



## Executive Director's Recommendation

Commission Meeting: March 2, 2017

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**PROJECT**

**George P. Shultz National Foreign Affairs Training Center 2016 Master Plan Update**

George P. Shultz National Foreign Affairs Training Center  
4000 Arlington Boulevard  
Arlington, VA

**SUBMITTED BY**

United States General Services Administration

**REVIEW AUTHORITY**

Approval of Master Plans for use by the Commission  
per 40 U.S.C. § 8722(a) and (b)(1)

**NCPC FILE NUMBER**

MP185

**NCPC MAP FILE NUMBER**

2101.10(05.00)44393

**APPLICANT'S REQUEST**

Approval of comments on draft master plan

**PROPOSED ACTION**

Approve comments on draft master plan

**ACTION ITEM TYPE**

Staff Presentation

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### PROJECT SUMMARY

The United States General Services Administration (GSA), on behalf of the United States Department of State (DOS), has submitted a draft master plan update for the George P. Shultz National Foreign Affairs Training Center (NFATC). The approximately 71-acre campus is located in Arlington, Virginia, and serves as the home of the DOS Foreign Service Institute (FSI), which is intended to provide high-quality, cost-effective training for foreign service officers from across the federal government. It sits at the intersection of US Route 50 (Arlington Boulevard) and South George Mason Drive, and is divided into two parcels—the main campus (~65 acres) and the west parcel (~7 acres). The National Guard Bureau sits between these parcels. Surrounding development is primarily lower-density residential, with an Arlington County park (Alcova Heights Park) to the south. Arlington County also maintains recreational space on the NFATC west parcel, which is open to the public.

The site began as Arlington Hall Junior College (1924-1942), which operated first as a girls' finishing school, and later as a college preparatory school. The Department of the Army acquired the site in 1942, and it served as headquarters for the U.S. Signal Intelligence Service through World War II and beyond. Army intelligence functions remained on-site until they were relocated to Fort Belvoir in 1989. The NFATC campus was determined eligible for listing on the National Register of Historic Places in 1988 as part of the Arlington Hall Station Historic District, which includes the adjacent land administered by the National Guard Bureau. The site was determined eligible because of its local architectural and educational importance and for its nationally significant role in American military intelligence operations during World War II. The DOS acquired the property from the Department of the Army in 1989.

This master plan is the third for the site. The original master plan was developed in 1989, and a master plan update was developed in 2005. The update continued implementation of the design

established in the original master plan—increasing the capacity of training facilities, the dining hall, and the childcare center, and adding additional surface parking. This update is primarily intended to respond to changes in federal security requirements and shifts in educational methodologies—seeking to improve physical security and provide more flexible classroom space to accommodate modern training methods. Specifically, this update builds upon the original 1989 master plan and 2005 update by advancing several previously identified projects, such as an addition to existing building F (instruction/office/support), an addition to existing building K (instruction/office/support), and construction of a new building B (instruction/office/support). It also proposes expansion of the existing childcare facility, stormwater management improvements, and the expansion of other support facilities.

## KEY INFORMATION

- Four buildings are extant from its historic periods of significance, including Old Main (building E), the gymnasium (building D), and two small cottages (buildings H and I), all of which are used for training and/or support of operations. The largest of these is Old Main, which is a four-story Georgian brick building. Old Main and the two-story gymnasium serve to frame the historic quad near the center of the NFATC campus.
- The historic quad serves both as an amenity for students, faculty, and staff, and as a unifying element behind the larger campus concept. Old Main, the gymnasium, and non-historic cafeteria (building C) frame the quad.
- The alternative carried forward in the environmental assessment (EA) sites a five-story building B (one floor underground) behind and adjacent to the historic gymnasium, which would be visible from the historic quad and elsewhere on and off campus.
- Site topography and security standoff requirements are constraints to development in many areas of the campus, including surface parking lots.
- The campus supports a robust natural landscape, which features vegetation from a diversity of climates and environments. This varied landscape provides students with an introduction to plants they may encounter abroad, and serves to support on-site retention and treatment of stormwater.
- The master plan notes that future plantings and topography will be used to retain, slow, and filter stormwater runoff from the site, including plans for a bioretention basin, rain gardens, and bioswales.
- The campus has regular fluctuations in student and faculty/staff populations based on demand for foreign training across the federal government. GSA estimates a current daily average population of 3,218, and a projected population of 3,809 in 2025.
- The master plan notes that on-site surface parking is intended to accommodate faculty, staff, and students, so GSA has included each population in its parking ratios. Based on the amount of existing and proposed parking, this equates to a current parking ratio of 1:1.9, and a future ratio of 1:2.3 based on population estimates by 2025. An accompanying draft transportation management plan (TMP) includes strategies to reduce parking demand to meet an NCPC guideline of 1:4, but there is no commitment to reduce parking spaces at this time.
- Arlington County and Virginia Department of Transportation have expressed concerns related to the impacts of traffic on adjacent roadways, which could be managed with a

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reduction in parking demand. Arlington County staff recommends using a reduction in parking supply to manage parking demand.

- An existing 1,127-foot jogging/bike trail at the south end of the site will be removed as part of the master plan update to accommodate the expansion of the childcare facility (building L), and to meet federal security requirements. This trail currently provides public access to the recreational fields on the west parcel. Off-site access to the west parcel across adjacent paved sidewalks adds 1,335 feet to the trip.

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## RECOMMENDATION

The Commission:

**Supports** the stated goals of the master plan to upgrade facilities to meet shifting educational methodologies and improve campus security.

**Recommends** the visual impacts of building B on the historic gymnasium and larger historic context are further minimized to the extent practicable, in consultation with the Virginia State Historic Preservation Office and other stakeholders.

**Recommends** the applicant work with Arlington County to address community concerns related to the removal of the jogging/bike trail at the south end of the site, including the exploration of strategies to maintain access on federal property or provide access on adjacent county property.

**Notes** the applicant seeks to meet a parking ratio of 1:4 over the long term through implementation of its transportation management plan (TMP), which is consistent with the NCPC parking guidelines for this area of the National Capital Region.

**Requests** the applicant develop an action plan that outlines a phased approach to the reduction of on-site parking to meet the short- and long-term parking ratios proposed in the draft TMP. The reduction should be tied to transportation management strategies and mode split goals presented in the TMP.

## PROJECT REVIEW TIMELINE

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<b>Previous actions</b>	<b>June 2, 2005</b> – Approval of the revised transportation management plan and preliminary and final site and building plans for the administration and classroom addition, dining addition, expansion of visitor center, and childcare center addition.
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	<p><b>September 9, 2004</b>– Approval of the NFATC Master Plan Update, with an exception related to the expansion of surface parking.</p> <p><b>March 3, 1990</b>– Approval of final site and building plans for the original NFATC Master Plan.</p> <p><b>September 7, 1989</b>– Approval of preliminary site and building plans for the original NFATC Master Plan, and approval of master plan program for the joint-use recreation at NFATC (west parcel).</p>
<b>Remaining actions</b> (anticipated)	– Approval of final master plan.

