

NATIONAL CAPITAL PLANNING COMMISSION

+ + + + +

COMMISSION MEETING

+ + + + +

OPEN SESSION

+ + + + +

THURSDAY,
MAY 1, 2025

+ + + + +

The meeting convened via
Videoconference, at 1:00 p.m. EDT, Teri Hawks
Goodmann, Chair, presiding.

NATIONAL CAPITAL PLANNING COMMISSION MEMBERS
PRESENT:

TERI HAWKS GOODMAN, Chair, Presidential
Appointee (At-Large)
ELIZABETH HEWLETT, Vice Chair, Presidential
Appointee
LINDA ARGO, Mayoral Appointee
EVAN CASH, Office of the Chairman of the Council
of the District of Columbia
ANITA COZART, Office of the Mayor of the
District
of Columbia
ARRINGTON DIXON, Mayoral Appointee
BRYAN CLARK GREEN, Presidential Appointee
TAMMY STIDHAM, Department of the Interior
KRISTI TUNSTALL-WILLIAMS, General Services
Administration

1 NCPC STAFF PRESENT:

2 MARCEL C. ACOSTA, Executive Director

3 MEGHAN HOTTEL-COX, General Counsel and
4 Secretariat

5 JAMIE HERR, Urban Planner

6 LAURA SHIPMAN, Urban Planner

7 MICHAEL WEIL, Urban Planner

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

1	CONTENTS	PAGE
2	Roll Call	4
3	Report of the Chair	5
4	Report of the Executive Director	9
5	Legislative Update	12
6	Consent Calendar	12
7	Action Items	
8	United States Department of the Interior,	14
9	National Park Service, Rock Creek Parkway,	
10	Washington, DC - Rock Creek and Potomac	
11	Parkway Multimodal Safety and	
12	Operational Improvements Plan	
13	District of Columbia Office of the Deputy	61
14	Mayor for Planning and Economic Development	
15	601 F Street, NW, Washington, DC -	
16	Capital One Arena Improvements	
17	United States Department of the Interior,	107
18	National Park Service, National Capital	
19	Region, Civil War Defenses of	
20	Washington Management Plan Amendment	
21	Adjourn	
22		

1 P-R-O-C-E-E-D-I-N-G-S

2 (1:04 p.m.)

3 CHAIR GOODMAN: Good afternoon, and
4 welcome to the National Capital Planning
5 Commission's meeting of May 1st, 19 -- or, 2025
6 open session.

7 First, Secretary Hottel-Cox, can you
8 please take the roll?

9 MS. HOTTEL-COX: Yes.
10 Commissioner Cozart?

11 COMMISSIONER COZART: Here.

12 MS. HOTTEL-COX: Commissioner McMahon?
13 (No audible response.)

14 MS. HOTTEL-COX: Commissioner Stidham?
15 (No audible response.)

16 MS. HOTTEL-COX: Commissioner Argo?
17 COMMISSIONER ARGO: I'm here.

18 MS. HOTTEL-COX: Vice Chair Hewlett?

19 VICE CHAIR HEWLETT: Here.

20 MS. HOTTEL-COX: Chair Goodman?

21 CHAIR GOODMAN: Here.

22 MS. HOTTEL-COX: Commissioner Green?

1 COMMISSIONER GREEN: Here.

2 MS. HOTTEL-COX: Commissioner Tunstall-
3 Williams?

4 COMMISSIONER TUNSTALL-WILLIAMS: Here.

5 MS. HOTTEL-COX: Commissioner Dixon?

6 COMMISSIONER DIXON: Here.

7 MS. HOTTEL-COX: Commissioner Cash?

8 COMMISSIONER CASH: Present.

9 CHAIR GOODMAN: If there is no
10 objection, the agenda, as posted, is adopted as
11 the order of business.

12 And can we, please, now stand and say
13 the Pledge of Allegiance?

14 (Pledge of Allegiance.)

