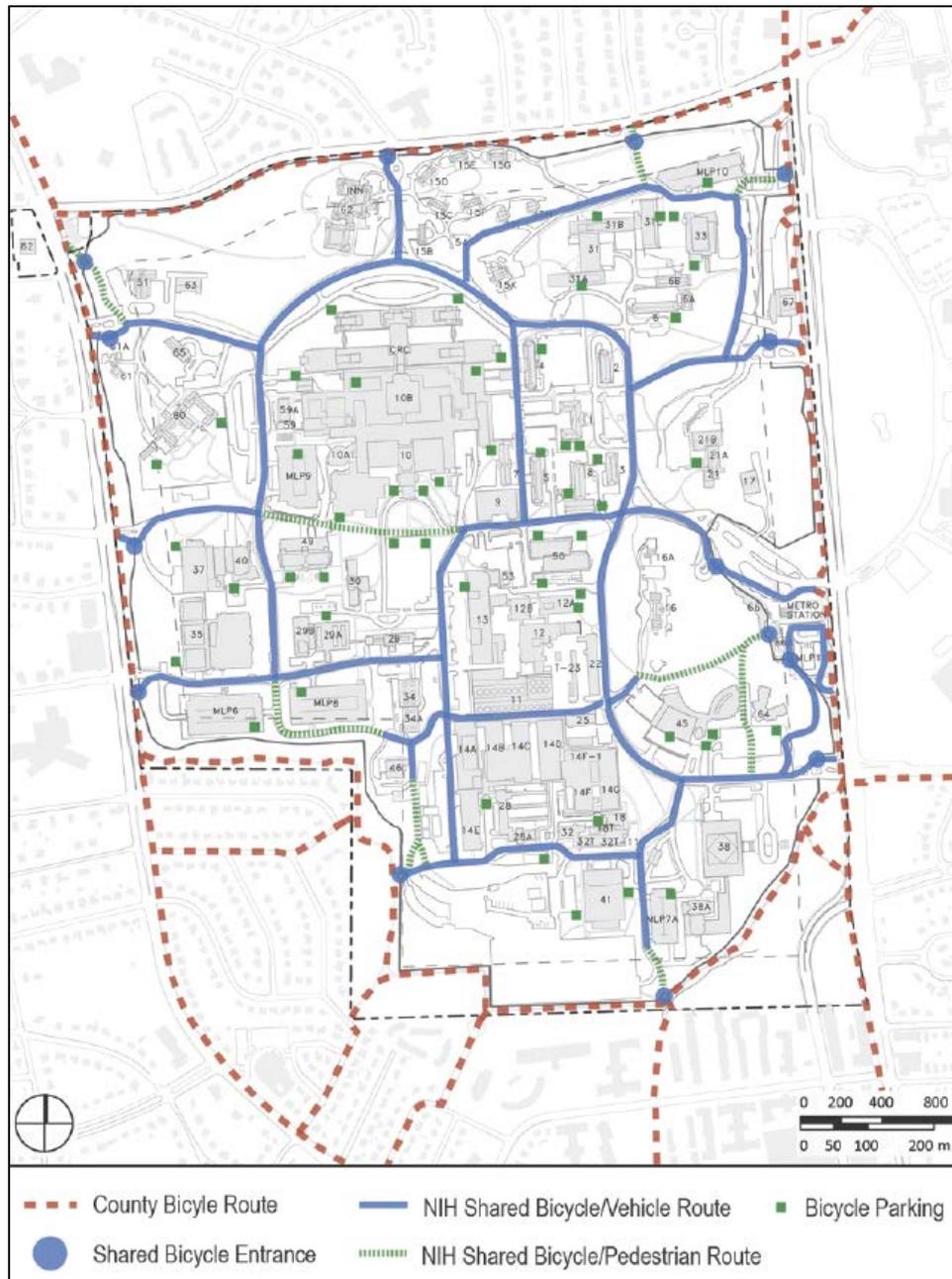


Figure 24: NIH-Bethesda Campus Bicycle Infrastructure

### Development Guidelines

The draft Master Plan dedicates an entire chapter (Chapter 6) to development guidelines in order to emphasize certain urban design relationships, spatial patterns, and “place-making” qualities on-campus, and to minimize off-campus visual impacts. Figure 25 shows that all new buildings should be situated a minimum of 40 feet from the curb-lines along “primary” internal roadways,

and a minimum 25-foot distance from the curb-lines along “secondary” streets. The guideline is designed to control on-campus development density, help ameliorate the scale of future buildings, and to maintain the pleasant campus-like feel to the federal property.



Figure 25: Recommended NIH-Bethesda Campus Building Setbacks

Another significant development guideline addresses building heights, specifying that the highest buildings should be located near the center of campus and along NIH's more public eastern edge (along Rockville Pike), and that building heights should gradually decrease based on their proximity to the north, west, and south campus edges. Figure 26 shows the recommend future maximum building heights.

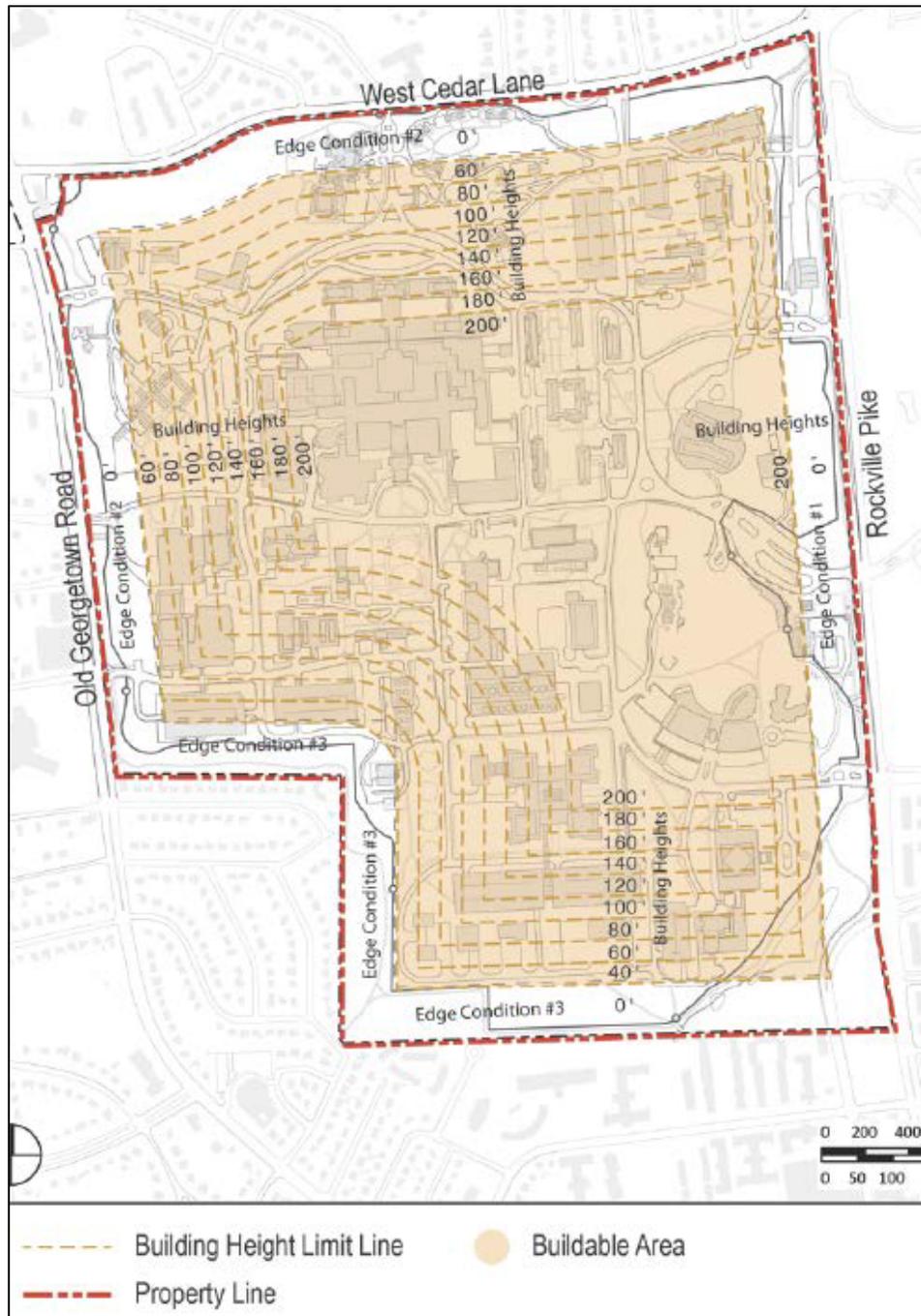


Figure 26: Recommended NIH-Bethesda Campus Maximum Building Heights

The height limitations impose an allowable height envelope that corresponds to a 1:5 height-to-distance ratio, which limits proposed future structures to one foot of height for every five feet of distance from the north, south, and west property lines, with the exception of Rockville Pike. As such, the draft Master Plan proposes to increase the allowable building height to 200 feet along

the Rockville Pike buffer edge, between Center Drive and Wilson Drive, which differs from the maximum height allowable under the 2003 Master Plan. The intent of the height envelope modification is to support Montgomery County’s policy of promoting denser development in the vicinity of Metrorail stations, and to allow development of the proposed future 600,000-square foot office building. The following figure illustrates the height “envelope” transitions from different sides of the campus.

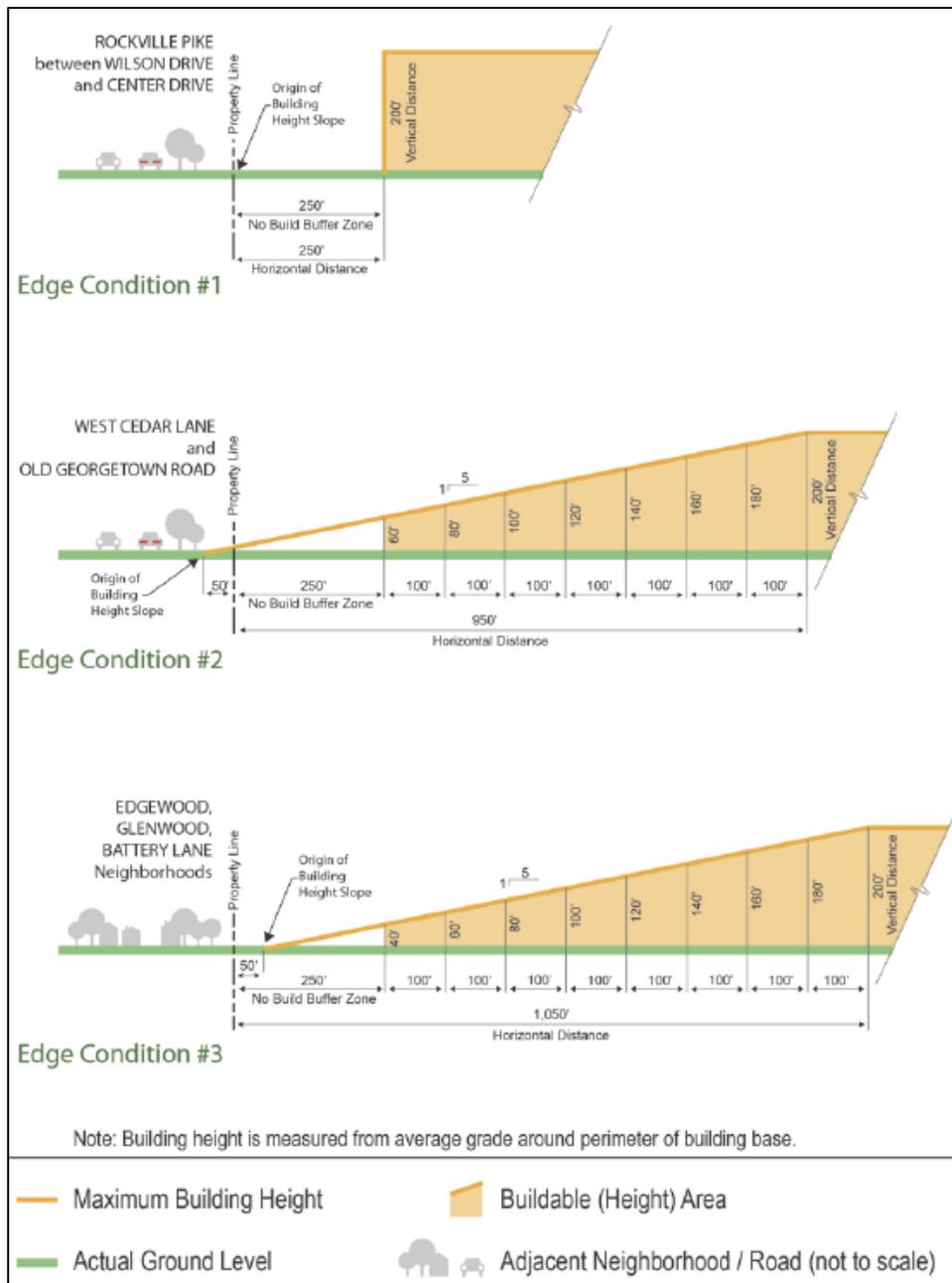


Figure 27: Critical Area Building Height Envelope Sections

The draft Master Plan encourages a gradual shifting of campus development to closer to the Medical Center Metrorail Station, to help increase transit usage, walking, and bicycling access for employees and visitors. The following Figure 28 shows most of the future campus development as located within a comfortable 10-minute walking distance of the Metrorail station.