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## PROJECT ANALYSIS

### Executive Summary

In general, NCPC staff believes the NFATC master plan update provides an effective framework for site development that both supports the needs of the FSI, and seeks to meet those needs through the application of sound planning principles and federal facility requirements. It presents strategies to responsibly manage stormwater, enhance the natural landscape, and provide amenities and services for students, faculty, and staff. These strategies are generally consistent with a range of policies articulated in *The Comprehensive Plan for the National Capital*. As such, staff recommends that the **Commission supports the stated goals of the master plan to upgrade facilities to meet shifting educational methodologies and improve campus security**. Further, several issues, including those related to historic preservation and transportation, have been identified that require additional consideration prior to review of the final master plan.

### Analysis

Staff reviewed the master plan update and associated TMP for consistency with *The Comprehensive Plan for the National Capital*. Areas of concern are identified below, with Commission recommendations on the preliminary draft tied to applicable portions of the analysis.

#### Historic Preservation

The entirety of the NFATC campus was determined eligible for listing in the National Register of Historic Places in 1988 as part of the Arlington Hall Station Historic District, which includes the adjacent property currently under the administration of the National Guard Bureau. The determination of eligibility for the site notes that all buildings, structures, and landscape features

constructed before 1946 contribute to the district. While none of the temporary or permanent Army structures from those years remain, the four existing structures from its years as a junior college are still intact and house FSI instruction and support functions. Two of the historic buildings—Old Main and the gymnasium—along with the non-historic cafeteria, serve to frame the historic quad that is preserved near the center of campus.

The master plan proposal includes construction of a five-story building B, which would sit just 26 feet to the east of the historic gymnasium, and 64 feet to the south of it. While one floor of the building would be buried to minimize impact on the viewshed, massing studies presented by GSA indicate that building B would still be easily visible from the historic quad, as well as from other viewpoints both on campus and in the adjacent neighborhood. Despite efforts to reduce visual impacts of the building, NCPC staff has concerns that the massing could compromise the historic setting of the central campus, and therefore the integrity of the historic district. Correspondence with the Virginia State Historic Preservation Office (SHPO) indicate that the agency has similar concerns, and further mentions that proposed development may also have impacts on existing and proposed historic districts that encompass the neighborhoods to the west and east of the campus—Barcroft Historic District and a proposed Alcova Heights Historic District respectively.

The Historic Preservation element of *The Comprehensive Plan for the National Capital* notes the importance of historic landscape features and qualities, and includes policies to protect and preserve site elements with historic significance. Staff acknowledges that there are both physical site constraints and security considerations that prevent a simple relocation of building B, including challenging topography and security standoff requirements on surface parking lots. However, staff urges GSA to consider ways in which its impacts could be reduced. Therefore, staff suggests that the **Commission recommends the visual impacts of building B on the historic gymnasium and larger historic context are further minimized to the extent practicable, in consultation with the Virginia SHPO and other stakeholders.**

### Pathways and Trails

The NFATC campus contains a series of pathways that traverse the site and directly link main building entrances and follow preferred routes throughout the campus. A public jogging/bike trail at the south end of the campus links South Quincy Street with the Arlington County recreational fields on the NFATC west parcel. As part of the master plan proposal, the portion of jogging/bike trail between South Quincy Street and 6<sup>th</sup> Street South would be eliminated to accommodate an expansion of the existing childcare facility, and the remainder of the trail that currently links to the west parcel at South George Mason Drive would be closed to the public. A total of 2,096 feet of trail would be removed and/or closed to the public.

The trail was proposed as part of the original master plan for the site. Sidewalks were not constructed in the adjacent residential neighborhood at that time, so the trail provided the only option for residents to access the recreational facilities on the west parcel. Sidewalks have since been constructed in the neighborhood, and GSA analysis indicates that the route along the sidewalks would add 1,335 feet to the trip to the west parcel—or approximately five minutes to

the walk. An unpaved, incomplete trail also sits on Arlington County land outside of the campus boundary, which could presumably be paved and completed to provide alternate access.

The Transportation element of *The Comprehensive Plan for the National Capital* notes the importance of providing public trail access to and through federal facilities as feasible. NCPC staff recognizes that this may pose a security concern in this instance, but recommends that GSA and DOS work with Arlington County to identify potential solutions that preserve pedestrian connectivity. Staff notes that the local community has expressed strong interest in keeping the trail open for public use. Therefore, staff suggests the **Commission recommends the applicant work with Arlington County to address community concerns related to the removal of the jogging/bike trail at the south end of the site, including the exploration of strategies to maintain access on federal property or provide access on adjacent county property.**

### Transportation and Parking

The master plan update and accompanying TMP indicate that students, faculty, and staff use a range of modes to access the NFATC campus, though it is evident from periodic surveys of the campus population that driving is the preferred travel mode choice. Approximately 65% of faculty/staff and nearly 27% of students drove alone to campus in 2016. Despite this proliferation of single-occupant trips, a variety of access options are available to commuters, including carpools, shuttles, public transit, or bicycling. The campus is served by two Metro Rail stations (Ballston and Virginia Square) that are approximately 1.5 miles away, and several bus lines. Shuttles to campus are also provided from certain student housing locations and from the Rosslyn Metro Rail station. While the Rosslyn shuttle option is feasible for students, federal regulations prevent faculty or staff from using this shuttle for commuting purposes.

To accommodate students, faculty, and staff that drive to campus, 1,690 parking spaces are provided on site—1,567 spaces in the surface parking lots on the main campus, and 121 spaces in the overflow lots on the west parcel. The master plan proposes a modest reduction to 1,666 spaces to accommodate proposed construction. These are the numbers used for calculation of a parking ratio in the TMP.

With regard to its population, GSA has emphasized that NFATC is fairly unique to facilities in the region. While most federal facilities provide parking for an employee population, NFATC must also consider its regularly fluctuating student population. Accordingly, they have proposed a parking ratio calculation that includes all user groups. Based on a total population of 3,218 and 1,690 parking spaces, the current parking ratio is 1:1.9. With no changes in travel behaviors, the future population of 3,809 and reduction in parking spaces to 1,666 would result in a future parking ratio of 1:2.3.

GSA notes, however, that it would like to reduce parking demand, and proposes several strategies as part of the TMP. Proposed strategies include improved commuter information; parking management (i.e., limiting parking, providing guidance system); increased usage of carpool/carshare, shuttle service, transit, and biking/walking; and a new vanpool system. The plan

aims to improve its parking ratio to a 1:3 parking ratio in the next five years, and 1:4 parking ratio in ten years.