15 CHAIR GOODMAN: Agenda item number 2
16 is Report of the Chair. And, today, I have the
17 pleasure of announcing Julia Koster's retirement
18 this month. And I think --

19 (Laughter.)

20 COMMISSIONER TUNSTALL-WILLIAMS: Sorry.

21 CHAIR GOODMAN: I know. I -- I felt
22 like I should say the lament of Julia Koster's

1 retirement.

2 (Laughter.)

3 CHAIR GOODMAN: She has been an
4 instrumental part of the National Capital
5 Planning Commission for the last 22 years.
6 After beginning as an assistant to the Executive
7 Director, she became the Director of Policy and
8 Research from 2005 to 2009, where she tackled
9 several initiatives, including CapitalSpace,
10 workforce housing, Federal Triangle flooding,
11 the Mall levee projects, and updates to the
12 Comprehensive Plan.

13 Julia worked -- excuse me. Julia then
14 spent two years as the Director of
15 Intergovernmental Affairs and worked on St.
16 Elizabeths economic development opportunities
17 with the District and other federal agencies.
18 She has also been detailed to HUD for planning
19 work and the D.C. Council to assist with the
20 adoption of the Comprehensive Plan.

21 Julia is best known, however, for her
22 12 years as NCPC's Director of Public

1 Engagement, where she led a team that flawlessly
2 handled all of NCPC's outreach, including our
3 beautiful website, materials and reports, public
4 meetings, and media inquiries. She set a high
5 bar for all of the work that bears our
6 Commission's name, and we are grateful to her
7 attention to detail and her planning expertise.

8 During seven of these years as Director
9 of Public Engagement, Julia also served as a
10 Commission Secretary. And this is how I and how
11 many of us came to know Julia and to appreciate
12 her and her skills so much.

13 In addition, I just want to say that as
14 Chair of NCPC and on behalf of my fellow
15 commissioners, I want to recognize your
16 exemplary career in public service and your role
17 in service to our nation and to everyone at this
18 table and to those who came before us and those
19 who all are grateful for your work.

20 So, thank you, Julia. You've served
21 the community, the District, and our country
22 with distinction. You've also exemplified

1 exceptional leadership, exceptional proficiency
2 in public engagement and collaboration, and you
3 are valued as a colleague by your peers and a
4 mentor by this commission.

5 By other local and federal partners,
6 you have been called a leader, and by NCPC staff
7 and the members of the wider D.C. community.

8 I'm very grateful that I have been able to work
9 with you. Grateful for your patience and
10 guidance, and grateful for the orientation you
11 provided me as I assumed this role. But,
12 mostly, I'm grateful to call you friend.

13 I just want to say, as the wonderful
14 Fred Rogers said, We live in a world in which we
15 need to share responsibility. It's easy to say,
16 'This is not my child. This is not my
17 community. This is not my world. This is not
18 my problem.' And then there are those who see
19 the need, who see their role, and they respond
20 with service. I consider these people my
21 heroes.

22 Julia, you are one of my heroes. Thank

1 you. And stay in touch, please.

2 And I'd also like to pass the gavel and
3 the floor to Evan, who also worked with Julia.

4 COMMISSIONER CASH: Yeah. I just want
5 to thank Julia so much.

6 Some of you might not remember, but we
7 actually shared Julia for, I think, over three
8 years, right before the pandemic. And then into
9 the pandemic, Julia was single-handedly
10 responsible for wrangling all 13 council members
11 to unanimously adopt the Comprehensive Plan that
12 had been sent over to us by Commissioner Cozart
13 and her shop.

14 I mean, I can't even imagine how we
15 would have done that without you, especially
16 running into the pandemic, and everything took
17 longer than we thought it would. But you did a
18 masterful job in making sure that the DC
19 Government has its own Comprehensive Plan.

20 I don't know what we're going to do now
21 that we're starting the new phase, but I hope
22 that you will at least pay attention and stay

1 involved and give any comments that you might
2 have and if -- and pick up the phone if we ever
3 have a question.