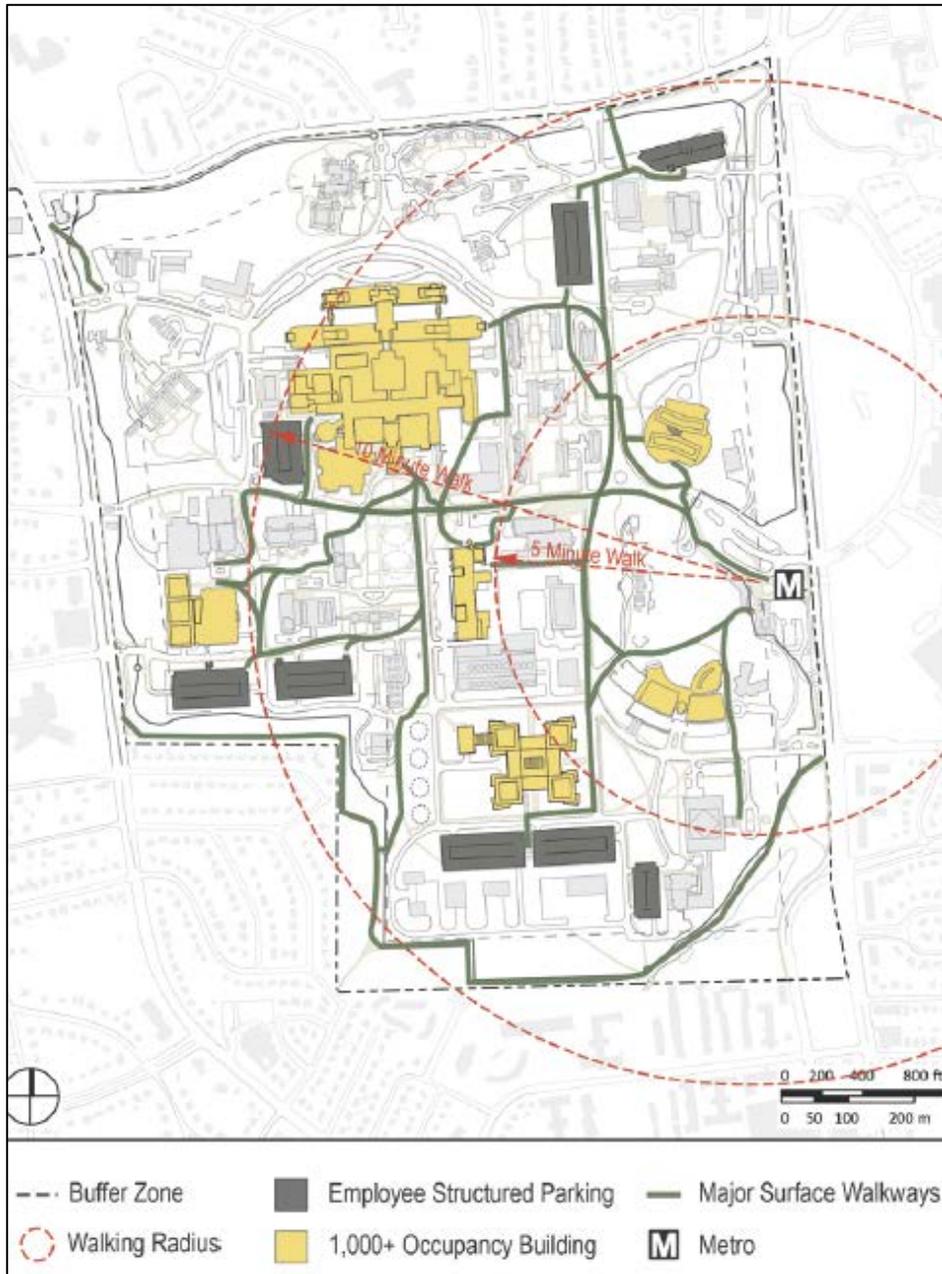


Figure 28: NIH-Bethesda Campus Pedestrian Distances

The development guidelines address a wide number of other factors that relate to campus “experience” - things such as streetscape design, pedestrian crossings, street furniture, fencing/retaining walls, signage, bicycle storage and parking, pedestrian pathways, pavement markings, and campus lighting. The following Figure 29 shows the various different lighting typologies within the draft Master Plan, with on-campus areas located on the north and south sides of campus (adjacent to residential neighborhoods) designated as “light control zones” to minimize evening lighting “spillover” impacts to off-campus properties.

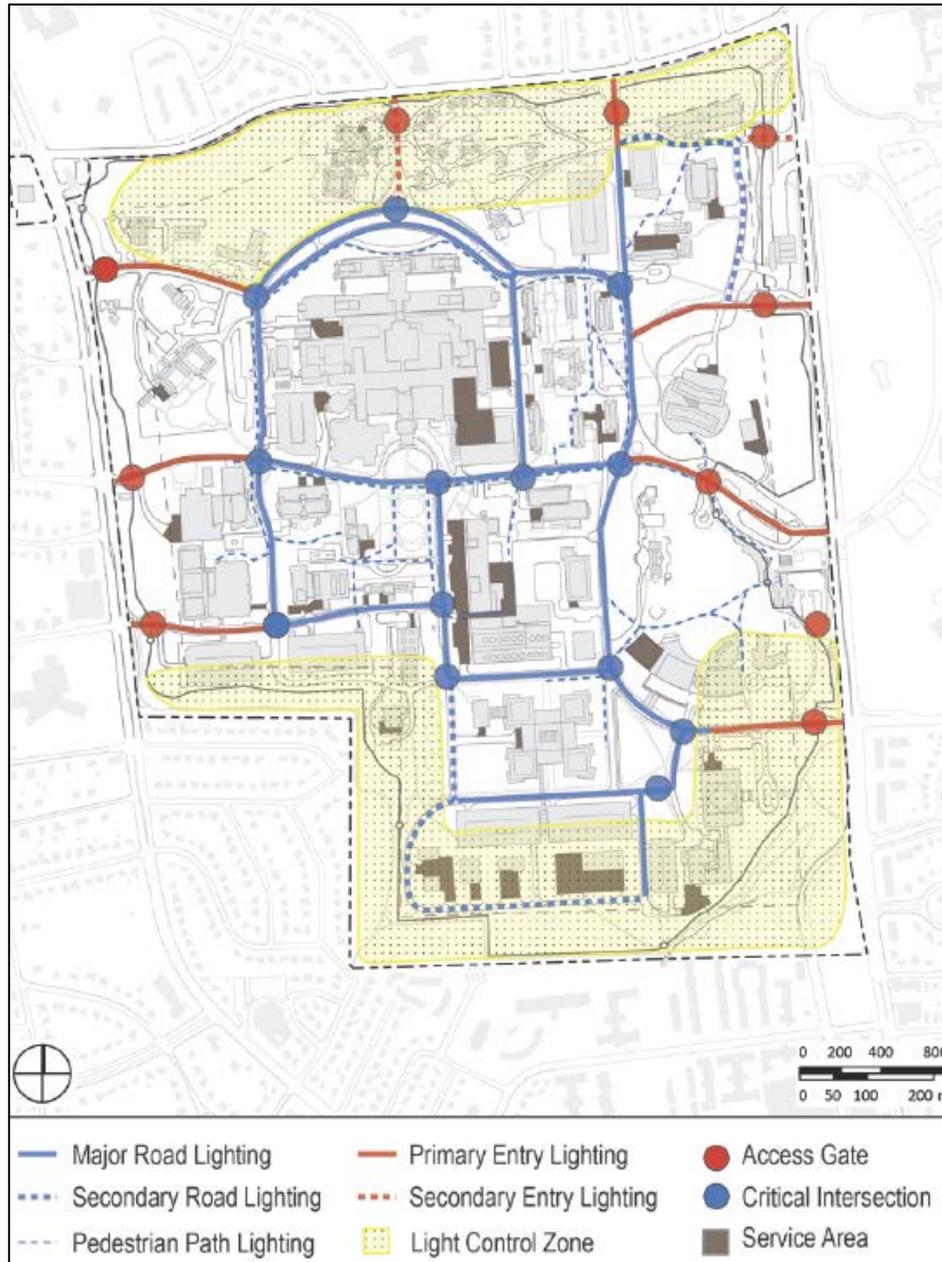


Figure 29: NIH-Bethesda Campus Lighting Concept Plan

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### *Campus Sustainability*

The draft Master Plan is designed to “create a state-of-the-art sustainable campus environment that stewards NIH’s resources and promotes the health of the natural world.” The Plan integrates sustainability policies outlined by the Department of Health and Human Services (DHHS), which includes other federal regulations such as: the 2011 Health and Human Services Sustainable Buildings Plan; the HHS Strategic Sustainability Performance Plan; Energy Policy Act of 2005 (EPA Act 2005), Executive Order 13423; and Energy Independence and Security Act of 2007 (EISA 2007) and Executive Order 13514. The Plan’s Guiding Sustainability Principles for future projects are to employ integrated design principles, to optimize energy performance, to protect and conserve water, to enhance indoor environmental quality, and to reduce environmental impact of materials.

The draft Master Plan states that all construction projects and major renovation projects shall incorporate the Guiding Principles into their planning, design, construction, operation, maintenance, and de-commissioning processes. Construction projects under the scope of this policy, which have a total project cost equal to or greater than \$10 million, shall also obtain a third party certification that meets the requirements of a multi-attribute green building standard or rating system developed by an American National Standards Institute (ANSI)-accredited organization.

Every new federal building for which planning is initiated in 2020 or later, shall be designed to achieve a “zero-net energy” level by 2030, defined as “a building that is designed, constructed and operated to require a greatly reduced quantity of energy to operate, meet the balance of energy needs from sources of energy that do not produce greenhouse gases, and therefore result in no net emissions of greenhouse gases while being economically viable.” All new federal buildings shall be designed to reduce fossil fuel-generated energy consumption by the following percentages compared with fossil fuel-generated energy consumption by a similar building in fiscal year 2003 (as measured by Commercial Buildings Energy Consumption Survey or Residential Energy Consumption Survey data from the Energy Information Agency):

- 2010 - 55% reduction
- 2015 - 65% reduction
- 2020 - 80% reduction
- 2025 - 90% reduction
- 2030 - 100% reduction

### *Campus Security*

Campus access for all “non-commercial” visitors is through the Gateway Center, which is located adjacent to the Metrorail/bus transit station on the NIH-side of Rockville Pike. This location is situated across Rockville Pike from the NSAB, and bounded on the north, south, and west by NIH property, not adjacent to any of the surrounding neighborhoods. The Gateway Center currently performs security checks and issues security credentials for all visitors who arrive at the campus by foot, transit, or bicycle. Limited parking is also provided for visitors who

arrive by automobile. There is a secondary access location to campus for Clinical Center patients and/or accompanying family members who arrive by foot or vehicle provided at West Cedar Lane and West Drive. Commercial vehicles may only enter the Bethesda Campus through the Commercial Vehicle Inspection (CVI) facility, which is located along Rockville Pike, between North Drive and Wilson Drive. Once vehicles are “cleared” and their receiving sites are notified, the vehicles are then allowed to proceed to their on-campus destinations. The locations of the CVI and Gateway Center facilities are shown in the following Figure 30. Lastly, there are currently five employee-only gates in the perimeter fence that are usable by pedestrians and bicyclists. The draft Master Plan maintains these access points in the future.

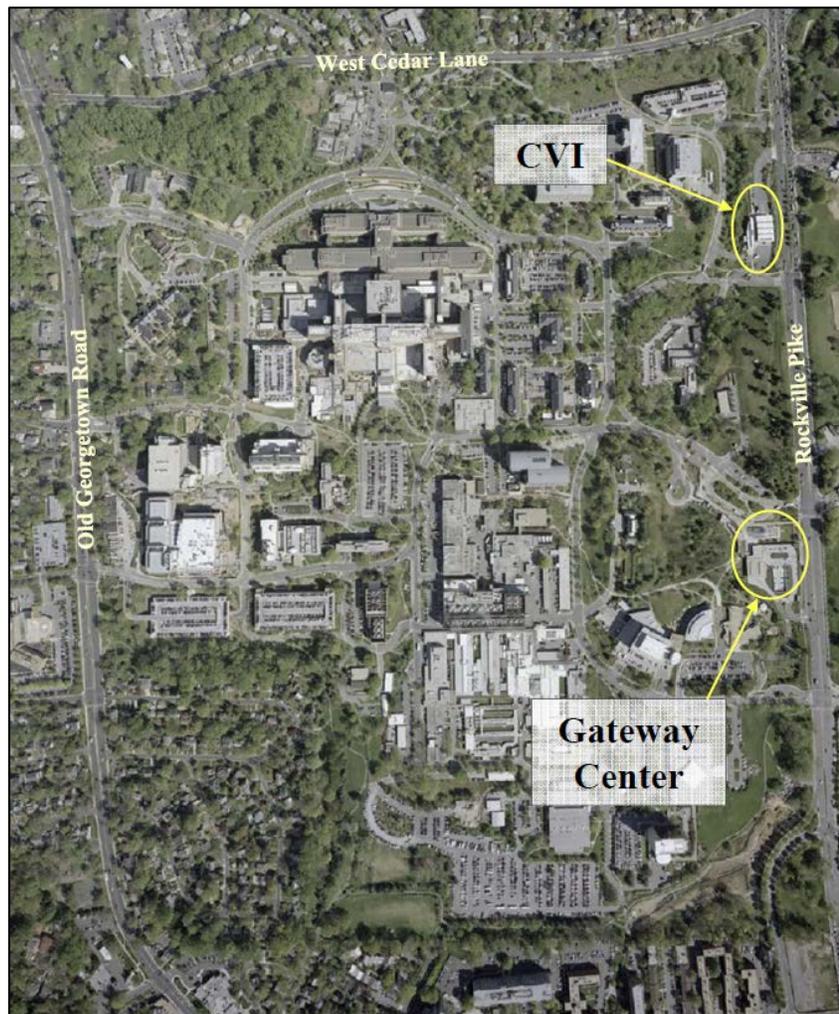


Figure 30: NIH-Bethesda Campus Commercial Vehicle Inspection (CVI) and Gateway Center

### *Historic Resources*

There are several buildings that are located on the Bethesda Campus that have been determined to be eligible for listing in the National Register for Historic Places including: Buildings 1, 2, 3, 4, 5, 6, 7, 15B1/15G2, 15H/15I, 15K, 16, 16A, 38, and 60. Figure 31 shows where these

buildings are located, as well as three historic districts – NIH Historic Core District, Officers' Quarters Historic District, and the National Library of Medicine Historic District. NIH has executed several bi-lateral or tri-lateral Memorandums of Agreements (MOAs) with the Maryland State Historic Preservation Office (Maryland Historic Trust) and the National Advisory Council on Historic Property to mitigate adverse effects on several historic properties. These MOAs address renovations to Buildings 2, 3, and 6, as well as the demolition of Buildings 15A and 7.