The Transportation element of *The Comprehensive Plan for the National Capital* recommends a parking ratio of 1:4 in this area of the region. Surface parking promotes single-occupant vehicle travel and reduces the amount of pervious surface, which have implications for both traffic flow and the environment. Both Arlington County and the Virginia Department of Transportation (VDOT) have expressed such concerns with traffic flow, which could be managed in part through reductions in parking supply. A reduction of 714 spaces would be required to meet the suggested parking ratio, to a total of 952 spaces across the campus. While GSA notes in the TMP a short-term parking ratio goal of 1:3 and a long-term goal of 1:4, the master plan is currently unclear regarding when and how parking would be reduced. Therefore, staff recommends that the **Commission requests the applicant develop an action plan that outlines a phased approach to the reduction of on-site parking to meet the short- and long-term parking ratios proposed in the draft TMP. The reduction should be tied to transportation management strategies and mode split goals presented in the TMP.**

## CONFORMANCE TO EXISTING PLANS, POLICIES AND RELATED GUIDANCE

### Comprehensive Plan for the National Capital

As noted above, the master plan generally consistent with the policies established in *The Comprehensive Plan for the National Capital*, with the exception of the concerns described in the analysis section and articulated in the Commission's recommendations. The primary areas of concern include the location of building B, closure of the public jogging/bike trail, and the lack of actionable measures to achieve the parking ratio goal of 1:4.

### National Historic Preservation Act

GSA released an EA for public comment, with a comment period closing on January 15, 2017. This document noted a determination of no adverse effect to historic properties, with a letter from the Virginia SHPO that requested additional information on several National Historic Preservation Act (NHPA) topics. On January 25, 2017, the Virginia SHPO sent a follow-up letter to note that they did not concur with the determination of effects presented in the EA, the area of potential effect, or the historic resources that may be affected, such as the historic meadow. The letter requests further information to help better understand potential effects, including a cultural resources survey and viewshed analysis. It also requests that GSA begin the Section 106 consultation process towards the development of a programmatic agreement. NCPC was invited as a consulting party in a letter dated February 10, 2017. Because its authority in the environs is advisory, NCPC does not have an individual responsibility to comply with NHPA for the master plan update.

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## **National Environmental Policy Act**

In its EA, GSA articulated the purpose and need for the plan, and opted to carry forward alternative one for detailed analysis. The document then analyzed several National Environmental Policy Act (NEPA) impact topics related to implementation of the master plan, including land use and zoning, parks and recreation, NFATC pedestrian trail and neighborhood connectivity, landscape and viewshed, environmental justice, perimeter security, cultural resources, traffic volumes and levels of service, parking, and alternative modes of transportation. The EA does not identify significant concerns related to any of these impact topics. GSA also discussed and dismissed several topics from detailed evaluation, noting that the plan would have only negligible or no impact. Because its authority in the environs is advisory, NCPC does not have an individual responsibility to comply with NEPA for the master plan update.

## **CONSULTATION**

### **Coordination with Local Agencies**

During the EA comment period, GSA received correspondence from Arlington County and the Virginia SHPO. They also submitted the master plan update and TMP directly to the Northern Virginia Regional Commission, the Northern Virginia Transportation Commission (NVTC), the Virginia Department of Transportation (VDOT), Arlington County, and the Virginia Department of Environmental Quality (DEQ). GSA received official responses from Arlington County, VDOT, Virginia DEQ, and NVTC. Staff has noted any relevant concerns in the analysis above.

## **ONLINE REFERENCE**

The following supporting documents for this project are available online:

- Project Synopsis
- Submission Letter
- Submission Materials
- Transportation Management Plan

Prepared by John Gerbich  
02/23/2017

## **POWERPOINT (ATTACHED)**

**NCPC File: #MP185**

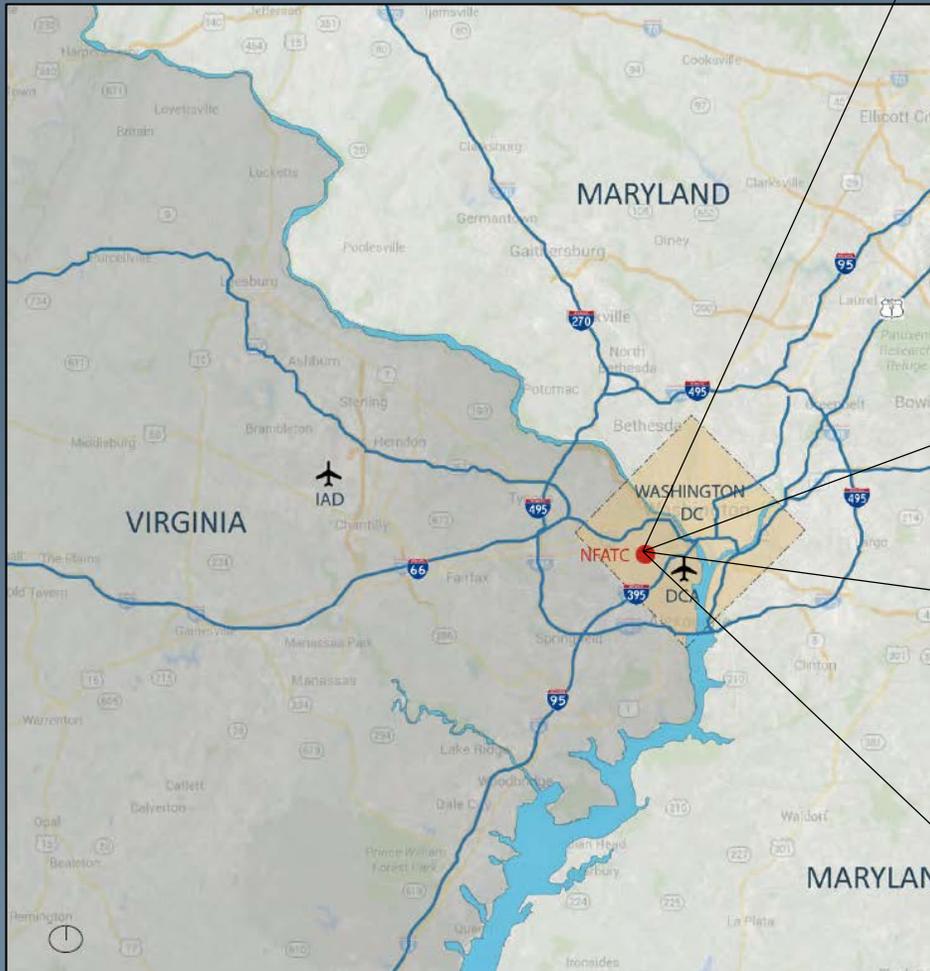
**George P. Shultz National Foreign Affairs  
Training Center  
Master Plan Update**

4000 Arlington Boulevard  
Arlington, VA

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Submitted by U.S. General Services Administration for U.S. Department of State