4 But I can't thank you enough from the
5 Council's perspective. So thank you.

6 CHAIR GOODMAN: Thank you,
7 Commissioner Cash.

8 And we want to just say thank you and
9 best of luck in your next adventure. But do
10 stay in touch. Thank you.

11 PARTICIPANT: Here, here.

12 CHAIR GOODMAN: Agenda item No. 3,
13 Marcel -- our Report from the Executive
14 Director, Marcel Acosta.

15 Marcel?

16 MR. ACOSTA: Thank you, Chair Goodmann.

17 And I'm going to pour it on here. On behalf of
18 the NCPC staff, I'd also like to express our
19 gratitude and best wishes to Julia Koster on her
20 well-deserved retirement.

21 Julia, as the Chair mentioned, has
22 dedicated over two decades to this commission.

1 And as the Chair has rightly pointed out, her
2 accomplishments reflect her commitment and her
3 expertise in service to our nation and our city.

4 And I know that many of you have worked
5 with Julia as -- in her position as secretary.
6 But I'd also like to take this opportunity to
7 kind of point out her career as an exceptional
8 urban planner. And her final project on
9 flooding and its impact on the federal footprint
10 showcases her ability to manage complex issues
11 and also collaborate with a variety of
12 stakeholders out there.

13 And I've told her this, but she's one
14 of the best planners out there, and we were very
15 lucky to have her here working at NCPC. So
16 while we will certainly miss Julia, we wish her
17 all the best.

18 And that concludes my report today.
19 And I'd like to just let you know that my full
20 report is in your packet.

21 CHAIR GOODMAN: Thank you, Marcel.
22 And I do have a comment.

1 No, I think this most recent task that
2 Julia took, an assignment from you on flooding
3 in the District, is going to prove to be very
4 helpful sometime in the future. But I do want
5 to recognize the complex nature of the tasks she
6 is willing to take on.

7 And I'm grateful for your leadership
8 and Julia's in that regard. So thank you.
9 Thank you very much.

10 Are there any other comments?

11 Hearing none. Agenda item No. 4 is a
12 Legislative Update from Meghan Hottel-Cox.

13 MS. HOTTEL-COX: I don't have any
14 legislation to report on this month, but I'm
15 happy to answer any questions.

16 CHAIR GOODMAN: Thank you very much,
17 Meghan.

18 Do Commissioners online have any
19 questions or comments? Commissioners in the
20 chambers?

21 Hearing none. Agenda item No. 5, as we
22 have a quorum -- I'll call the meeting to order

1 -- is the Consent Calendar. There is one item
2 on this month's consent calendar. That is to
3 approve the final master plan for the Joint Base
4 Anacostia-Bolling Honor Guard Campus Area
5 Development Plan.