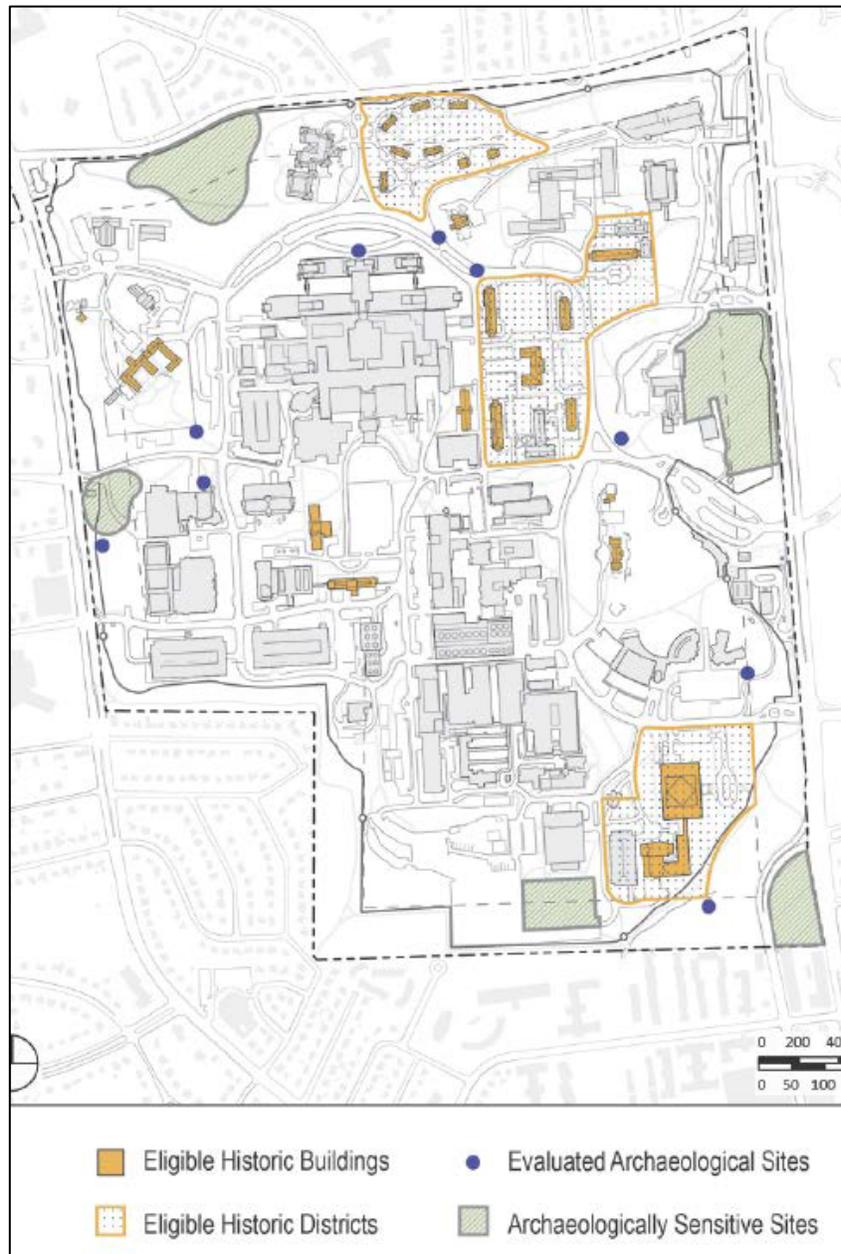


Figure 31: NIH-Bethesda Campus Historic Resource Locations

The draft Master Plan contains two key objectives that related to future development and preserving its historic campus resources, including, “Employ adaptive re-use of older and historic structures where practical to extend the useful life of those buildings” and “Adaptive re-use of existing structures is a cornerstone of sustainability and maintains the historic fabric of the campus.” Adaptive re-use of older, historic buildings that have previously served as research laboratories is a significant part of the draft Master Plan since these buildings will be converted to future administrative/office uses, rather than demolishing and constructing new buildings.

## II. PROJECT ANALYSIS/CONFORMANCE

### Executive Summary

NCPC staff has reviewed the draft 2013 NIH-Bethesda Campus Master Plan and Transportation Management Plan (TMP) and recommends that the Commission **provide the following comments on the draft 2013 NIH-Bethesda Campus Master Plan and draft Transportation Management Plan for transmittal to the Department of Health and Human Services (DHHS) and National Institutes of Health.**

Overall, the proposed draft 2013 Master Plan appears to maintain NIH’s high standards for urban design, campus appearance, and sustainability, while at the same time, to support the NIH mission by planning for improved future facilities that will accommodate a larger campus population to minimize future costs. The design intent of the draft plan is to construct new laboratory space that is larger, more modern (to meet industry standards), and encourages collaboration in order to facilitate research, and to back-fill older space with office/administrative functions. The plan will “densify” the campus along its eastern side, in close proximity to the Medical Center Metrorail Station, to foster transit usage and to make it easier for visitors to reach their on-campus destinations. Also, the draft plan will reduce the amount of impervious surface and increase the amount of on-campus open/green space by re-using existing building/parking sites for future projects. Lastly, NIH has established a relatively good working relationship with the local surrounding community through a coordinating-outreach group known as the Community Liaison Council (CLC). NIH meets with this group on a regular, on-going, monthly basis to discuss future projects and any other community issues that local residents are concerned about, and has been doing so since 1995. NIH presented the draft 2013 Master Plan at the May, 2012 CLC meeting and received comments back from the group in July, 2012. Therefore, staff recommends **commendation for developing a thorough draft 2013 NIH-Bethesda Campus Master Plan that will develop the campus into a more environmentally-sustainable place by reducing impervious surface; removing surface parking; increasing open/green space; and requiring future development to meet the Energy Policy Act of 2005, Energy Independence and Security Act of 2007, and The 2011 HHS Sustainable Buildings Plan.**

## **Analysis**

The following sections describe and address deficiencies with the draft 2013 NIH Master Plan and draft Transportation Management Plan (TMP). Also, there is a section that is dedicated to comments from other review organizations such as the Maryland-National Capital Park and Planning Commission, NIH Community Liaison Council, and others. From these “outside” referral comments, NCPC staff has developed staff recommendations as appropriate. The following issues and comments should each be addressed in the final 2013 NIH-Bethesda Campus Master Plan and Transportation Management Plan (TMP) submission.

### *Draft Transportation Management Plan*

As stated in the NIH submission, the TMP should be a “living” document that is based on a regular comprehensive transportation monitoring program and regularly modified to reflect constantly changing travel conditions. The TMP should contain complete and easy-to-understand information related to all transportation modes (including bicycles, transit, walking, etc.), rather than just automobiles, as well as information that is collected through regular commuter surveys. Lastly, the TMP should provide goals that are realistic and measurable using data that is collected by the monitoring element of the program to gauge the TMP’s effectiveness.

It is apparent that NIH regularly monitors the Bethesda Campus’s trip generation (pursuant to the MOU). However, the draft submission includes little commuter survey information, which should be standard information in any TMP, and no discernible goals for modifying travel behavior in the future. The submitted draft TMP does an adequate job of describing existing NIH Travel Demand Management (TDM) programs; some future recommended TDM programs; existing/past trip generation rates for the Bethesda Campus; and existing/past parking utilization. However, staff finds that the draft TMP does not include all of the information that is included in NCPC’s TMP submission guidelines. Therefore, staff recommends that **NIH should revise the draft Transportation Management Plan to include all the information that is required by NCPC submission guidelines for master plans as follows:**

- **(1) a description of existing and projected peak hour traffic by mode, with indicated points of entrance and exit, the number of existing and proposed bicycle spaces, as well as transit routes and stops and pedestrian facilities serving the installation, both on-site and in the nearby area; and a summary of existing and proposed parking by type of assignment (official cars, vanpools, carpools, single-occupant vehicles, handicapped persons, visitors, etc.);**
  
- (2) a description of the Federal agency's existing strategies for assisting employees' commute to work;**
  
- (3) stated goals and objectives for the TMP, such as trip reduction, mode split changes, or vehicle occupancy rate increases;**
  
- (4) an evaluation of projected transportation impacts resulting from master plan developments and description of potential TMP mitigation measures;**

**(5) a description of the process for monitoring and evaluating the achievement of goals and objectives and adjusting TMP strategies, as needed; and**

**(6) a summary of the relationship of the TMP provisions to transportation management and air quality requirements of local, state and regional agencies, including provisions for working cooperatively with affected agencies to address those requirements. Measures for monitoring and adjustment**

Furthermore, staff recommends that **NIH should revise the draft Transportation Management Plan to include background information on the NIH commuter survey (frequency, method of delivery, how the survey respondents are selected, etc.) and a complete set of usable survey results that show breakdowns for how each survey question was answered.** The survey results should be tracked over time to try to discover any emerging trends in commuter travel/behavior, and the future NIH TMP goals should be influenced by the survey results. Staff notes that a request for basic current mode share information (contained in the NSAB TMP and as standard information in most federal installation TMPs) was unsuccessful since NIH indicated that they do not currently have that information.

#### *Campus Parking Ratio*

Staff recognizes that NIH has done a commendable job of working to achieve a 1:2 employee parking ratio for the past 20 years, since 1992, pursuant to the Memorandum of Understanding that was signed by NCPC, NIH, and the Montgomery County Planning Board. This effort, for the past two decades, has helped reduce NIH's traffic impact on the local area roadway network and has helped foster positive relations with NIH's nearby residential neighbors. Staff notes that the 1:2 employee parking ratio was the goal for the NIH-Bethesda Campus location at the time of the 1989 NCPC Comprehensive Plan, when the 1992 MOU was signed. However, conditions have changed and justification for pursuing a more stringent, 1:3 (0.33) parking ratio goal is described in the following sections.

The current 2004 Comprehensive Plan (Transportation Element) contains a more stringent 1:3 employee parking ratio goal that applies to the NIH-Bethesda Campus location since the campus is situated directly adjacent (within 2,000 feet) to a Metrorail station. The previous 1989 Comprehensive Plan did not recognize the accessibility benefit of close proximity to Metrorail stations.

The Navy has submitted an updated draft Master Plan for the Naval Support Activity Bethesda (and supporting TMP) for concurrent Commission review in November, 2012, and the draft NSAB Master Plan adheres to the 2004 NCPC Comprehensive Plan parking ratio goal of 1:3. The installation is located across Rockville Pike from the NIH-Bethesda Campus. Staff understands that the Navy has worked hard to reduce employee parking on the installation in order to attain the 1:3 goal, improving from a 1:2.5 in 2008, to the current ratio of 1:3.2.

Staff notes that the previous Commission action for the 2003 NIH Master Plan Update requested revision of the Campus Plan's identified employee parking ratio (1:3) to conform to the Commission adopted 2004 Comprehensive Plan, no later than one year after this approval. Staff believes that this request was never fulfilled based on review of NCPC records since that time. Lastly, the NCPC General Counsel maintains the 1992 MOU is no longer valid because it was executed 20 years ago and the master plan to which it applied has been superseded by two subsequent plans (1996 and 2003 NIH Master Plans).

Therefore, in light of these previous points, and the fact that the Comprehensive Plan's employee parking ratios are goals, rather than requirements, staff recommends that **NIH amend the draft 2013 Bethesda Campus Master Plan to adhere to the applicable 2004 Comprehensive Plan employee parking ratio goal of 1:3, or successfully demonstrate why the federal campus is unable to attain the 1:3 ratio goal through a detailed, thorough analysis that includes forecast, cost, and primary travel mode information.** Staff notes that the "Traffic Generation and Employee Parking Supply Ratio Assessment" report (submitted with the draft TMP) states that the Bethesda Campus appears to have a Single Occupant Vehicle (SOV) mode share of 61%, and that the SOV "would need to reduce dramatically (37%) to reach the NCPC goal". As such, any future parking ratio study should analyze what it would take to attain a 37% SOV mode share using legitimate study assumptions and cost data, to a comparable level of analysis used for the original October 1991 TMP.

There are several future local area transportation-related projects in various stages of planning that are intended to promote travel using transit and modes other than Single Occupant Vehicle driving, including:

1. Pedestrian underpass (under Rockville Pike)/high speed elevators (on the east-side of Rockville Pike);
2. "Kiss-n-Ride" layby area along the east-side of Rockville Pike;
3. Bus Rapid Transit (BRT) lanes along Rockville Pike and/or Old Georgetown Road; and
4. Bikeshare station in the vicinity of the Medical Center Metrorail Station.