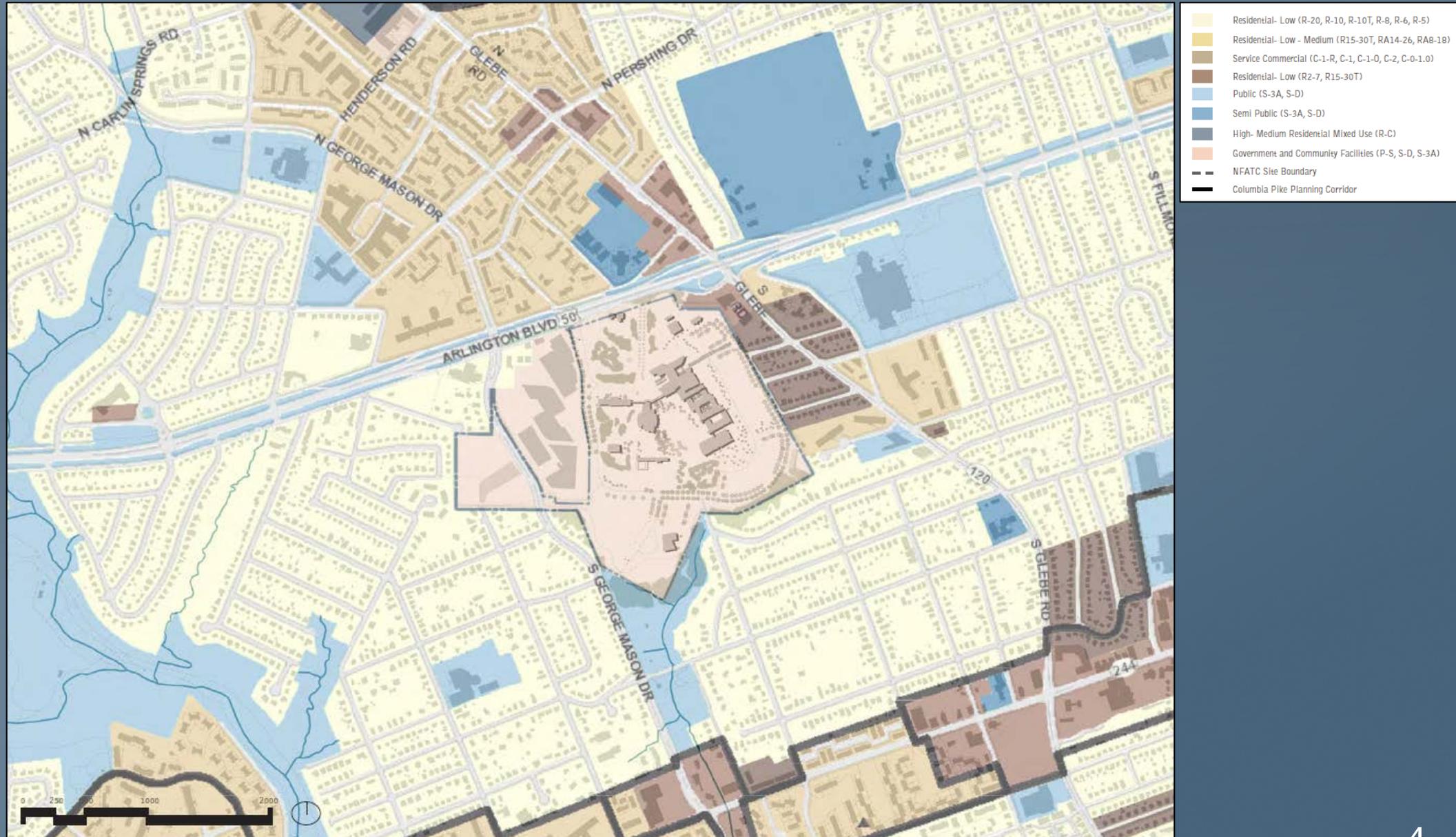
Preliminary Review

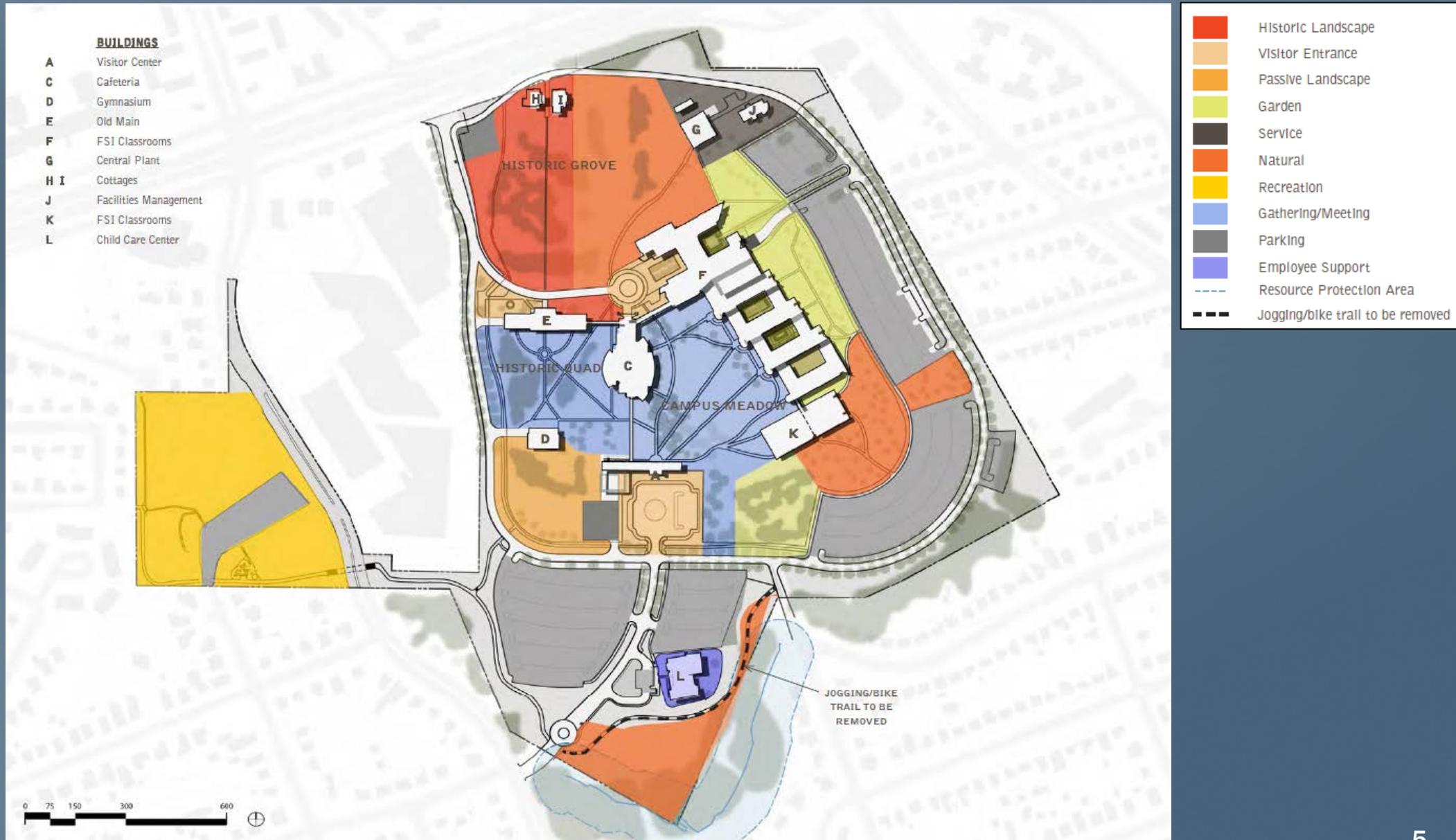


## Facility Information:

- Two campus areas totaling 71 acres
  - Main campus (~65 acres)
  - West parcel (~7 acres)
- Eligible for listing on National Register of Historic Places (Arlington Hall Station Historic District)
  - Four original structures on-site
    - Old Main
    - Gymnasium
    - Cottages (2)
- Two previous master planning efforts
  - 1989 Master Plan
  - 2005 Master Plan Update
- Current average daily on-campus population
  - Faculty/Staff: 1,370
  - Students: 1,848
  - Total population: 3,218
- 1,690 surface parking spaces
  - Parking ratio of 1:1.9









**A** DAFFODIL FIELD | The Knoll **B** RAIN GARDEN | Campus Meadow **C** POLLINATOR PLANTINGS |  
**D** GREEN ROOF | Building F **E** LOCAL MATERIALS: BOULDERS | The Bluff **F** STORMWATER PLANTING | South of Building K  
**G** POLLINATOR PLANTINGS | South of Building K

## Landscape Concepts

- Landscape approach towards a “garden campus,” with varied landscape for teaching and language learning
- Represents a diversity of climates and environments
- Many native tree species, but others from around the world
- Smaller plants in groupings as botanical “exhibits,” with “international garden” at southern end of campus
- Features stormwater treatment and infiltration zones, small scale rain gardens, and pollinator species
- Areas dedicated as “no-mow” meadows





## On-campus Population Change

	Current (FY16)	Projected (FY25)	Change
Faculty/Staff	1,370	1,400	+30 (2%)
Students	1,848	2,409	+561 (23%)
<b>Total</b>	<b>3,218</b>	<b>3,809</b>	<b>+591 (16%)</b>

## Master Plan Goals

- ***Advance projects*** in 1989 master plan and 2015 update to support current Foreign Service Institute programs
- ***Enhance security*** to reflect current threat assessment levels
- ***Provide infrastructure projects*** needed to support security and training requirements
- ***Meet historic preservation requirements*** for identified historic buildings, landscape elements, and areas on the campus
- ***Comply with governmental requirements***, such as energy, health and wellness accessibility, and environment



## Planning Principles

- 1) Campus Structure and Organization
  - Retain, preserve and enhance site elements and spaces that define the existing site character as established in the 1989 Master Plan and Updates.
- 2) Development Density
  - Increase overall campus density to enhance community engagement, preserve open space and meet project programmatic needs.
- 3) Functional Relationships
  - Organize programmatic elements on site to maximize operational efficiency and effectiveness.
- 4) Landscape Planning Principles
  - Modify the campus over time with a focus on restoration of native ecology and historic hydrology to improve stormwater management, meet development requirements and connection to native ecology.
  - Integrate new plantings into the existing landscape to enhance open space, well-being, educational and community building opportunities.
  - Maintain and reinforce current landscape strategies to enhance world-theme landscape character.
- 5) Historic Resources