6 Are there any questions or discussions
7 on the Consent Calendar from Commissioners
8 online or in the chambers?

9 Okay. Is there a motion to approve the
10 Consent Calendar?

11 COMMISSIONER DIXON: So moved.

12 VICE CHAIR HEWLETT: Second.

13 CHAIR GOODMAN: Motion moved by
14 Commissioner Dixon and seconded by Vice Chair
15 Hewlett. Thank you.

16 Now, can the Secretary please confirm
17 the motion and the second and take the vote?

18 MS. HOTTEL-COX: Yes. The motion was
19 made by Commissioner Dixon and seconded by Vice
20 Chair Hewlett.

21 Commissioner Cozart?

22 COMMISSIONER COZART: Yes.

1 MS. HOTTEL-COX: Commissioner Stidham?

2 COMMISSIONER STIDHAM: Yes.

3 MS. HOTTEL-COX: Commissioner Argo?

4 COMMISSIONER ARGO: Yes.

5 MS. HOTTEL-COX: Vice Chair Hewlett?

6 VICE CHAIR HEWLETT: Yes.

7 MS. HOTTEL-COX: Chair Goodman?

8 CHAIR GOODMAN: Yes.

9 MS. HOTTEL-COX: Commissioner Green?

10 COMMISSIONER GREEN: Yes.

11 MS. HOTTEL-COX: Commissioner Tunstall-

12 Williams?

13 COMMISSIONER TUNSTALL-WILLIAMS: Yes.

14 MS. HOTTEL-COX: Commissioner Dixon?

15 COMMISSIONER DIXON: Yes.

16 MS. HOTTEL-COX: Commissioner Cash?

17 COMMISSIONER CASH: Yes.

18 CHAIR GOODMAN: Motion has carried.

19 Agenda item No. 6A is a request to
20 approve comments on concept plans for Rock Creek
21 and Potomac Parkway Multimodal Safety and
22 Operational Improvements Plan. And Michael Weil

1 is giving the presentation today.

2 Michael?

3 MR. WEIL: Good afternoon, Chair
4 Goodmann and members of the Commission.

5 The National Park Service plans on
6 permanently eliminating the reversible lanes
7 along the Rock Creek and Potomac Parkway, and
8 this change will require the applicant to make
9 physical improvements to five different sites in
10 Rock Creek Park, as reflected in the plan before
11 us here today.

12 As this is a concept review, we are
13 commenting on issues like plan consistency, any
14 unique or complex issues, alternative concepts,
15 and this is generally an opportunity for our
16 Commission to comment early in the planning
17 process, similar to other recent concept reviews
18 by our Commission involving the Poplar Point
19 Master Plan and the Tidal Basin Development
20 Concept Plan.

21 Today, the Rock Creek and Potomac
22 Parkway operates with peak-period reversible

1 lanes, allowing traffic to travel southbound
2 into the city using all four lanes between 7:00
3 and 9:00 a.m. in the morning, and with all four
4 lanes used for northbound traffic between 4:00
5 and 6:00 p.m. in the afternoon. And the Parkway
6 operates with two-way traffic during all other
7 non-peak weekday and weekend times and on
8 holidays.

9 The purpose of the project is to
10 improve visitor and park police safety, to
11 minimize vehicle congestion, streamline
12 operating costs and to extend the useful life of
13 the Parkway corridor, which includes the
14 adjacent Rock Creek Trail, and to do this in a
15 manner that is sympathetic to the scenic and
16 historic character of the park.

17 For context, the Parkway runs, roughly,
18 north-south through Rock Creek Park, which was
19 created by an act of Congress in 1890. Rock
20 Creek Park encompasses over 1700 acres, and the
21 park is visited by over two million people
22 annually for its natural setting and to enjoy

1 the park's many recreational amenities, such as
2 its golf course, equestrian trails, tennis
3 center, hiking trails, and multiple playground
4 and picnic areas.

5 The Park Service originally opened the
6 Parkway in 1936 as a recreational corridor to
7 connect Washington, D.C.'s monumental core, the
8 National Zoo, and land within the park itself.
9 The Parkway was designed to surround motorists
10 in a secluded forest setting with views of the
11 valley's natural landscape.

12 The Park Service is currently
13 conducting an environmental assessment for their
14 Multimodal Safety and Operational Improvements
15 Plan, which currently is in its scoping period.

16 And this period lasts through May 17th. In
17 advance of the EA, the Park Service developed
18 the plan's proposed improvements based on a
19 preliminary traffic study, which was completed
20 by the U.S. Department of Transportation's Volpe
21 Center back in January of 2024.

22 And before I walk you through the Park

1 Service Plan, I would like to note that NCPC is
2 participating in the EA study as a cooperating
3 agency, since our commission would have an
4 approval authority and NEPA responsibility for
5 all future projects that come out of this plan.

6 And, also, I would like to note here
7 that our review role focuses on the plan's
8 proposed physical improvements to the Parkway,
9 park, and Rock Creek Trail, rather than on any
10 future operational traffic changes. And we note
11 these points in our executive director's
12 comments.