These projects will be beneficial to both the NSAB and NIH in their future TDM efforts. Therefore, staff recommends that **NIH work with Montgomery County, State of Maryland, Naval Support Activity Bethesda, and local community to help implement the planned underpass/high speed elevators project; a potential future "Kiss-n-Ride" area along the east-side of Rockville Pike, potential future Bus Rapid Transit (BRT) lanes along Rockville Pike and Old Georgetown Road, and a future Bikeshare station in the vicinity of the Medical Center Metrorail Station.**

#### *Coordination Comments*

NCPC received referral comments from "outside" organizations such as the NIH Community Liaison Council (Appendix B), the Maryland-National Capital Park and Planning Commission (Appendix C), the Maryland Department of Planning's Agency Referral Clearinghouse (Appendix D), and the Maryland Department of the Environment (Appendix E). As such, staff

has reviewed each of the comments and crafted the following comments that are based on the referral comment, and intended for Commission approval. The NCPC staff comments were developed in order to consolidate and summarize some of these other comments and to capture the “spirit” of certain comments in a way that may be more feasible for NIH to implement.

#### NIH Community Liaison Council Comments

Several residents had concerns about a new proposed NIH entrance/exit driveway along West Cedar Lane (northeast section of campus), near the Rockville Pike/West Cedar Lane intersection, which is currently heavily congested during morning and evening peak periods, and its impact on traffic. NIH stated that the new driveway will not be constructed for approximately 15 years; that the additional access point was necessary since two of the campus's original 11 access points have been closed to improve on-campus security; and that NIH will study the proposed driveway's impact on traffic in greater detail as the project is designed. Also, NIH stated that they may be able to require exiting traffic to turn left out of the new driveway to prevent vehicles from utilizing Rockville Pike, which is more heavily used. Therefore, staff recommends that **NIH study the potential traffic impact of any new driveway along West Cedar Lane in greater detail; to design any new driveway to be consistent with the character of the adjacent residential neighborhood; and to work in consultation with the community and the M-NCPPC during the project's planning and design phases.**

#### Maryland-National Capital Park and Planning Commission Comments

The M-NCPPC transmitted 10 comments (Appendix C) for NCPC consideration, and each comment is specifically addressed in the following sections. After careful review, NCPC staff has developed several recommended comments for the Commission as follows.

The first three M-NCPPC comments address the on-going NEPA process for the draft 2013 Master Plan as follows:

- “Submit the Draft Environmental Impact Statement for Planning Department review and comment, and reflect revisions based on that review, in the final EIS and final Master Plan”
- “Provide the Planning Department Staff with the opportunity to review and comment on the Draft Final Master Plan in 2013, before its submittal to NCPC for final review.”
- “Conduct a public meeting for public comment on the Draft Master Plan. Consider incorporating that opportunity into the NEPA mandated public hearing for the Environmental Impact Statement community outreach.”

NCPC staff understands that NIH will follow their NEPA requirements, and that the final version of the Master Plan will not be submitted to NCPC for review until NIH completes their NEPA process, which is consistent with NCPC's NEPA requirements. NIH staff has indicated to NCPC staff that the draft Master Plan DEIS will not be available for public or agency review until after the November 1<sup>st</sup> Commission meeting (which is not required for NCPC review of draft master plans), but that the DEIS will be made available for a 60-day public comment period (pursuant to

NIH's NEPA requirements), and copies will be sent to the M-NCPPC and NCPC to help facilitate our reviews. Pursuant to federal NEPA requirements, NIH must reflect all submitted comments (both from members of the public and from agencies) within the final version of the EIS, which is partially consistent with the M-NCPPC's first comment. However, NIH is not required to reflect all comments within the final version of their Master Plan since modifying the draft Master Plan to incorporate all comments may not be feasible within the project's fiscal and time constraints. As such, staff recommends that **NIH carefully consider and attempt to incorporate all DEIS and draft Master Plan comments into the final 2013 NIH-Bethesda Campus Master Plan to the maximum extent feasible.**

Regarding the second M-NCPPC comment, NIH is not required by the NCPC referral policies to send a draft final version of the Master Plan out for additional agency reviews; however, NCPC staff believes that there is some merit to this request as part of an effort to be a "good neighbor" in the local community. The 2004 NCPC Comprehensive Plan (Federal Workplace Element) contains a "good neighbor" policy as follows: "*Develop sites and buildings consistent with local agencies' zoning and land use policies and development, redevelopment, or conservation objectives, to the maximum extent feasible.*" As such, staff recommends that **NIH refer a draft final version of the 2013 NIH-Bethesda Campus Master Plan to M-NCPPC for review, prior to submission to NCPC for final review.**

In reference to the third comment, NCPC staff notes that the public will have an opportunity to comment on the draft Master Plan at the planned future public meeting for the DEIS since the DEIS is directly related to the draft Master Plan. Furthermore, staff notes that NIH has previously provided their standing Community Liaison Council (CLC) (which consists of representatives from approximately 25 nearby neighborhoods) with opportunities to review the draft Master Plan, both at their May, 2012 and July, 2012 meetings. NIH staff first presented the draft Plan to the CLC in May and gave members two months to review the Plan, prior to their July meeting, where representatives were afforded the opportunity to provide direct comments to NIH staff members. Meeting notes from the July meeting are provided in Appendix B. Lastly, the public has had opportunities to provide comments on the draft Master Plan through both the M-NCPPC and NCPC websites, and at the October 18<sup>th</sup> M-NCPPC meeting. The draft Plan was available for public review and comment on the NCPC website between August 30<sup>th</sup> and October 1<sup>st</sup>, and there were no comments received. Although agencies can always do more to solicit public input on plans/projects, NCPC staff believes that NIH's public outreach effort has been adequate based on the relatively small amount of feedback received back from the local community. Therefore, NCPC staff does not feel a need to provide a recommendation to the Commission based on this M-NCPPC comment.

In reference the M-NCPPC's fourth comment to "*Revise the Draft Transportation Management Plan to include additional strategies to achieve the National Capital Planning Commission's (NCPC) recommended maximum of 1 parking space for every 3 employees*"; NCPC staff strongly endorses this comment as addressed in the previous staff discussion/analysis of the 1:2 Campus Parking Ratio. NCPC staff believes that NIH should explore what it would take to reach the 1:3 (0.33) goal through a detailed analysis to help determine whether or not attaining this goal is really feasible for NIH. And possibly, NIH, NCPC, and Montgomery County should re-

visit the 1992 MOU and update/renew the historic, 20-year old agreement, to ensure that any future parking ratio goal is truly appropriate. Please see previous NCPC staff recommendation related to the NIH employee parking ratio goal.

M-NCPPC provided a fifth comment related to revising the text of the draft NIH Master Plan (Section 3.3) to accurately describe the County's planning initiatives, and then to revise draft Master Plan recommendations to make those consistent with the initiatives. NCPC staff encourages the revision of the draft Master Plan section (3.3) to improve the accuracy of that section, with the assistance of Montgomery County planning staff. Also, NCPC staff encourages NIH to modify their recommendations to make those as consistent with County initiatives to the maximum extent technically feasible. As a federal agency, NIH is not required to comply with County policies/initiatives since counties/local governments do not have jurisdiction over federal lands. However, the 2004 NCPC Comprehensive Plan (Federal Workplace Element) encourages federal installations to be "good neighbors" through the following policy: "*Develop sites and buildings consistent with local agencies' zoning and land use policies and development, redevelopment, or conservation objectives, to the maximum extent feasible.*" Therefore, staff recommends that **NIH revise draft Master Plan Section 3.3 to accurately reflect Montgomery County's planning initiatives, and to revise any affected Master Plan recommendations to ensure that the 2013 NIH-Bethesda Campus Master Plan's recommendations are as consistent with County policies to the maximum extent feasible.**

The M-NCPPC's sixth comment requests that NIH "*Participate in the County's initiative to increase forest and tree canopy, by voluntarily developing a Forest Conservation Plan consistent with county standards.*" The draft Master Plan states that a new Urban Forest Conservation Plan will be developed to reflect the 2013 Master Plan (Section 5.2.8.5). Furthermore, the 2004 NCPC Comprehensive Plan strives to preserve and maximize the National Capital Region's forest and tree canopy and to adhere to local government policies as much as possible as previously noted. However, NCPC staff is unfamiliar with Montgomery County's standards for Forest Conservation Plans at this time and is therefore, hesitant to recommend NIH compliance. As such, staff recommends that **NIH explore the feasibility of complying with Montgomery County's Forest Conservation Plan standards and if possible, to develop an Urban Forest Conservation Plan to reflect the final 2013 NIH-Bethesda Campus Master Plan that meets the County standards.**

The seventh comment from the M-NCPPC relates to the potential new access driveway along West Cedar Lane, which has already been previously discussed in the NIH CLC Comments Section. Specifically, the M-NCPPC comment requests that any future driveway be consistent with the character of the adjacent residential neighborhood, which NCPC believes is a reasonable request. As such, the proposed staff recommendation includes a phrase that any new driveway along West Cedar Lane should be designed in a way that is consistent with the character of the adjacent residential neighborhood as follows: **NIH study the potential traffic impact of any new driveway along West Cedar Lane in greater detail; to design any new driveway to be consistent with the character of the adjacent residential neighborhood; and to work in consultation with the community and the M-NCPPC during the project's planning and design phases.**

The eighth M-NCPPC comment requests that NIH “*Revise the master plan to eliminate designation of areas within the 200-foot buffer for construction staging areas or temporary parking.*” NCPC staff believes that this will be a difficult request for NIH to fulfill since the campus does not have a lot of excess space due to the campus development’s relative mature nature. However, since the campus buffer was developed with the intension of mitigating any adverse impacts to the adjacent residential neighborhoods from campus operations, NCPC staff believes that this is a worthwhile goal for future campus development. As such, staff recommends that **NIH should strive to eliminate construction staging and temporary parking within the campus’s 250-foot buffer to the maximum extent feasible, and to reflect this goal in the final 2013 NIH-Bethesda Campus Master Plan.** Minimizing future construction and parking activities within the perimeter buffer as much as possible will help to maintain the good community relations that NIH has worked so hard to develop during the last 20 years.

The ninth M-NCPPC comment requests that NIH “*Revise the master plan to recommend minimizing the visual impact of the truck security-screening facility’s industrial character, from the public realm of Wisconsin Avenue.*” NCPC staff believes that this is a reasonable request since the Commercial Vehicle Inspection facility is more of an industrial use, which is inconsistent with the more pastoral nature of NIH’s campus perimeter. Also, the facility could be made more visible from the “public realm” of Rockville Pike (also known as Wisconsin Avenue) by the fact that the Maryland State Highway Administration (MD SHA) will widen Rockville Pike (along the westside) to help mitigate future projected local area traffic increases. Again, the request is also consistent with the 2004 Comprehensive Plan’s “good neighbor” policy. Therefore, staff recommends that **NIH should strive to minimize the visual impact of the Commercial Vehicle Inspection facility from Rockville Pike to the maximum extent feasible, and to reflect that goal in the final 2013 NIH-Bethesda Campus Master Plan.**

In addition, there are other potential future Master Plan projects that will likely have visual impacts on local adjacent neighborhoods due to their locations on campus, near its edges, such as the three Multi-Level Parking garages (MLP-12, MPL-13, and MLP-14) and the new N21 administration office tower (up to 17 stories in height). NIH currently presents all of their future projects to their standing local CLC group (during their planning phase); however, staff believes that NIH should ensure that all significant new construction projects are coordinated with M-NCPPC and the local community to a greater extent than their standard practice dictates. Therefore, staff recommends that **NIH coordinate all significant new construction projects with M-NCPPC and the local community, in addition to the NIH Community Liaison Council group.** For example, new significant construction (i.e. Building N21) could be referred out to M-NCPPC, NSAB, and/or the local community at an earlier stage of development and design. Rather than presenting an MLP project at a single CLC meeting, maybe NIH could present the project at two or three CLC meetings to gather more input (i.e. on future night-time lighting or daytime visual impacts) from more proximate neighborhoods.

The final recommendation made by the M-NCPPC is for NIH to “*Include the recommendation to share the proposed structured parking facilities on the south side of the campus near Battery*

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*Lane and the Medical Center Metro Station, with the public or with other user groups, during times of low use by NIH employees.”* NCPC staff agrees with the merit of shared parking facilities, and that the feasibility of using parking on federal installations should always receive thoughtful and thorough consideration. However, due to the need to maintain a constant, highly-secure, campus environment at NIH due to in-progress, nationally-significant research, NCPC staff is unable to develop any sort of recommendation that will satisfy the M-NCPPC request to accommodate shared parking at any on-campus locations.

#### Maryland Department of Planning Referral Clearinghouse Comments

The following bullets were received via e-mail from a Maryland Department of Planning staff member, and summarize/paraphrase all of the comments that the clearinghouse received back from their transmittal agencies. The summary comment letter is included in Appendix D.