  - Protect the campus's historic resources and legacy through preservation of historically significant landscape elements and structures.
- 6) Security Planning
  - Align the campus physical security with current federal standards by updating entrances and the installing security fencing at the outer perimeter of the campus.
- 7) Stormwater Management
  - Design a SWM system that will manage rainfall onsite and prevent the off-site discharge of storm flows from all rainfall events less than or equal to the 95th percentile rainfall event.
- 8) Sustainability Principles and Goals
  - Incorporate sustainable site strategies in the Master Plan and future projects that will conserve resources, protect the environment, improve employee health and wellness, and reduce operational costs. Projects will meet requirements of the LEED Rating System and all additional Federal Government sustainability goals and Guiding Principles.

## Proposed Physical Changes

- Supplement existing training facilities to provide additional *efficient and flexible training space* for DOS and other government employees.
- Accommodate the planned 2020 *consolidation of off-site FSI classroom training facilities* from other regional locations.
- Provide adequate child care facilities, student study spaces, collaboration spaces, information resources, and food service to *improve FSI support services*.
- *Enhanced security protection* includes elimination of a jogging/bike trail traversing the southern portion of the campus and installation of new security elements.

The plan proposes three action alternatives to achieve goals and accommodate physical changes

Building ID	Existing Building Name	Existing Condition / No-Action Alternative	Build Alternative 1	Build Alternative 2	Build Alternative 3
		gsf	gsf	gsf	gsf
A	Visitor Center	9,600	9,600	9,600	-
C	Cafeteria & Dining	43,900	43,900	43,900	43,900
D	Gym	12,480	12,480	12,480	12,480
E	Old Main Building	43,000	43,000	43,000	43,000
F	Classroom & Administration	391,450	391,450	391,450	391,450
G	Central Plant	6,400	6,400	6,400	6,400
H	Cottage 50	5,760	5,760	5,760	5,760
I	Cottage 51	5,760	5,760	5,760	5,760
J	Facility Management Office	6,456	6,456	6,456	6,456
K	Multipurpose Building	87,850	87,850	87,850	87,850
L	Childcare Center	10,891	10,891	10,891	10,891
<b>Subtotal of Existing Building Square Footage</b>		<b>623,547</b>	<b>623,547</b>	<b>623,547</b>	<b>613,947</b>
Building ID	Proposed New or Expansion Building Name	Existing Condition / No-Action Alternative	Build Alternative 1	Build Alternative 2	Build Alternative 3
		gsf	gsf	gsf	gsf
A	New - Visitor Center	-	-	-	6,010
A	Expansion - Visitor Center	-	6,800	5,078	-
B	New - Building B (5 floors)	-	200,797	200,797	200,797
F	North Expansion - Classroom & Administration (4 floors)	-	75,000	75,284	-
G	Expansion - Central Plant	-	6,165	6,165	-
K	Expansion - Auditorium	-	12,000	13,013	-
K	Vertical Expansion - Auditorium	-	-	25,452	-
K	New - Building K (4 floors)	-	-	-	113,201
L	Expansion - Childcare Center	-	10,000	10,000	10,000
<b>Subtotal of Proposed Building GrossSquare Footage</b>		<b>0</b>	<b>310,762</b>	<b>335,789</b>	<b>330,008</b>
<b>Total Existing and New/Expansion Square Footage</b>		<b>623,547</b>	<b>934,309</b>	<b>959,336</b>	<b>943,955</b>