13 So here's a map of the plan's five
14 improvement sites. Three of these areas involve
15 intersection improvements, and the other
16 improvement areas are linear, consisting of a
17 new raised 0.8-mile median section along the
18 parkway. And the other site is a 0.8 mile
19 section of Rock Creek Trail, located adjacent to
20 the parkway, and the plan shows a proposal to
21 repave and widen this section of trail.

22 Starting with the northernmost site,

1 Shoreham Drive and Cathedral Avenue merge with
2 Beach Drive to form the parkway near the Woodley
3 Park and Kalorama neighborhoods. This area
4 currently consists of multiple ramps and a T-
5 intersection and several yield and stop signs
6 for traffic control.

7 Today, the Park Service must physically
8 install and remove temporary traffic barriers
9 here, ten times each week, Monday through
10 Friday, as they transition this area between the
11 peak-period reversible lanes and off-peak lane
12 operations.

13 And this diagram shows the Rock Creek
14 Trail crossing over Shoreham Drive. And the
15 trail here is heavily utilized by bicyclists,
16 pedestrians and joggers, and other park users.
17 And, at this point, the Park Service anticipates
18 no changes to the trail network through here.

19 In the future, the Park Service would
20 install a new roundabout with the intent of
21 creating a safer environment for motorists by
22 minimizing high-impact crashes, slowing

1 vehicular speeds, and by reducing turn
2 conflicts. And this improvement would help
3 enable the Parkway conversion to permanent two-
4 way traffic flow through the area.

5 However, the Park Service submission
6 clarifies that the ultimate size of the new
7 roundabout may change depending on the results
8 of additional traffic modeling, and the
9 roundabout could impact nearby historic and
10 cultural park resources.

11 So for this area, we note the
12 possibility of using the new roundabout for
13 future commemoration, and also as a useful
14 visual cue for Rock Creek Park users, and we
15 recommend careful study of the roundabout
16 operation since these can still be challenging
17 for trail user street crossings.

18 And, sometimes, roundabouts can require
19 additional traffic control measures, and we want
20 to make sure that any additional flex posts,
21 signage, or traffic signals associated with the
22 new roundabout are appropriately accounted for

1 in the Environmental Assessment and Section 106
2 reviews, and we reflect these points in our
3 comments.

4 Here's a second improvement area, a 0.8
5 mile section of parkway as it passes under the P
6 Street Bridge. And, here, the Park Service
7 proposes to replace the double yellow-painted
8 median line with a new raised median barrier.

9 While the painted median is necessary
10 for reversible lane operations, the proposed
11 raised median would create a safer environment
12 for motorists by reducing the risk of head-on
13 and sideswipe crashes along the section of the
14 Parkway, which can be challenging to drive
15 through with its access ramps and limited sight
16 distance issues.

17 The Park Service submission clarifies
18 that the new median may require a slightly wider
19 parkway, and the new barrier could impact nearby
20 historic and cultural resources as well.

21 We recommend a future median that is
22 based on a balance of functionality and esthetic

1 considerations, and the Park Service should use
2 quality materials and model the new median on
3 other successful applications in the city, such
4 as existing -- the existing stone median along
5 Military Road in Northwest Washington, D.C.

6 The third improvement site is a 0.8
7 mile section of Rock Creek Trail, situated
8 adjacent to the Parkway. And, here, the trail
9 is currently only about 5 feet wide. And as
10 shown in the photos, the trail's pavement is
11 uneven and cracked in areas.

12 The plan shows a wider trail section up
13 to a maximum of 12 feet, so as to create a safer
14 travel environment for its users, and the wider
15 cross-section would match other existing Rock
16 Creek Trail sections in the area. However,
17 ultimately, the final trail width will be
18 determined based on additional design work and
19 informed through the EA and Section 106 study
20 processes.

21 Specifically, the Park Service
22 describes a number of benefits to a wider trail,

1 such as reducing trail-user conflicts, reducing
2 the risk of users entering the Parkway, and the
3 park-user experience benefits. However, the
4 wider trail may impact nearby historic
5 resources, cultural landscapes, vegetation,
6 soils, and utilities.