- The Maryland Department of Natural Resources stated that the draft Master Plan appears to support Maryland's smart, green and growing initiative through its commitment to sustainability through adaptive reuse of buildings, Environmental Management Systems, and application of green technologies and techniques. The Maryland Department of Natural Resources also wondered if there is an intention to merge the Master Plan and DEIS into a single document to address the National Environmental Protection Act requirements, while avoiding unnecessary duplication of effort.
- The M-NCPPCM (Maryland-National Capital Park and Planning Commission in Montgomery County) noted that this application did not include a Draft Environmental Impact Statement (DEIS). Given the scale of this proposed project, a DEIS is required to fully assess the impacts of the proposed activities and provide alternatives analysis. It is also worth noting that the draft Master Plan does extensively discuss impacts on the region, and in that sense, contains much of what would be found in a DEIS.
- The Maryland Historical Trust commented that the 2013 Comprehensive Master Plan will have "no effect" on historic properties. Individual undertakings, described in the Plan, may require consultation with the Maryland State Historic Preservation Office pursuant to Section 106 of the National Historic Preservation Act.
- Montgomery County stated that the draft 2013 Comprehensive Master Plan for the NIH Bethesda Campus proposes moderate development that would be more beneficial to surrounding communities and NIH staff, patients, and visitors than would more ambitious development alternatives. The Master Plan is wide-ranging, touching not only on the security and support needs of those involved in campus activities, but also the impact of NIH on the region and local communities. The Plan recognizes the need for campus-based amenities and features: child care; recreational resources (active and passive); fitness facilities; employee health units; barrier-free accessibility; hazmat facilities and waste management; adequate lighting; boiler emission control; noise abatement; open space/pocket parks; and woodlands preservation. The Plan also supports continuation of the 1991 NIH Transportation Management Plan (TMP), with several recommended

enhancements (e.g., changes in access to and movement within the campus). Montgomery County is clearly interested in reductions in emissions (which affect air quality and incidences of asthma and other health concerns) through: multi-occupant vehicles; telecommuting/work schedules; bicycle-friendly infrastructure; and transit systems. Montgomery County is also interested in: pedestrian safety (pathways, crossings, etc.); access for mobility-impaired individuals; and the promotion of healthy lifestyles through walking and bicycling. Each of these topics is addressed somewhere in the Master Plan. All, or at least most, are based on actions that are within the control of NIH, given sufficient resources to accomplish them. Finally, the Plan proposes adaptive building reuse and also demolition, in addition to, new construction. However, the County could find no references to lead paint or asbestos removal.

- The Maryland Department of Planning found this project to be consistent with their plans, programs, and objectives.

#### Maryland Department of the Environment Comments

Specific comments were received back from the Maryland Department of the Environment on the draft Master Plan, which are stated in the attached letter contained in Appendix E.

#### Comprehensive Plan for the National Capital

The proposed draft 2013 Master Plan appears to be largely consistent with many of the following policies contained in the 2004 NCPC Comprehensive Plan. In particular, the draft Plan appears to be consistent with the following (Transportation, Parks and Open Space, and Federal Environment) specific policies:

- Place parking in structures, in the interest of efficient land use and good urban design.
- Provide bicycle travel lanes, paths, or trails between campus entrance points and all buildings on the campus.
- Encourage ridesharing, biking, walking, and other non-single-occupant vehicle modes of transportation for federal commuters.
- Employ compressed and variable work schedules for employees, consistent with agency missions.
- Maximize telecommuting strategies for employees in accordance with federal law.
- Provide secure and sheltered bicycle parking spaces or bicycle lockers in close proximity to building entrances at federal buildings and on federal campuses.
- Provide a safe and convenient means of entry and egress to vehicle garages for bicycle commuters.
- Maintain and conserve trees and other vegetation in the landscaped buffer areas on federal installations in a natural condition.
- Protect and enhance the green landscape and park-like character provided by trees, grass, and other native plant materials in the National Capital Region by removing invasive species and replanting with native species.

- Minimize tree cutting and other vegetation removal to reduce soil disturbance and erosion, particularly in the vicinity of waterways.

However, consistency with the following specific policies, which are noted in a March 26, 2012 Scoping Comment letter (sent during the 60-day Scoping Comment period for the 2013 Master Plan EIS), are unable to be verified until the release of the Draft Environmental Impact Statement (DEIS) for public and agency review. NIH has indicated that the DEIS will not be available until after the November, 2012 Commission meeting. The NCPC staff Scoping Comment letter is contained in Appendix F.

- Avoid locating activities that produce excessive noise near sensitive natural resources.
- Consider the impacts, including cumulative impacts, of environmental changes on wildlife habitats and the biodiversity of an ecosystem.
- Upgrade water supply and sewage treatment systems, and separate storm and sanitary sewers, to avoid the discharge of pollutants into waterways.
- Minimizing power generation requirements, such as by utilizing best available “green” building systems and technologies.
- Encouraging further usage of alternative “clean” fuels.

The submitted draft TMP is not consistent with the following specific Transportation Management Plan policies, and the final TMP document should be revised to reflect the following information.

- Develop TMPs that explore methods and strategies to meet prescribed parking ratios, and include a thorough rationale and technical analysis in support of all TMP findings.
- Analyze scenarios that incorporate data on employee home zip codes, nearby bus routes, Metrorail, MARC, and VRE lines and their schedules, and that identify existing and planned HOV lanes.
- Include, within TMPs, implementation plans with timetable outlining each agency’s commitment to reaching TMP goals.
- Reflect, within TMPs, planned regional transportation infrastructure or service improvements within five miles of the federal facilities.
- Encouraging further usage of alternative “clean” fuels.

### **Relevant Federal Facility Master Plan**

The current draft 2013 NIH-Bethesda Campus Master Plan will supersede the existing 2003 NIH Master Plan Update, which was approved by the NCPC in January, 2005, upon Commission approval of the final version, which is scheduled for Commission review in early, 2013.

### **National Environmental Policy Act (NEPA)**

The NIH is in the process of developing an Environmental Impact Statement (EIS) as part of their master planning process under the requirements of the National Environmental Policy Act (NEPA). The NIH held one Public Scoping meeting on February 28, 2012 in order to initiate

their “public outreach” process under NEPA, and to answer any questions from the public regarding its master-planning/NEPA process for the 2013 Plan. In addition, the NIH officially received written Scoping comments from the public and organizations during a 60-day public period from late-January through late-March, 2012. NCPC staff drafted a Scoping Comment letter (dated March 26, 2012) and sent that to NIH, outlining the Commission’s review authority and federal interests related to the Master Plan.

At this time, the Draft EIS has not been released for public or agency review and comment, and NIH has indicated that the DEIS is not scheduled for release until after the November 1<sup>st</sup> NCPC meeting. However, pursuant to NCPC requirements, the NEPA process will be completed in advance of the final 2013 Master Plan submission for NCPC review, which is scheduled for Winter/Spring 2013.

### **National Historic Preservation Act (NHPA)**

The Maryland Historical Trust commented that the draft 2013 Master Plan will have "no effect" on historic properties. Individual undertakings, described in the Plan, may require consultation with the Maryland State Historic Preservation Office pursuant to Section 106 of the National Historic Preservation Act.

## **III. CONSULTATION**

### **Coordination with local agencies**

The NIH submitted the draft Master Plan and TMP to NCPC for referral in early August, 2012, and NCPC officially referred out the project to the Maryland Department of Planning’s referral clearinghouse via letter dated, August 7, 2012. At the same time, NIH also forwarded a copy of the draft Master Plan and TMP directly to the Maryland-National Capital Park and Planning Commission (M-NCPPC) to maximize their review/comment time. All comments received back from the Maryland referral clearinghouse are included in Appendix D.

NCPC provided more specific, staff-level comments to NIH for incorporation into the final Master Plan/TMP in late September, 2012. In addition, in advance of NCPC staff review of the draft submission for Commission review, NCPC posted the draft 2013 NIH Master Plan and draft TMP were officially posted on NCPC’s website (Public Comment Opportunities Section), between August 30<sup>th</sup> and October 1<sup>st</sup>, for public review, and no comments were received at that time.

The M-NCPPC held an official public hearing on the draft Master Plan/TMP on Thursday, October 18<sup>th</sup>, and transmitted official comments on the plans to NCPC for consideration. NCPC staff has reviewed all of the M-NCPPC’s comments, and has developed several recommendations based on the M-NCPPC’s comments for Commission consideration. The M-NCPPC comments are contained in Appendix C.

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Lastly, NIH presented their draft Master Plan to their regular standing Community Liaison Council (CLC) group, which meets on a regular monthly basis, at its May, 2012 meeting. The CLC is currently made up of representation from approximately 25 nearby residential neighborhoods and other organizations, first organized as part of the development of the 1995 NIH Master Plan. The group meets to discuss planning, regional, and any other potential concerns from the local community in a collaborative effort to promote awareness and to maintain a healthy relationship between NIH and its neighbors. NIH planning staff attended the July, 2012 CLC meeting to solicit feedback from the group after having had the opportunity to review the draft Plan. Official notes from the July meeting are included in Appendix B. NCPC staff attended both meetings, as well as a staff representative from the M-NCPPC.

#### IV. APPENDICES

##### APPENDIX A – NCPC, NIH, MCPB MEMORANDUM OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING  
BY AND AMONG THE  
NATIONAL CAPITAL PLANNING COMMISSION,  
THE MONTGOMERY COUNTY PLANNING BOARD OF THE  
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION,  
AND THE NATIONAL INSTITUTES OF HEALTH

This memorandum of understanding (MOU) sets forth the agreement among the National Capital Planning Commission (NCPC), the Montgomery County Planning Board of the Maryland-National Capital Park and Planning Commission (MCPB), and the National Institutes of Health (NIH) regarding implementation of a Transportation Management Plan (TMP) for the NIH Bethesda Campus.

WHEREAS, the Comprehensive Plan for the National Capital urges that parking facilities at Federal facilities be provided and managed at a level which assumes maximum use of public transportation and high-occupancy vehicles.

WHEREAS, NCPC's Project Plans Submission Requirements require that sponsoring agencies' TMPs incorporate the following:

- o descriptions of existing and proposed peak hour traffic by mode
- o summary of existing and proposed parking by type and assignment
- o goals for trip reduction, modal split, and vehicle occupancy
- o strategies to minimize vehicle work trips and discourage single-occupancy commuting
- o discussion of projected transportation impacts and description of mitigation measures
- o description of applicable local, state, and regional transportation management requirements and recommendations for implementation
- o measures for monitoring and adjustment

WHEREAS, NIH has prepared a TMP that established program goals and short-term and long-term implementation strategies.

WHEREAS, on December 19, 1991, the MCPB recommended that NCPC defer action on the proposed parking garage and temporary parking lots located at the NIH Bethesda campus, until NIH satisfies the conditions and concerns identified in the MCPB staff memorandum of December 16, 1991, including a condition that NIH, NCPC, and MCPB execute an agreement to implement the TMP.

WHEREAS, the NCPC, on January 9, 1992, approved the preliminary plans for the garage and temporary lots with a request that NIH work with NCPC and MCPB to resolve outstanding issues related to the TMP including the establishment of a formal agreement respecting implementation of TMP strategies.

**APPENDIX A (cont.)**

WHEREAS, on February 18, 1992, NIH, NCPC, and MCPB agreed to meet on a regular basis to exchange transportation, planning, and demographic information for the mutual benefit of all.

IT IS THEREFORE AGREED THAT:

1. NIH, NCPC, and MCPB will meet at a minimum of two times per year to discuss updated planning, master planning, project development, and transportation information, as well as outstanding issues that need to be resolved.
2. NIH commits itself to undertake its best faith effort to implement the TMP strategies in order to achieve TMP goals, and will take appropriate action regarding funding strategies. (TMP goals and strategies are listed in the attached Addendum.) To this end, NIH will monitor the success of the TMP strategies already implemented by providing NCPC and MCPB with quarterly traffic counts and annual evaluations. This data will be used in conjunction with supplementary transportation data such as the number of employees and visitors using public transportation, carpools, and vanpools, etc. to determine the overall effectiveness of the TMP in preventing additional NIH-generated peak hour traffic on roadways which serve the campus.
3. Consistent with this MOU and the NIH master plan, NIH will assess the need for parking associated with proposed future growth and attempt to reduce the future parking demand to the extent practicable.
4. NCPC and MCPB will evaluate the proposed future employment and parking growth at the NIH Bethesda campus in light of NIH's success in implementing TMP strategies and achieving TMP program goals.
5. NIH will implement other measures as appropriate, upon consultation with NCPC and MCPB, if current strategies prove unsuccessful.

THE NATIONAL INSTITUTES OF HEALTH

By: Bernadine Healy MAY 14 1992  
Bernadine Healy, M.D. Date  
Director

THE MONTGOMERY COUNTY PLANNING BOARD OF THE MARYLAND-  
NATIONAL CAPITAL PARK AND PLANNING COMMISSION

By: Gu's Bauman 5/29/92  
Gu's Bauman Date  
Chairman

THE NATIONAL CAPITAL PLANNING COMMISSION

By: Glen T. Urquhart \_\_\_\_\_  
Glen T. Urquhart Date  
Chairman

**APPENDIX A (cont.)**

ADDENDUM

GOALS OF THE NIH BETHESDA CAMPUS TRANSPORTATION MANAGEMENT PROGRAM

1. Improve the availability of parking spaces on campus for NIH personnel and visitors.
2. Mitigate the traffic impacts of further campus development on the roadways serving the NIH campus (such that the level of congestion along the roadways serving NIH is made no worse than if such development did not occur).
3. Maintain a "good neighbor" relationship with the surrounding community.

SHORT-TERM STRATEGIES

1. Establish an Employee Transportation Services Office to coordinate TMP strategies and promote non-single occupant travel modes by employees.
2. Continue to place carpool, vanpool, handicapped, and visitor parking in close proximity to the intended destination of the users. Disincentives will be enacted to discourage violation of carpool regulations.
3. Implement a transit discount program for employees up to the maximum tax-free benefit allowable by law, and initiate a request for legislative action to allow parking and ticketing revenues and/or appropriated funds to be used by NIH to make such a program self-sustaining.
4. Improve NIH campus shuttle bus service as demand warrants and provide adequate covered waiting areas at or near shuttle bus stops, where possible.
5. Implement a comprehensive campus-wide re-signage for vehicles and pedestrians, including a study of internal safety signage and signaling.
6. Emphasize parking regulation enforcement by providing an adequately staffed parking enforcement work force and provisions to minimize off-campus parking.
7. Further promote the use of flexitime and flexitour by employees. Reserve selected parking areas for later-arriving employees to encourage use of flexitime.
8. Have the employee transportation office publicize existing programs which utilize outlying parking areas, such as church lots and park-and-ride areas.
9. Institute pay parking for visitors to NIH, exclusive of patients and blood donors, except after normal working hours.