NFATC 2017 MASTER PLAN SUMMARY \*

		CURRENT CONDITION		PROJECTED CONDITION (FULL BUILD-OUT PER MP)	
NFATC POPULATION	On-campus Employee Population	1,370		1,400	
	Typical Sustained On-campus Student Population	1,848		2,409	
	<b>TOTAL</b>	<b>3,246</b>	<b>3,809</b>	<b>3,809</b>	
BUILDING FLOOR AREA (GSF)	<b>Building</b>	<b>Use</b>	<b>Area (SF)</b>	<b>Expansion (SF)</b>	<b>Area (SF)</b>
	A	Visitor Center repurposed as student study center	9,600		9,600
	A EXPANSION	Visitor Center Expansion	0	5,078	5,078
	B	Instruction/Office/Support	0	200,797	200,797
	C	Cafeteria and Dining	43,900		43,900
	D (Gymnasium)	Instruction	12,480		12,480
	E (Old Main)	Instruction/Office/Support	43,000		43,000
	F	Instruction/Office/Support	391,450	75,284	466,734
	G	Central Plant	6,400	6,165	12,565
	H (Cottage 51)	Instruction (Cottage)	5,760		5,760
	I (Cottage 50)	Instruction (Cottage)	5,760		5,760
	J	Facilities Management	6,456		6,456
K	Instruction/Office/Support	87,850	28,465	116,315	
L	Child Care Center	10,891	10,000	20,891	
<b>TOTAL</b>		<b>623,547</b>	<b>335,789</b>	<b>959,336</b>	
NFATC PARKING	Number of Surface Parking Spaces	1,690		1599	

**BUILDINGS**

- A Visitor Center
- B Proposed Classroom Building
- C Cafeteria
- D Gymnasium
- E Old Main
- F FSI Classrooms
- G Central Plant
- H I Cottages
- J Facilities Management
- K FSI Classrooms
- L Child Care Center



- Jogging/bike trail to be removed
- Existing Buildings
- Proposed Buildings
- Proposed Buildings with Green Roof

JOGGING/BIKE TRAIL TO BE REMOVED

**NFATC 2017 MASTER PLAN SUMMARY**

		CURRENT CONDITION		PROJECTED CONDITION (FULL BUILD-OUT PER MP)
On-campus Employee Population		1,370		1,400
Typical Sustained On-campus Student Population		1,848		2,409
<b>NFATC POPULATION</b>		<b>TOTAL</b>		<b>3,809</b>
<b>Building</b>	<b>Use</b>	<b>Area (SF)</b>	<b>Expansion (SF)</b>	<b>Area (SF)</b>
A	Visitor Center repurposed as student study center	9,600		9,600
A EXPANSION	New Visitor Center	0	6,010	6,010
B	Instruction/Office/Support	0	200,797	200,797
C	Cafeteria and Dining	43,900		43,900
D (Gymnasium)	Instruction	12,480		12,480
E (Old Main)	Instruction/Office/Support	43,000		43,000
F	Instruction/Office/Support	391,450		391,450
<b>BUILDING FLOOR AREA (GSF)</b>		<b>TOTAL</b>	<b>623,547</b>	<b>943,555</b>
G	Central Plant	6,400		6,400
H (Cottage 51)	Instruction (Cottage)	5,760		5,760
I (Cottage 50)	Instruction (Cottage)	5,760		5,760
J	Facilities Management	6,456		6,456
K and Exp.	Instruction/Office/Support	87,850	113,201	201,051
L	Child Care Center	10,891	10,000	20,891
<b>NFATC PARKING</b>		<b>Number of Surface Parking Spaces</b>	<b>1,690</b>	<b>1643</b>

- BUILDINGS**
- A Visitor Center repurposed as student study center
  - A EXP. New Visitor Center
  - B Proposed Classroom Building
  - C Cafeteria
  - D Gymnasium
  - E Old Main
  - F FSI Classrooms
  - G Central Plant
  - H I Cottages
  - J Facilities Management
  - K FSI Classrooms
  - K EXP. New classroom Building
  - L Child Care Center





**Figure 5**  
NFATC Master Plan  
Build Alternative 1

- NFATC Boundary
- Arlington Hall Station Historic District
- Build Alternative 1
- Phase I Archaeology Survey Required
- Proposed Perimeter Fencing
- Existing Fencing
- Existing Pedestrian Trail
- Existing Stormwater Pond
- Resource Protection Area (RPA)

- Existing Buildings**
- A: Visitor Center
  - C: Cafeteria & Dining
  - D: Gym
  - E: Old Main Building
  - F: Classroom & Admin
  - G: Central Plant
  - H: Cottage 50
  - I: Cottage 51
  - J: Facility Management Office
  - K: Multipurpose Building
  - L: Childcare Center

- Proposed Buildings**
- A: Visitor Center (Expansion)
  - B: Training/Classroom (New)
  - F: Classroom and Admin (Expansion)
  - G: Central Plant (Expansion)
  - K: Auditorium (Expansion)
  - L: Childcare Center (Expansion)



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**PROPOSED NFATC CAMPUS BUILDING AREA**

BUILDING	USE	EXISTING AREA (GSF) <sup>1</sup>	PROPOSED NEW CONSTRUCTION (ESTIMATED GSF)	TOTAL PROPOSED AREA (ESTIMATED GSF)
A	Visitor Center	9,600	6,800	16,400
B	Instruction; Office and Office Support;	0	200,797	200,797
C	Cafeteria and Dining	43,900		43,900
D	Instruction (Gymnasium)	12,480		12,480
E	Office and Office Support; Small (Old Main) Classrooms	43,000		43,000
F	Instruction & Instruction Support; Office & Office Support (multiple wings on 4 floors)	391,450	75,000	466,450
G	Central Plant	6,400	6,165*	12,565
		*May be located in Building B to serve the south end of the campus		
H	Instruction (Cottage) (Building 51)	5,760		5,760
I	Instruction (Cottage) (Building 50)	5,760		5,760
J	Facilities Management	6,456		6,456
K	Instruction & Instruction Support; Office and Office Support	87,850	12,000	99,850
L	Child Care Center	10,891	10,000	20,891
<b>TOTAL</b>		<b>623,547</b>	<b>310,762</b>	<b>934,309</b>



- BUILDINGS**
- A Visitor Center
  - B Proposed Classroom Building
  - C Cafeteria
  - D Gymnasium
  - E Old Main
  - F FSI Classrooms
  - G Central Plant
  - H I Cottages
  - J Facilities Management
  - K FSI Classrooms
  - L Child Care Center

- 1 Historic Grove
- 2 Historic Quad
- 3 Ceremonial Circle
- 4 Campus Meadow
- 5 Resiliency Pathway
- 6 Bluff
- 7 Campus Entry
- 8 Future Parking Structure
- 9 Child care Outdoor Classroom
- 10 West Parcel
- Jogging/bike trail to be removed