7 In our comments, we note the trail
8 improvement is consistent with a number of our
9 Comprehensive Plan policies related to
10 multimodal travel, access, and promoting
11 recreational opportunities on federal park land.

12 However, we also caution that additional
13 information is still needed so that the final
14 trail width will balance the needs of its users
15 with minimizing its impact to the park resources
16 and natural environment.

17 Moving further to the south, the
18 Parkway's intersection with Virginia Avenue is
19 the plan's fourth improvement site. This
20 intersection currently operates as a four-way,
21 signal-controlled intersection with DDOT control
22 over the Virginia Avenue approach and Park

1 Service control over the Parkway approaches.
2 And so the Park Service and DDOT will need to
3 work together to implement any future, potential
4 intersection improvements here.

5 This diagram shows how the intersection
6 currently operates during peak and off-peak
7 periods, with temporary barriers installed in
8 different locations by the US Park Police. The
9 Rock Creek Trail currently runs along the west
10 side of the intersection between the Parkway and
11 the Thompson Boat Center parking lot.

12 And, here, the Park Service Plan shows
13 two different intersection improvement concepts,
14 Concept A and Concept B, and both of these would
15 add capacity to the Parkway's southbound lanes
16 in order to better accommodate left-turning
17 traffic through here.

18 Concept A would add one new southbound
19 lane to the Parkway to enable a dedicated left-
20 turn lane at the intersection. And then Concept
21 B would add two new lanes for even more left-
22 turning traffic capacity, here.

1 Concept A would not require any changes
2 to the Rock Creek Trail alignment through here,
3 whereas Concept B would require the trail to be
4 relocated to the west in order to make room for
5 the additional parkway lanes. And this would
6 likely impact existing vegetation along the
7 trail. And we reflect this key difference
8 between the two concepts in our comments.

9 In addition, we note the intersection
10 is located near a potential future commemoration
11 site, as identified in our Memorials and Museums
12 Master Plan. And, therefore, we recommend that
13 the applicant work to minimize any potential
14 conflicts to this potential 2M site through the
15 ongoing environmental assessment process.

16 So here's the fifth and final
17 improvement site, an area that consists of a
18 series of merging ramps that weave together Ohio
19 Avenue, the E Street Extension, and the Rock
20 Creek, and Potomac Parkway near the Lincoln
21 Memorial. This area is currently controlled
22 through a series of yield and stop signs with no

1 signalization today.

2 There are currently no formalized trail
3 connections across Ohio Drive for safe access
4 between the National Mall and Potomac Riverfront
5 areas and the Rock Creek Trail to the south. As
6 shown in these peak and off-peak traffic flow
7 diagrams, this area can be complex for drivers,
8 bicyclists, and pedestrians to navigate through
9 today.

10 The Park Service Plan shows four
11 potential improvement concepts here, Concepts A
12 through D, and all of these would add a new
13 trail connection across Ohio Drive. Concept A
14 does not include any noticeable changes to the
15 existing roadway network. However, the Park
16 Service would install two new traffic signals
17 along with the new Ohio Drive Trail connection.

18 Concepts B and C include new T-
19 intersection configurations with an east-west
20 alignment in Concept B and a north-south-
21 oriented alignment shown in Concept C. Both of
22 these reconfigurations would have new traffic

1 signals and the new trail connection.

2 And then here is the fourth concept, a
3 new roundabout with new signage. And this
4 concept may also have new signalization as well,
5 based upon the results of the Environmental
6 Assessments Traffic Study.

7 All these concepts would be compatible
8 with ending reversible lane operations along the
9 Parkway, and all of the concepts are intended to
10 create safer travel environments through this
11 area. Concepts B, C, and D would involve
12 intersection reconfigurations, resulting in new
13 green space in the area.