**APPENDIX A (cont.)**

LONG-TERM STRATEGIES

1. As the campus develops, maintain the parking supply at no greater than 0.5 spaces per NIH employee, plus additional parking spaces to serve the parking needs of visitors and patients at NIH. In determining a parking supply, and applying a ratio not to exceed 0.5 spaces per employee, the number of employees used in this calculation should be no greater than the maximum employment level of the approved master plan.
2. Within the context of the development of the NIH master plan, the parking requirements associated with future campus growth and the reestablishment of the buffer zone surrounding the campus should be accommodated by the construction of multi-level parking (MLP) structures, within the parking supply criteria adopted by NIH. Planning and funding for these new MLP's should be linked to the funding plans for other buildings to be added to the campus.
3. Implement an internal loop road circulation system within the NIH campus, with two-way traffic.
4. Improve congested roadway intersections through the addition of more turning lanes to selected intersections adjacent to the NIH campus to mitigate traffic congestion. The Employee Transportation Services Office will coordinate with appropriate County and State agencies to determine funding strategies, design implications, timing, and implementation requirements.
5. Have the Employee Transportation Services Office explore the feasibility of developing or leasing satellite parking areas near outlying Metrorail Red Line stations to serve NIH employees.
6. NIH will continue to explore alternative strategies, and if all strategies fail to achieve the stated TMP goals, pay parking for employees will be instituted as a last resort.

**APPENDIX B – NIH COMMUNITY LIAISON COUNCIL MEETING MINUTES**

**NIH COMMUNITY LIAISON COUNCIL**  
DRAFT Meeting Minutes

July 19, 2012 - 4:00 p.m. to 5:30 p.m.  
National Institutes of Health  
Natcher Building, Conference Room D

**DRAFT MASTER PLAN FOR THE NIH BETHESDA CAMPUS, BETHESDA, MARYLAND**

Ms. Miller opened the meeting at 4:07. The purpose of today's meeting was to discuss additional questions about the NIH Bethesda Campus Master Plan, which was presented at the May 24 meeting.

Mr. Neuberg said the current traffic crowding is caused by 2 things: the Walter Reed staff's recent move to the Naval Medical Center, and Base Realignment and Closure Act (BRAC)-related work at Cedar Lane and South Drive. However, the traffic light at North Gate was installed on a temporary basis and will be evaluated by the Maryland State Highway Administration (SHA). Citizens have an opportunity to let their elected officials know the results of having a traffic light there. SHA is in the process of installing 8-second pedestrian-assist advances, however, SHA implementation seems to be slow and disconnected. Everyone agreed that leaving NIH via South Drive is very difficult. However, NIH negotiated, in addition to the tunnel between NIH and the Navy, that the Navy put in a kiss-and-ride turnoff on their side, which should alleviate some crowding in the future. Mr. Schofer recommended contacting SHA Supervisor Lee Starkloff, who is very knowledgeable and responsive. He thought the entrance was poorly designed with many pedestrians and many vehicles going to various places at a single location.

Ms. Miller asked which buildings on the Master Plan map were funded and which are planned but not funded. Mr. Herring said only 2 buildings are currently funded (Porter is under construction). In addition, they are asking for funding for the building 29 complex (an animal facility) and some work in building 10. There's not much new growth—they are reviewing conditions in existing buildings and functional capacity of older labs. Staff will be moved around, but not substantially increased. The new intramural program for health disparities, and another new program may add 120 employees each, and the National Library of Medicine wants to add 400 people.

Because few building sites remain, they will build on surface parking. Buildings in poor condition will be torn down, e.g., building 31, and a new structure built on the site. But first, they have to move everyone in the existing building to another site. The Master Plan maps out building phases over the next 15 years, e.g., Phase I includes a new waste management facility, a police station, and additions to buildings 40 and 45. They also plan a large, \$2M water tank to supplement the chilled water supply, and 3 new parking garages. The historic core around the Office of the Director (buildings 4, 5, and 8, in addition to the 2 buildings already in use) will be turned into an administrative center.

Mr. Weil noted that Cedar Lane has changed significantly since BRAC. He was concerned about the new entrance/exit used to build the parking garage onto West Cedar Lane, which is fairly close to Wisconsin Avenue at the northeast corner by the wetlands. He asked which way the traffic lanes will go and how that will combine with BRAC activity. As it is, it is impossible to exit the housing development there and turn south without breaking the law. Mr. Herring said they plan for traffic to go

## APPENDIX B (cont.)

*Community Liaison Council  
July 19, 2012*

2

both ways, and he anticipates improvements from the BRAC changes. NIH has more than 10,000 parking spaces on the campus; they have to review the north side of the campus and the exit at Cedar Lane.

Mr. Neuberg thought the north-bound people would be removed from the mix. He noted that the bulk of NIH staff lives northwest of campus, so they will likely go to route 270 via Old Georgetown Road. There will be 3 eastbound lanes—a dedicated left, a dedicated right, and one straight through. They will install a traffic light there, and NIH will have to work with SHA and the county to adjust the timing. In preparation, they should study anticipated behavior of the exiting traffic.

Mr. Herring saw the current traffic crisis as the result of a combination of simultaneous BRAC activities, construction, and the growth of downtown Bethesda and Friendship Heights. At the same time, we need to get traffic in and out of NIH. NIH used to have 11 exits, but now has only 7. The 10,000 parking places imply that 20,000 people are on campus; this includes contractors, students, and staff, but not hospital visitors. Ms. Miller wanted to review the parking ratio (1 space for 2 people). Mr. Herring said the current plan is to continue using that ratio (because it works) while they continue other programs, such as monetary incentives to take the Metro, at the same time recognizing that some people will never be able to take Metro. The only way to reduce parking supply is to charge for parking. Mr. Neuberg suggested that people write to their Congress members to get the Transhare reduction (to \$125) reversed.

Ms. Lueders asked how many people telecommute, but Mr. Herring had no way to capture that number because it's done on the Institute level. However, many people at NIH cannot telecommute because they work in the lab. Mr. Moss added that telecommuting is being encouraged by placing the onus is on the supervisor to tell workers why they cannot telecommute, rather than on the employee to justify why he or she should telecommute.

In response to Ms. Miller's question about the little park, Mr. Neuberg and Mr. Herring had heard nothing, and Mr. Michaels could say only that no benches are planned and that someone donated the concrete.

Mr. Neuberger said the gate at South Greentree was reopened and funded through the end of the fiscal year (September 30). It would remain open as an exit, but they need more money to keep it open as an entrance (staffed).

Mr. Herring: The Environmental Impact Study is being conducted in conjunction with the Master Plan, and should be completed by August 17. Ms. Rifkin concurred, hoping for a presentation in mid-September. She added that the Navy is also updating its Master Plan. Mr. Weil thought the Walter Reed plan would be presented to his division in September. Ms. Rifkin observed that the NIH Planning Board would not have had an opportunity to comment on it.

### OTHER BUSINESS

- Louvers with sound baffling will be added to Building 33. This was a response to owners of a house whose elevation is higher than NIH's, and who therefore heard more NIH noise than they thought acceptable. It will benefit the entire neighborhood.

*Audio Associates  
301-577-5882*

**APPENDIX B (cont.)**

*Community Liaison Council  
July 19, 2012*

3

- Mr. Schofer noted the need to rehabilitate some pavement markers.
- SHA wants to close the north gate during an advanced utility project.
- At a future meeting, Mr. Schofer would like an update on the South Lawn, and one on the holding pond.
- Ms. Mazuzan reported that on Tuesday from 6:00 to 8:00 PM, the SHA will convene a meeting on the Cedar Lane/355 intersection. She also recommended Arena Stage's production of "The Normal Heart" as of particular interest because of the role NIH plays in the story.

**ADJOURNMENT**

The meeting adjourned at 5:30 p.m. The next meeting will be held September 20, 2012.

**PARTICIPANTS**

**CLC Members**

Marian Bradford, Camelot Mews  
Maggie Dittmore, Huntington Terrace  
Harvey Eisen, Edgewood/Glenwood  
Marilyn Mazuzan, Oakmont  
Debbie Michaels, Glenbrook  
Ginny Miller, Wyngate  
Ralph Schofer, Maplewood  
Lucy Ozarin, MD, Whitehall  
Beth Volz, Locust Hill

**NIH Alumni Association**

Kira Lueders, NIH Alumni Association

**NIH Staff**

John Burklow, OCPL  
Ricardo Herring  
Brad Moss, ORS  
Phillip Neuberg, ORF  
Tara Mowery, OCL  
Sharon Robinson, OCL  
Susan Petersen

**Guests**

Margaret Rifkin, Montgomery County Planning  
Board  
Michael Weil, National Capital Planning  
Commission (NCPC)

**Recorder**

Winfield Swanson, Audio Associates

**APPENDIX C – MARYLAND-NATIONAL CAPITAL PARK AND PLANNING  
COMMISSION (M-NCPPC) COMMENTS**

## Conclusion

Staff recommends that the Planning Board provide the following comments to the National Capital Planning Commission and also directly to the National Institutes of Health concerning the draft Master Plan which includes their draft Transportation Management Plan.

**Comments for Transmittal** – All “Comments for Transmittal” identified in the above discussions, will be incorporated into the below list if not otherwise addressed below.

1. Submit the Draft Environmental Impact Statement for Planning Department review and comment, and reflect revisions based on that review, in the final EIS and final Master Plan.
2. Provide the Planning Department Staff with the opportunity to review and comment on the Draft Final Master Plan in 2013, before its submittal to NCPC for final review.
3. Conduct a public meeting for public comment on the Draft Master Plan. Consider incorporating that opportunity into the NEPA mandated public hearing for the Environmental Impact Statement community outreach.
4. Revise the Draft Transportation Management Plan to include additional strategies to achieve the National Capital Planning Commission’s (NCPC) recommended maximum of 1 parking space for every 3 employees.
5. Revise master plan section 3.3 describing “County Planning Initiatives” to accurately reflect them and then revise recommendations in the master plan for consistency with those county initiative as
6. Participate in the County’s initiative to increase forest and tree canopy, by voluntarily developing a Forest Conservation Plan consistent with county standards.
7. Ensure that the master plan recommends that any access into and out of the site at a new entrance on Cedar Lane, be consistent with the character of the confronting residential neighborhood.
8. Revise the master plan to eliminate designation of areas within the 200 foot buffer for construction staging areas or temporary parking.

**APPENDIX C (cont.)**

10/11/2012 5:03 PM

9. Revise the master plan to recommend minimizing the visual impact of the truck security- screening facility's industrial character, from the public realm of Wisconsin Avenue.
10. Include the recommendation to share the proposed structured parking facilities on the south side of the campus near Battery Lane and the Medical Center Metro Station, with the public or with other user groups, during times of low use by NIH employees.
11. The Planning Department concurs with the draft traffic study included with the DEIS and asks that NSAB continue to monitor traffic conditions at the

**APPENDIX D – MARYLAND DEPARTMENT OF PLANNING STATE REFERRAL  
CLEARINGHOUSE COMMENT LETTER**



*Maryland Department of Planning*

*Martin O'Malley*  
Governor  
*Anthony G. Brown*  
Lt. Governor

*Richard Eberhart Hall*  
Secretary  
*Matthew J. Power*  
Deputy Secretary

October 22, 2012

Ms. Christine Saum, AIA  
Director, Urban Design and Plan Review  
National Capital Planning Commission  
North Lobby, Suite 500  
401 9th Street, N.W.  
Washington, DC 20004

**STATE CLEARINGHOUSE RECOMMENDATION**

**State Application Identifier:** MD20120813-0601  
**Applicant:** National Capital Planning Commission  
**Project Description:** 2013 Comprehensive Master Plan NIH Bethesda Campus  
NCPC File No. MP02  
**Project Location:** Montgomery County  
**Approving Authority:** National Capital Planning Commission  
**Recommendation:** Consistent with Qualifying Comments and Contingent Upon Certain Actions

Dear Ms. Saum:

In accordance with Presidential Executive Order 12372 and Code of Maryland Regulation 34.02.01.04-.06, the State Clearinghouse has coordinated the intergovernmental review of the referenced project. This letter, with attachments, constitutes the State process review and recommendation based upon comments received to date. This recommendation is valid for a period of three years from the date of this letter.

Review comments were requested from the Maryland Departments of the Environment, Transportation, Natural Resources, Montgomery County, the Maryland-National Capital Park and Planning Commission in Montgomery County, and the Maryland Department of Planning, including the Maryland Historical Trust. As of this date, the Maryland Department of Transportation has not submitted comments. **This recommendation is contingent upon the applicant considering and addressing any problems or conditions that may be identified by their review. Any comments received will be forwarded.**

The Maryland Department of Natural Resources and the Maryland-National Capital Park and Planning Commission in Montgomery County (M-NCPPCM) stated that their findings of consistency are contingent upon the applicant taking the actions summarized below.

The Maryland Department of Natural Resources stated that the Master Plan appears to support Maryland's smart, green and growing initiative through its commitment to sustainability through adaptive reuse of buildings, Environmental Management Systems, and application of green technologies and techniques.

APPENDIX D (cont.)

Ms. Christine Saum, AIA  
October 22, 2012  
Page 2

However, as noted by M-NCPPCM, this application did not include a Draft Environmental Impact Statement (DEIS). Given the scale of this proposed project, a DEIS is required to fully assess the impacts of the proposed activities and provide alternative analysis. It is also worth noting that Master Plan does extensively discuss impacts on the region, and in that sense contains much of what would be found in a DEIS. The Maryland Department of Natural Resources wondered if there is an intention to merge the Master Plan and DEIS into a single document to address the National Environmental Protection Act requirements while avoiding unnecessary duplication of effort.