**BUILDINGS**

- A Visitor Center
- B Proposed Classroom Building
- C Cafeteria
- D Gymnasium
- E Old Main
- F FSI Classrooms
- G Central Plant
- H I Cottages
- J Facilities Management
- K FSI Classrooms
- L Child Care Center

- A Bioretention Basin
- B Woodland Rain Garden
- C Terraced Rain Garden
- D Campus Meadow Swale



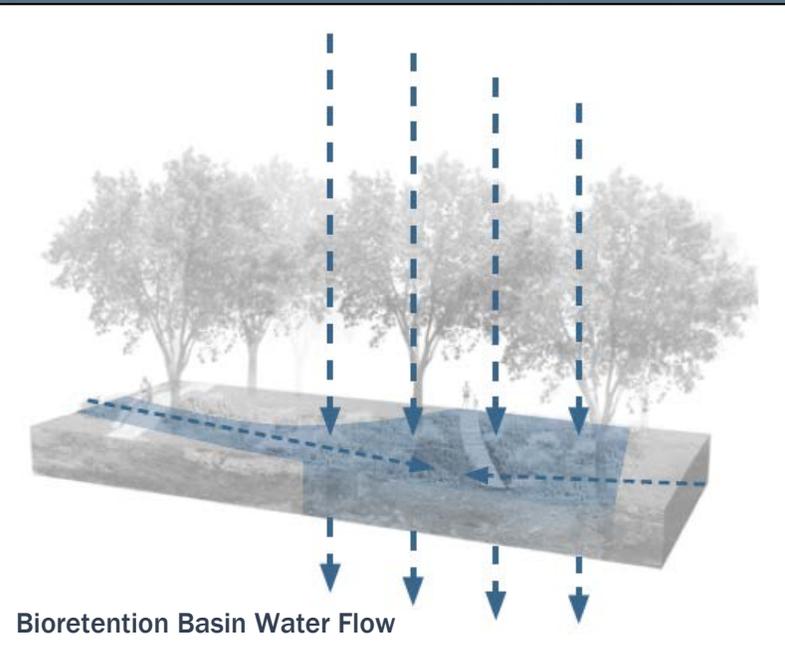
Bioretention Basin | Historic Grove



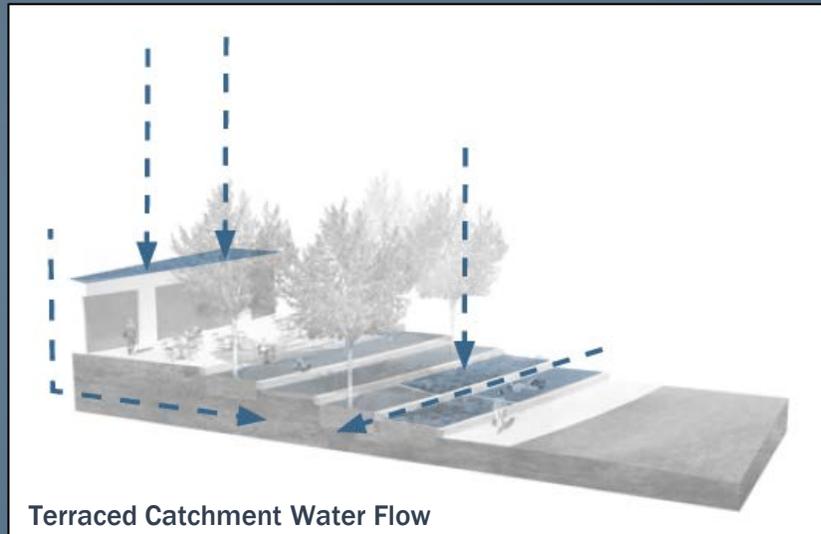
Terraced Catchment Area | Cafeteria



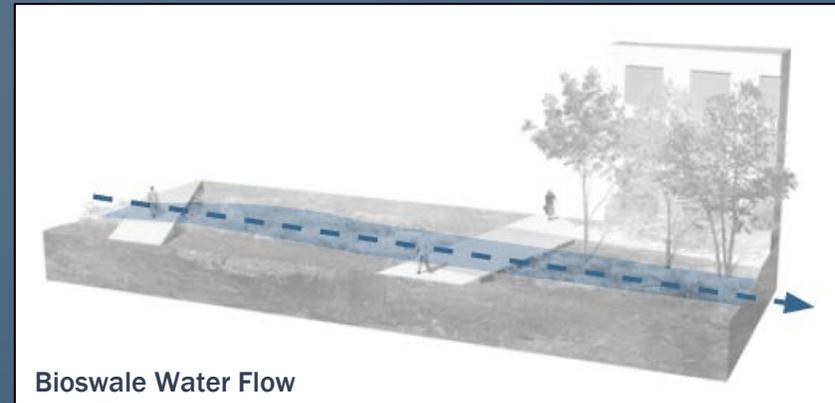
Bioswale | Campus Meadow



Bioretention Basin Water Flow



Terraced Catchment Water Flow



Bioswale Water Flow



	Pedestrian
	Vehicular
	Service
	Shuttle
	VIP Route
	Fitness Route
	Jogging/bike trail to be removed

- BUILDINGS**
- A Visitor Center
  - B Proposed Classroom Building
  - C Cafeteria
  - D Gymnasium
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NOVEMBER 29, 2016



## TRANSPORTATION MANAGEMENT PLAN

NATIONAL FOREIGN AFFAIRS TRAINING CENTER (NFATC):  
2016 MASTER PLAN UPDATE

**Michael Baker**  
INTERNATIONAL

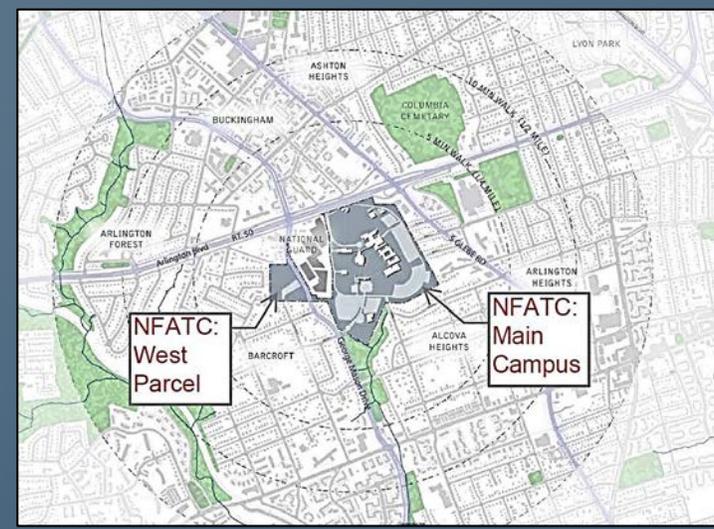
The TMP seeks to develop a program that actively fosters more efficient faculty, staff, and student commuting patterns.