14 However, these concepts may also impact
15 nearby historic and cultural resources in the
16 park. As part of our comments, we do include a
17 finding that the Park Service Plan is consistent
18 with several goals from the 2009 Monumental Core
19 Framework Plan and, also, the Foggy Bottom Area
20 Study related to improving multimodal
21 accessibility.

22 And none of the Park Service Plan

1 concepts would preclude a larger-scale effort to
2 reknit the city here in the future and to better
3 connect the National Mall and Potomac Riverfront
4 areas.

5 Since this is still very early in the
6 Park Service's EA process, we encourage the Park
7 Service to consider best management practices
8 and to look at other successful examples of
9 traffic calming elsewhere in the region. And we
10 also support additional traffic analysis in
11 order to assess each of the plan concepts in
12 coordination with DDOT and other interested
13 agency and public stakeholders.

14 And we recommend additional
15 coordination through the NEPA and Section 106
16 study processes, as well as additional
17 coordination with the District's Department of
18 Energy and Environment to ensure that these plan
19 improvements would comply with District
20 stormwater regulations and that any potential
21 impacts to nearby water resources are
22 successfully mitigated.

1 So with that, that concludes my
2 presentation. All of these comments are
3 included in our Staff Report to the Commission,
4 and many of these comments have also been
5 incorporated into today's presentation.

6 And with that, I would like to note
7 that we do have three Park Service
8 representatives here with us today, virtually.

9 First, we have Brian Joyner, who is the
10 superintendent for Rock Creek Park. And he
11 would, now, like to make a statement on behalf
12 of the project. And then we also have two other
13 Park Service staff members who are also
14 available for questions and comments by the
15 Commission.

16 Thank you.

17 CHAIR GOODMAN: Thank you, Michael.

18 Superintendent Joyner, would you like
19 to say a few words?

20 MR. JOYNER: Thank you very much.

21 Good afternoon, Commissioners.

22 Again, I'm Brian Joyner, superintendent

1 of Rock Creek Park. I'm also here representing
2 the National Park -- National Mall and Memorial
3 Parks, which also manages portions of the Rock
4 Creek and Potomac Parkway. I thank you for
5 allowing me some time to address you today about
6 the Parkway's Multimodal Safety Operational
7 Improvement Plan.

8 As we discussed the improvements to the
9 Rock Creek and Potomac Parkway, it's important
10 to highlight how this project aligns with the
11 National Park Service's mission to provide safe
12 and accessible experiences for all visitors,
13 while preserving our natural and cultural
14 resources. These enhancements not only promote
15 visitor safety but also support our national
16 transportation strategy goals by ensuring that
17 our infrastructure remains in a state of good
18 repair.

19 This project is a great example of
20 partnership between Rock Creek Park and the
21 National Mall and carrying out a mission and
22 achieving our shared goals. By eliminating the

1 reversible operations and improving access for
2 pedestrians and cyclists, we are reinforcing our
3 commitment to enhancing the overall visitor
4 experience, while doing so in a manner that is
5 sensitive to the scenic and historical character
6 of Rock Creek Park corridor, ensuring that the
7 integrity of the park's natural and cultural
8 resources are maintained.

9 We understand that this is of great
10 importance to the Commission and to planning
11 efforts around the city, and we have extended
12 the public comment period through May 17th,
13 allowing for ample time to review and comment
14 for all.

15 Thank you so much for the opportunity
16 for me to speak today. And with that, I turn it
17 back to you.

18 CHAIR GOODMAN: Thank you very much,
19 Superintendent Joyner.

20 And thank you, Michael Weil.

21 And before we move to commissioner
22 comments, we have some special guests here

1 today. But do the Commissioners have any
2 specific questions for Michael or Superintendent
3 Joyner before we move on to our guests?

4 All right. No questions. So could we,
5 now, have public testimony? And we have three
6 people signed up. We have Edward Comer.

7 You are testifying on behalf of the
8 Advisory Neighborhood Commission 2A, and you
9 will have five minutes to provide your
10 testimony. Please proceed when you are ready.