The Maryland-National Capital Park and Planning Commission in Montgomery County commented that, at this time, the Planning Department staff was not able to complete their review of the Draft 2012 Transportation Management Program (TMP) and the Draft 2013 Comprehensive Master Plan for the National Institutes of Health, Bethesda Campus, because a DEIS was not included with the submittal. M-NCPPCM therefore views the review document as incomplete. Formal Planning Board comments on a DEIS, TMP, and Master Plan for NIH will be forwarded to the Applicant subsequent to M-NCPPCM's receipt and review of the DEIS and an announced Planning Board public hearing.

Staff of M-NCPPCM have reviewed the August 2012 Draft TMP and the Draft Master Plan, and have submitted preliminary comments concerning: future growth in employment and parking; submission of projects that help to implement the Master Plan for design review; environmental stewardship including policies, the identification of storm-water management facilities and invasive species; and the provision of a variety of options for people to travel to and from the campus.

The Maryland Department of the Environment; the Maryland Historical Trust, and Montgomery County found this project to be generally consistent with their plans, programs, and objectives, but included certain qualifying comments summarized below.

The Maryland Department of the Environment submitted qualifying comments concerning above-ground and under ground storage tanks; solid and hazardous waste; lead paint; and water-quality standards. See the attached letter.

The Maryland Historical Trust commented that the 2013 Comprehensive Master Plan will have "no effect" on historic properties. Individual undertakings, described in the Plan, may require consultation with the Maryland State Historic Preservation Office pursuant to Section 106 of the National Historic Preservation Act.

Montgomery County stated that the 2013 Comprehensive Master Plan for the NIH Bethesda Campus proposes moderate development that would be more beneficial to surrounding communities and NIH staff, patients, and visitors than would more ambitious development alternatives.

The Master Plan is wide-ranging, touching not only on the security and support needs of those involved in campus activities, but also the impact of NIH on the region and local communities.

The Plan recognizes the need for campus-based amenities and features: child care; recreational resources (active and passive); fitness facilities; employee health units; barrier-free accessibility; hazmat facilities and waste management; adequate lighting; boiler emission control; noise abatement; open space/pocket parks; and woodlands preservation.

**APPENDIX D (cont.)**

Ms. Christine Saum, AIA  
October 22, 2012  
Page 3

The Plan also supports continuation of the 1991 NIH Transportation Management Plan (TMP), with several recommended enhancements (e.g., changes in access to and movement within the campus). Montgomery County is clearly interested in reductions in emissions (which affect air quality and incidences of asthma and other health concerns) through: multi-occupant vehicles; telecommuting/work schedules; bicycle-friendly infrastructure; and transit systems. Montgomery County is also interested in: pedestrian safety (pathways, crossings, etc.); access for mobility-impaired individuals; and the promotion of healthy lifestyles through walking and bicycling. Each of these topics is addressed somewhere in the Master Plan. All, or at least most, are based on actions that are within the control of NIH, given sufficient resources to accomplish them.

Finally, the Plan proposes adaptive building reuse and also demolition, in addition to, new construction. However, the County could find no references to lead paint or asbestos removal.

The Maryland Department of Planning found this project to be consistent with their plans, programs, and objectives. This Department commented that the Master Plan appears to support the State's smart, green and growing initiative through its commitment to sustainability through: adaptive reuse of buildings; Environmental Management Systems; and application of green technologies and techniques.

**Any statement of consideration given to the comments should be submitted to the approving authority, with a copy to the State Clearinghouse.** The State Application Identifier Number must be placed on any correspondence pertaining to this project. The State Clearinghouse must be kept informed if the approving authority cannot accommodate the recommendation.

If you need assistance or have questions, contact the State Clearinghouse staff person noted above at 410-767-4490 or through e-mail at [ljaney@mdp.state.md.us](mailto:ljaney@mdp.state.md.us). **Also please complete the attached form and return it to the State Clearinghouse as soon as the status of the project is known. Any substitutions of this form must include the State Application Identifier Number.** This will ensure that our files are complete.

Thank you for your cooperation with the MIRC process.

Sincerely,



Linda C. Janey, J.D., Assistant Secretary

LCJ:LJ

Enclosures

cc: Michael Weil - NCPC  
Amanda Degen - MDE  
Melinda Gretsinger - MDOT  
Greg Golden - DNR

Greg Ossont - MTGM  
Cathy Conlon - MNCPPCM

Beth Cole - MHT

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APPENDIX D (cont.)



MARYLAND DEPARTMENT OF THE ENVIRONMENT

1800 Washington Boulevard • Baltimore, Maryland 21230  
410-537-3000 • 1-800-633-6101 • <http://www.mde.state.md.us>

Martin O'Malley  
Governor

Robert M. Summers, Ph.D.  
Secretary

Anthony G. Brown  
Lieutenant Governor

September 12, 2012

Ms. Christine Saum  
Director  
National Capital Planning Commission  
Urban Design and Plan Review  
401 9<sup>th</sup> Street, NW  
North Lobby, Suite 500  
Washington, DC 20004

RE: State Application Identifier: MD20120813-0601  
Project: 2013 Comprehensive Master Plan NIH Bethesda Campus NCPC File No. MP02

Dear Ms. Saum:

Thank you for the opportunity to review the above referenced project. The document was circulated throughout the Maryland Department of the Environment (MDE) for review, and the following comments are offered for your consideration.

1. Any above ground or underground petroleum storage tanks, which may be utilized, must be installed and maintained in accordance with applicable State and federal laws and regulations. Underground storage tanks must be registered and the installation must be conducted and performed by a contractor certified to install underground storage tanks by the Land Management Administration in accordance with COMAR 26.10. Contact the Oil Control Program at (410) 537-3442 for additional information.
2. If the proposed project involves demolition -- Any above ground or underground petroleum storage tanks that may be on site must have contents and tanks along with any contamination removed. Please contact the Oil Control Program at (410) 537-3442 for additional information.
3. Any solid waste including construction, demolition and land clearing debris, generated from the subject project, must be properly disposed of at a permitted solid waste acceptance facility, or recycled if possible. Contact the Solid Waste Program at (410) 537-3315 for additional information regarding solid waste activities and contact the Waste Diversion and Utilization Program at (410) 537-3314 for additional information regarding recycling activities.
4. The Waste Diversion and Utilization Program should be contacted directly at (410) 537-3314 by those facilities which generate or propose to generate or handle hazardous wastes to ensure these activities are being conducted in compliance with applicable State and federal laws and regulations. The Program should also be contacted prior to construction activities to ensure that the treatment, storage or disposal of hazardous wastes and low-level radioactive wastes at the facility will be conducted in compliance with applicable State and federal laws and regulations.
5. Any contract specifying "lead paint abatement" must comply with Code of Maryland Regulations (COMAR) 26.16.01 - Accreditation and Training for Lead Paint Abatement Services. If a property was built before 1950 and will be used as rental housing, then compliance with COMAR 26.16.02 - Reduction of Lead Risk in Housing; and Environment Article Title 6, Subtitle 8, is required. Additional guidance regarding projects where lead paint may be encountered can be obtained by contacting the Environmental Lead Division at (410) 537-3825.

APPENDIX D (cont.)

MD2012-0813-0601

Ms. Christine Saum  
September 12, 2012  
Page Two

6. Water Quality Impairments: Section 303(d) of the federal Clean Water Act requires the State to identify impaired waters and establish Total Maximum Daily Loads (TMDLs) for the substances causing the impairments. A TMDL is the maximum amount of a substance that can be assimilated by a waterbody such that it still meets water quality standards.

Planners should be aware of existing water quality impairments identified on Maryland's 303(d) list. The Project is situated in the Rock Creek watershed, identified by the MD 8-digit code 02140206 which is currently impaired by several substances and subject to regulations regarding the Clean Water Act.

Planners may find a list of nearby impaired waters by entering the 8-digit basin code into an on-line database linked to the following URL:

<http://www.mde.state.md.us/programs/Water/TMDL/Integrated303dReports/Pages/303d.aspx>.

This list is updated every even calendar year. Planners should review this list periodically to help ensure that local decisions consider water quality protection and restoration needs. Briefly, the current impairments that are relevant to the Project include the following:

Rock Creek (02140206)

Bacteria: Non-tidal. A TMDL has been written and approved by EPA.

Nutrients: Non-tidal. A TMDL is under development.

Sediment: Non-tidal. A TMDL has been written and approved by EPA.

Biological: Non-tidal. A TMDL is pending development.

7. TMDLs: Development and implementation of the any Plan should take into account consistency with TMDLs developed for the impaired waterbodies referenced above. Decisions made prior to the development of a TMDL should strive to ensure no net increase of impairing substances. TMDLs are made available on an updated basis at the following web site:  
<http://www.mde.state.md.us/programs/Water/TMDL/CurrentStatus/Pages/Programs/WaterPrograms/TMDL/Summittals/index.aspx>

Special protections for high-quality waters in the local vicinity, which are identified pursuant to Maryland's anti-degradation policy;

8. Anti-degradation of Water Quality: Maryland requires special protections for waters of very high quality (Tier II waters). The policies and procedures that govern these special waters are commonly called "anti-degradation policies." This policy states that "proposed amendments to county plans or discharge permits for discharge to Tier II waters that will result in a new, or an increased, permitted annual discharge of pollutants and a potential impact to water quality, shall evaluate alternatives to eliminate or reduce discharges or impacts." These permitted annual discharges are not just traditional Point Sources, it can include all discharges such as Stormwater.

Currently, Tier II waters are not present in the area surrounding the town of the project.

Planners should be aware of legal obligations related to Tier II waters described in the Code of Maryland Regulations (COMAR) 26.08.02.04 with respect to current and future land use plans. Information on Tier II waters can be obtained online at: <http://www.dsd.state.md.us/comar/comarhtml/26/26.08.02.04.htm> and policy implementation procedures are located at <http://www.dsd.state.md.us/comar/comarhtml/26/26.08.02.04-1.htm>

Planners should also note that since the Code of Maryland Regulations is subject to periodic updates. A list of Tier II waters pending Departmental listing in COMAR can be found, with a discussion and maps for each county, at the following website:  
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APPENDIX D (cont.)

MD2012-0813-0601

Ms. Christine Saum  
September 12, 2012  
Page Three

ADDITIONAL COMMENTS

Chesapeake Bay TMDL

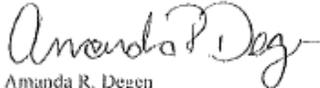
With the completion of the Chesapeake Bay TMDL, the Chesapeake Bay Program Office (CBPO) will be able to provide loading data at a more refined scale than in the past. MDE will be able to use the CBPO data to estimate pollution allocations at the jurisdictional level (which will include Federal Facilities) to provide allocations to the Facilities. These allocations, both Wasteload (WLA) and Load Allocation (LA) could call for a reduction in both Point Sources and Nonpoint Sources. Facilities should be aware of reductions and associated implementation required by WIPs or FIPs.

Stormwater

The project should consider all Maryland Stormwater Management Controls. Site Designs should consider all Environmental Site Design to the Maximum Extent Practicable and "Green Building" Alternatives. Designs that reduce impervious surface and BMPs that increase runoff infiltration are highly encouraged.

Again, thank you for giving MDE the opportunity to review this project. If you have any questions or need additional information, please feel free to call me at (410) 537-4120.

Sincerely,



Amanda R. Degen  
MDE Acting Clearinghouse Coordinator  
Office of Communications

cc: Linda Janey, State Clearinghouse

**APPENDIX E – MARYLAND DEPARTMENT OF THE ENVIRONMENT  
COMMENT LETTER**



**MARYLAND DEPARTMENT OF THE ENVIRONMENT**

1800 Washington Boulevard • Baltimore, Maryland 21230  
410-537-3000 • 1-800-633-6101 • <http://www.mde.state.md.us>

Martin O'Malley  
Governor

Robert M. Summers, Ph.D  
Secretary

Anthony G. Brown  
Lieutenant Governor

September 12, 2012

Ms. Christine Saum  
Director  
National Capital Planning Commission  
Urban Design and Plan Review  
401 9<sup>th</sup> Street, NW  
North Lobby, Suite 500  
Washington, DC 20004

RE: State Application Identifier: MD20120813-0601  
Project: 2013 Comprehensive Master Plan NIH Bethesda Campus NCPC File No. MP02

Dear Ms. Saum:

Thank you for the opportunity to review the above referenced project. The document was circulated throughout the Maryland Department of the Environment (MDE) for review, and the following comments are offered for your consideration.

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**APPENDIX E (cont.)**

Ms. Christine Saum  
September 12, 2012  
Page Two

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**APPENDIX E (cont.)**

Ms. Christine Saum  
September 12, 2012  
Page Three

**ADDITIONAL COMMENTS**

Chesapeake Bay TMDL

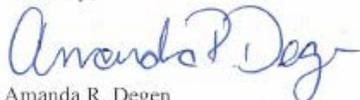
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Again, thank you for giving MDE the opportunity to review this project. If you have any questions or need additional information, please feel free to call me at (410) 537-4120.