### Strategies

- Encourage change in travel mode
- Reduce SOV trips
- Maximize use of public transportation
- Increase active transportation options

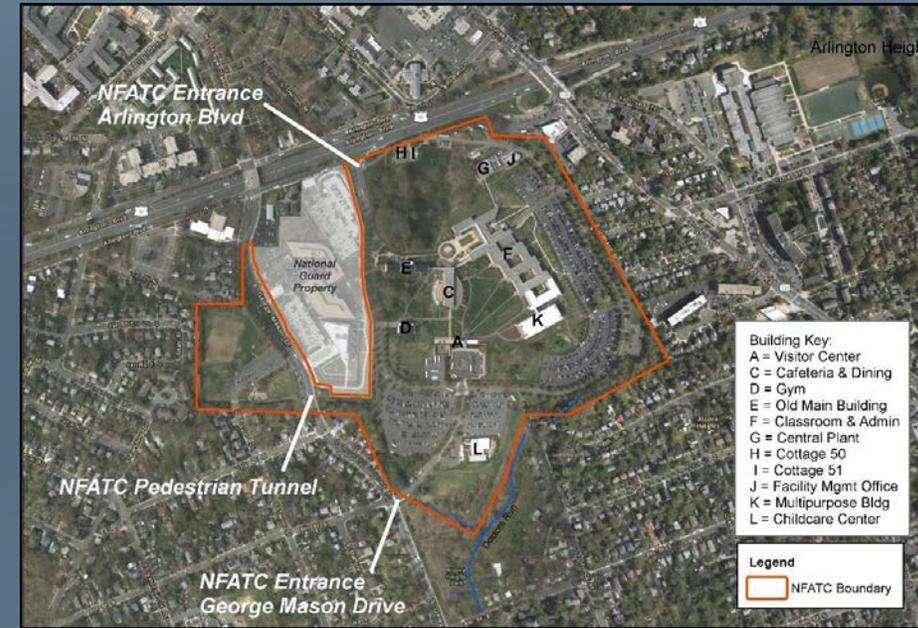
### Outcomes

- Reduce traffic congestion
- Improve air quality
- Reduce demand for parking spaces on campus



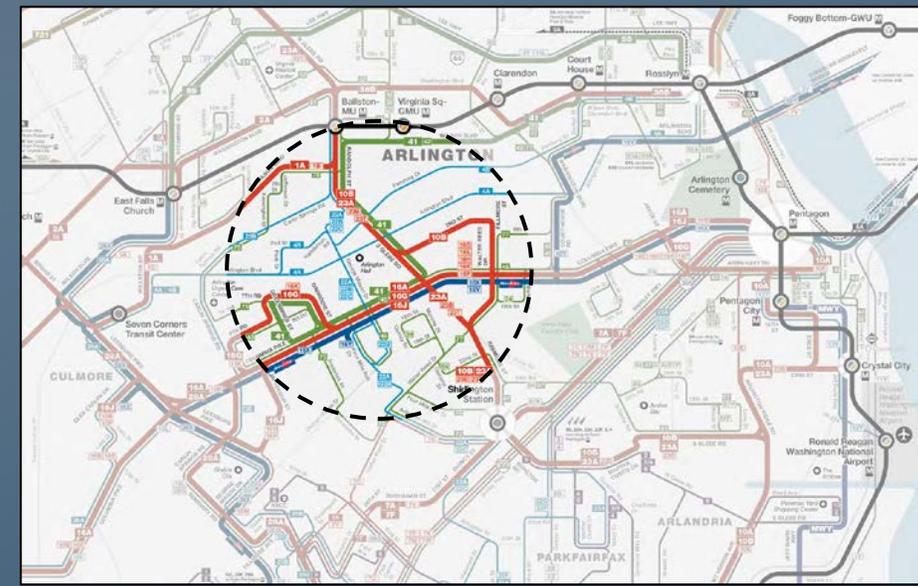
## Access Options

- Vehicular (Two Gates)
  - Main: U.S. Route 50 (Arlington Boulevard)
  - George Mason Drive
- Public Transportation and Bicycles
  - Northern edge of campus is ~1 mile from Ballston Metro Station
  - Bus routes along U.S. Route 50 and Glebe Road corridors
- Shuttle Service
  - Shuttles from private student housing to campus for students



Mode Choice*	Staff % (2005)	Faculty % (2005)	Faculty & Staff % (2016)	Student % (2016)
Drive-Alone	73%	79%	65.2%	26.7%
Carpool	16%	11%	7.5%	10.4%
Shuttle	1%	1%	5.9%	29%
Public Transit**	7%	7%	17.7%	22.2%
Walk or Jog	2%	2%	2.4%	7.2%
Bicycle	1%	0%	1.3%	4.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*2016 results are the modes the users indicated to be their usual mode of travel  
 \*\*For 2016 this includes public transit trips using NFATC shuttles for part of the journey



## Overview

	Campus Population (Faculty/Staff /Student)	Parking Spaces	Parking Ratio
<b>Current</b>	3,218	1,690	1:1.90
<b>Proposed</b>	3,809	1,666	1:2.29

- TMP articulates a parking ratio goal of 1:3 in a five-year timeframe, and 1:4 in a 10-year timeframe
- Plans to implement a range of traffic demand management strategies to reach goal:
  - Improved Commuter Information
  - Parking Management (i.e., limiting parking, providing guidance system)
  - Carpool and Carshare – Increased Usage
  - Shuttle Service – Increased Usage
  - Transit – Increased Usage
  - Bike/Pedestrian – Increased Usage
  - Vanpool – New Service
  - Guaranteed Ride Home Program – Increased Participation
- Provides measures of success in the short term and long term:
  - Years 2016-2021: Decrease drive-alone mode share to less than 45% of all staff trips and less than 20% of all student trips (1:3 ratio)
  - Years 2022 and Beyond: Reduce demand to one space for every four individuals in 10 years (1:4 ratio)



## Existing Condition (see map)

- AM peak: All intersections currently operate at LOS C or better. Several turning movements or approaches operate at LOS E or F.
- PM peak: All intersections currently operate at LOS C or better, except South George Mason Drive and 6<sup>th</sup> Street (south gate entrance) at LOS F. Several turning movements or approaches operate at LOS E or F.

## Future Condition

- Anticipated that all study intersections will operate at LOS C or better in AM, and individual turning movements will continue to operate at LOS E or F with higher delays.
- All movements at South George Mason Drive and 6<sup>th</sup> Street (south gate entrance) expected to operate at LOS F for AM and PM.

## TMP Goals and Strategies

- Goal: Individual movements at LOS of E or F should be LOS C or better.
- Strategies: Intersection improvements, including signalization of South George Mason Drive and 6<sup>th</sup> Street, reconfiguration for on-site queuing, and detailed traffic evaluation.