Sincerely,



Amanda R. Degen  
MDE Acting Clearinghouse Coordinator  
Office of Communications

cc: Linda Janey, State Clearinghouse

**APPENDIX F – NCPC STAFF SCOPING COMMENT LETTER**



401 9th Street, NW North Lobby, Suite 500 Washington, DC 20004 Tel 202.482.7200 Fax 202.482.7272 www.ncpc.gov

IN REPLY REFER TO:  
NCPC File No. MP02

March 26, 2012

Ms. Valerie Nottingham  
Chief, Environmental Quality Branch  
Division of Environmental Protection  
Office of Research Facilities  
National Institutes of Health, B13/2S11  
9000 Rockville Pike  
Bethesda, Maryland 20892

Re: National Institutes of Health – Bethesda Campus Master Plan Update Scoping Comments

Dear Ms. Nottingham:

Thank you for the opportunity to provide scoping comments on the National Institute of Health (NIH) – Bethesda Campus Master Plan Update Environmental Impact Statement (EIS) on behalf of the National Capital Planning Commission (NCPC). As the central planning agency for the federal government in the National Capital Region, NCPC has review authority related to the overall project under the National Capital Planning Act (40 USC § 8722 (b) (1)).<sup>1</sup> Based on the location of the NIH Campus in Bethesda, Maryland, outside of the District of Columbia, our primary interest is the campus plan update's consistency with the *Transportation, Parks and Open Space*, and *Federal Environment* Elements of the Comprehensive Plan for the National Capital, and how well future development impacts are analyzed through the EIS. In particular, the master plan update should adhere to the following federal planning policies and the EIS should analyze future development impacts in as much detail as possible, within the context of these policies, to demonstrate compliance with the Comprehensive Plan.

Transportation Element

The NCPC Comprehensive Plan's Transportation Element establishes policies to promote a multi-modal regional transportation system and transit-oriented development to improve mobility and air quality throughout the region. The master plan update should adhere to the following applicable policies, and the EIS should adequately analyze the plan's impacts to demonstrate conformance with these federal planning policies:

<sup>1</sup> The Planning Act requires federal and District of Columbia agencies to advise and consult with NCPC in the preparation of agency plans prior to preparation of construction plans.

## APPENDIX F (cont.)

Page 2 – Ms. Nottingham

### *Parking*

- Provide parking only for those federal employees who are unable to use other travel modes;
- Give priority to carpool and vanpool parking over that for single-occupant vehicles;
- Provide parking for disabled persons in accordance with federal law;
- Provide parking for official vehicles and visitors in accordance with Federal Property Management Regulations;
- Place parking in structures, preferably below ground, in the interest of efficient land use and good urban design;
- Position parking facilities so as not to obstruct pedestrian and bicycle access to buildings;
- Consider nearby commercial parking space availability in calculating parking requirements, assuming that employees who choose to drive can purchase parking in nearby private facilities at market rates.

Staff notes that based on the location of your campus adjacent to a Metrorail station, the NIH-Bethesda Campus Plan update should adhere to a minimum ratio goal of one employee parking space for every three employees as prescribed by the NCPC Comprehensive Plan.<sup>2</sup> If the campus does not currently meet this goal, the update should evolve the campus to adhere to the 1:3 ratio through a phased approach linked to planned improvements over time. Additionally, the master plan update should be supported by a detailed, up-to-date Transportation Management Plan (TMP), which is reflected in the EIS analysis, based on the following related federal planning policies:

### *Transportation Management Plans*

- Prepare Transportation Management Plans (TMPs) to encourage employee commuting by modes other than the single-occupant vehicle;
- Develop TMPs that explore methods and strategies to meet prescribed parking ratios, and include a thorough rationale and technical analysis in support of all TMP findings;
- Analyze scenarios that incorporate data on employee home zip codes, nearby bus routes, Metrorail, MARC, and VRE lines and their schedules, and that identify existing and planned HOV lanes;
- Include, within TMPs, implementation plans with timetables outlining each agency's commitment to reaching TMP goals;
- Reflect, within TMPs, planned regional transportation infrastructure or service improvements within five miles of the federal facilities.

### *Transportation Demand Management*

- Encourage ridesharing, biking, walking, and other non-single-occupant vehicle modes of transportation for federal commuters;

<sup>2</sup> Comprehensive Plan for the National Capital, Transportation Element (page 85): "Suburban areas within 2,000 feet of Metrorail" – One parking space for every three employees.

## APPENDIX F (cont.)

Page 3 – Ms. Nottingham

- Maximize telecommuting strategies for employees in accordance with federal law;
- Employ compressed and variable work schedules for employees, consistent with agency missions;
- Support pedestrian and transit commuting through Live-Near-Work programs;
- Steadily increase transit subsidy rates, and consider applying subsidies and incentives to other modes, such as biking, walking, carpooling, and vanpooling.

The Transportation Element of the Comprehensive Plan encourages all federal campuses to operate intra-campus circulators with the following operating characteristics and associated infrastructure:

- Maximum of 15-minute headways or on-call service;
- Service to areas of federal campuses adjacent to or near Metrorail stations;
- Waiting facilities (shelters, benches);
- Signage to identify shuttle stops and maps of service area.

Staff notes that the NIH-Bethesda Campus appears to have an extensive shuttle system, and the master plan update should provide adequate information on existing and future planned service to demonstrate whether the system is consistent with these policies. These service attributes should be adequately reflected in the EIS analysis to assess future campus development impacts to the system's future operations and overall campus's travel characteristics and parking demand.

Lastly, the following bicycle-related policies should be reflected in the master plan update, and properly analyzed in the EIS:

- Provide bicycle travel lanes, paths, or trails between campus entrance points and all buildings on the campus. Where bike lanes, paths, or trails exist outside of the campus, bicycle travel ways on campus should connect to those outside of the campus;
- Provide secure and sheltered bicycle parking spaces or bicycle lockers in close proximity to building entrances at federal buildings and on federal campuses. The number of spaces provided should be in accordance with the requirements of the local jurisdiction in which the federal facility resides, if such requirements exist. In the absence of such requirements, federal facilities should provide an abundant supply of bicycle lockers or parking spaces to meet current employee needs and to promote bicycle commuting;
- Provide employee clothes lockers and showers at federal buildings and on federal campuses to support bicycle commuters. Space should be reserved in new facilities to allow for the provision of showers and lockers to support the bicycle commuting population. Specific goals for bicycle parking should be outlined in the TMP, keeping in mind that visitors may also arrive by bicycle;
- Provide a safe and convenient means of entry and egress to vehicle garages for bicycle commuters.

Please work with Montgomery County and the Navy to develop realistic traffic impact study assumptions regarding future local/regional transportation network improvements, future "background" traffic growth (forecasted traffic generated from off-campus development), and

## APPENDIX F (cont.)

Page 4 – Ms. Nottingham

future development/traffic patterns/trip generation related to the on-going Walter Reed National Military Medical Center (WRNMMC) Master Plan update.

### Parks and Open Space

The Parks and Open Space Element establishes policies to uphold the symbolic, recreational, social, and ecological value of national capital parks, waterfronts, and other open spaces. The master plan update should adhere to the following applicable policies, and the EIS should adequately analyze the plan's impacts to demonstrate conformance with these federal planning policies:

- Conserve and maintain the essential open space character of areas in the region with significant park, open space, cultural, or natural qualities that contribute to the setting of the National Capital Region;
- Maintain and conserve trees and other vegetation in the landscaped buffer areas on federal installations in a natural condition. Perimeter roads and cleared areas on these sites should be kept to a minimum, carefully landscaped, and managed in a manner that addresses security, aesthetics, and natural character;
- Protect and enhance the green landscape and park-like character provided by trees, grass, and other native plant materials in the National Capital Region by removing invasive species and replanting with native species;
- Retain natural wooded buffer areas in the vicinity of federal installations throughout the region;
- ...where large paved areas are required, preference should be given to using pervious surfaces. Existing large parking areas,...., should be removed as soon as feasible and restored to a landscaped condition with active or passive recreational uses.

Please work with Montgomery County and the Maryland Department of the Environment to understand all local and state open space and tree-related ordinances and regulations to ensure that all future campus development comply with these to the maximum extent possible.<sup>3</sup> Furthermore, please work with the County and State to ensure a sufficient and detailed EIS analysis of the master plan update's development impacts related to open space and vegetation using appropriate performance metrics.

### Federal Environment

The Federal Environment Element establishes policies for conducting federal activities and managing properties to preserve, protect, and enhance the quality of the region's natural resources. The master plan update should adhere to the following applicable policies, and the EIS should adequately analyze the plan's impacts to demonstrate conformance with these federal planning policies:

<sup>3</sup> Comprehensive Plan for the National Capital, Federal Workplace Element (page 52): "Develop sites and buildings consistent with local agencies' zoning and land use policies and development, redevelopment, or conservation objectives, to the maximum extent feasible."

## APPENDIX F (cont.)

Page 5 – Ms. Nottingham

### *Air Quality*

- Encouraging further usage of alternative “clean” fuels (e.g., hybrid, fuel cell, compressed natural gas, and “clean” diesel fuels);
- Minimizing power generation requirements, such as by utilizing best available “green” building systems and technologies;
- Utilizing non-polluting sources of energy (e.g., solar energy);
- Indoor air quality should be promoted by using environmentally friendly (“green”) building materials, construction methods, and building designs.

### *Water Quality*

- Upgrade water supply and sewage treatment systems, and separate storm and sanitary sewers, to avoid the discharge of pollutants into waterways;
- Avoid thermal pollution of waterways, and provide and maintain adequate vegetated buffers adjacent to bodies of water, to protect fish and other aquatic life and to reduce sedimentation and pollutants;
- Minimize tree cutting and other vegetation removal to reduce soil disturbance and erosion, particularly in the vicinity of waterways. When tree removal is necessary, trees should be replaced to prevent a net tree loss;
- Use pervious surfaces and retention ponds to reduce storm-water runoff and impacts on off-site water quality;
- Encourage the use of innovative and environmentally friendly “Best Management Practices” in site and building design and construction practice, such as green roofs, rain gardens, and permeable surface walkways, to reduce erosion and avoid pollution of surface waters;
- Encourage the implementation of water reclamation programs at federal facilities for landscape irrigation purposes and other appropriate uses.

In addition, please address how future campus development will adhere to Section 438 of the Energy Independence and Security Act (EISA) and Executive Order 13508 (Chesapeake Bay Protection and Restoration) in the master plan update, as well. Specifically, Section 438 instructs federal agencies to use site planning, design, construction, and maintenance strategies for the property to maintain or restore, to the maximum extent technically feasible, the predevelopment hydrology of the property for any project with a footprint that exceeds 5,000 square feet. Executive Order 13508 establishes an action plan that includes efforts undertaken by all federal agencies, designed to increase the overall health of the Chesapeake Bay, and sets forth related program goals.

### *Land Resources*

- Avoid destruction of or damage to wetlands;
- Encourage only compatible land uses adjacent to wetlands;
- Coordinate wetland activities with federal, state, and local government programs and regulations, and with special programs such as the Chesapeake Bay 2000 Agreement;

## APPENDIX F (cont.)

Page 6 – Ms. Nottingham

- Discourage development in areas of identified high erosion potential, on slopes with a gradient of 15 percent and above, and on severely eroded soils. Excessive slopes (25 percent and above) should remain undeveloped;
- Limit uses on highly unstable soils to passive recreation and open space;
- Locate and design buildings to be sensitive to the natural groundwater flows;
- Preserve existing vegetation, especially large stands of trees;
- Incorporate new trees and vegetation to moderate temperatures, minimize energy consumption, and mitigate storm-water runoff;
- Discourage locating intensive land uses within or adjacent to designated and important wildlife habitats;
- Encourage facility design and landscaping practices that provide cover and food for native wildlife;
- Discourage development or significant alteration of areas used by migratory wildlife;
- Encourage the restoration of degraded water and land habitats, in coordination with federal and local agencies;
- Consider the impacts, including cumulative impacts, of environmental changes on wildlife habitats and the biodiversity of an ecosystem. Consideration should extend to non-protected areas, as well as areas protected by designations such as parks and wetlands.

### *Human Activities*

- Avoid locating activities that produce excessive noise near sensitive natural resources, and sensitive human uses such as residential areas, hospitals, and schools;
- Locate, design, and construct improvements to roads, driveways, loading docks, and parking lots for federal facilities in a manner that is sensitive to existing adjacent land uses;
- Ensure that noise-generating activities at federal facilities, such as loading dock operations, festivals, and concerts, are sited and scheduled with sensitivity to the surrounding environment and community;
- Follow a practice of “prudent avoidance” of RF exposure. Federal agencies should reduce the exposure of workers and the public to RF fields where they may be prevalent, including those from power lines, antennas, equipment, and other recognized sources of RF and Electromagnetic Field emissions;
- Utilize advances in technology, such as fiber optics, cooperative antenna technologies, and teleports; and monitor changes in standards and guidelines for the installation of antennas.

NCPC staff notes that your master plan update schedule is concurrent with the Navy's schedule to update its installation master plan for Naval Support Activity Bethesda, and recommends close coordination between both plan update efforts. Please work with the Navy to explore potential future opportunities for joint travel demand management to minimize NIH-Bethesda and WRNMMC campus-related impacts to the County and State's transportation network. Lastly, please ensure that all future campus development complies with local and state regulations to the

**APPENDIX F (cont.)**

Page 7 – Ms. Nottingham

maximum extent possible, and work with Montgomery County, the State of Maryland, and the Navy to develop a sufficient EIS analysis of the update's development impacts using appropriate and meaningful performance metrics.

These comments have been prepared in accordance with NCPC's Environmental and Historic Preservation Policies and Procedures. NCPC appreciates the opportunity to provide scoping comments, and looks forward to continued involvement in the NEPA and the master plan update processes. If you have any questions about these comments, please contact Michael Weil at (202) 482-7253 or [michael.weil@ncpc.gov](mailto:michael.weil@ncpc.gov), or please consult the NCPC website ([www.ncpc.gov/](http://www.ncpc.gov/)) for further information on the Comprehensive Plan or our master plan guidelines.

Sincerely,



Christine Saum, AIA  
Acting Director, Urban Design and Plan Review Division

cc: Phillip W. Neuberg, Branch Chief, Planning and Programming, NIH-Bethesda  
Jeff Miller, Transportation Program Manager, Naval Support Activity Bethesda