11 Oh, he's online. I see. Thank you.
12 Okay.

13 MR. COMER: Hello --

14 CHAIR GOODMAN: Yes, sir, Mr. Comer.

15 MR. COMER: Can you hear me?

16 CHAIR GOODMAN: Yes, we can.

17 MR. COMER: Okay. Thank you.

18 Advisory Commission, thank you for
19 inviting me to this.

20 ANC 2A is responsible for two major
21 elements of Rock Creek Parkway: the intersection
22 with Virginia Avenue and the proposed changes

1 with Ohio Drive closer to the Lincoln Memorial.

2 My statement today will focus almost
3 exclusively on the Virginia Avenue intersection
4 and neighboring roads.

5 But first, I want to clarify our
6 position on the overall proposal. We are not
7 taking a position on the proposal to end one-way
8 rush hour traffic. We're assuming it may
9 happen, but that's not our position. We support
10 the addition of the median, and we support the
11 trail improvements between K and P Streets.

12 Our biggest concern is the Virginia
13 Avenue intersection. Whether or not one-way
14 rush hour traffic is eliminated, it is a very
15 dangerous intersection, both for vehicles and
16 for pedestrians. It probably almost certainly
17 needs one or two more lanes going south and
18 additional left turn lanes. But what's
19 important is those lanes feed into Virginia
20 Avenue and then into a complex series of
21 intersections involving the access to the
22 Potomac Freeway, 27th Street, I Street, and K

1 Street.

2 Those intersections were shown on slide
3 21 of the excellent presentation that you just
4 saw. Those intersections I'm talking about,
5 27th Street, I Street, K Street, and the Potomac
6 Freeway, were all identified in the Volpe study,
7 which was again mentioned earlier in the
8 presentation, as intersections of great concern.

9 Our worry is they are already highly congested.

10 They lack adequate safety signs. They lack
11 adequate lane measurements, lane identification.

12 We had a sign that got knocked down a
13 year ago that has not yet been replaced. And
14 we're worried that if we get more traffic
15 turning onto Virginia Avenue from Rock Creek
16 Parkway, we're just going to move the congestion
17 and the safety concerns from the Parkway to that
18 -- what I'll call the Square 1 area, because
19 ironically, this area all surrounds Square 1 in
20 the District, the first square identified by
21 Pierre L'Enfant when he designed the District.

22 These intersections begin less than

1 seven car lengths from the one that you're
2 talking about, Rock Creek Parkway, but they're
3 not identified or studied in the scoping study.

4 I attended a session about a year ago with the
5 Park Service and neighborhood interests, and
6 they said they were going to coordinate with
7 DDOT. I have talked to DDOT. They have said,
8 well, maybe there's -- you know, they've given
9 some comments, but there's no material now in
10 the public record that identifies, one, what the
11 implications are for this nearby area. And
12 probably what's more important is, how do we
13 resolve any problems before they occur?

14 Okay. I'm not asking your organization
15 to resolve those problems. And I'm glad to see
16 in the presentation that the suggestion is that
17 the Park Service needs to work together with
18 DDOT. That's what I think is important. And I
19 would like to urge your commission to urge that
20 not only that occur, but that the scoping
21 materials and study materials that are made
22 available to the public include not just the

1 materials and impacts on Rock Creek Parkway,
2 which is NPS jurisdiction, but on these other
3 streets that are DDOT jurisdiction.

4 Traffic doesn't understand the
5 jurisdictional barriers. People walking across
6 streets -- 27th Street is a street that you
7 cannot safely walk down as a pedestrian right
8 now. None of those things identify
9 jurisdictional boundaries that are important to
10 agencies. And we need a --

11 PARTICIPANT: Time.

12 MR. COMER: -- analysis document that
13 covers both issues. With that, I'll stop. Open
14 to any questions, please.

15 CHAIR GOODMAN: Thank you very much,
16 Mr. Comer. Yeah. It was very solid input. We
17 appreciate it. Are there any questions?
18 Hearing none.

19 Our second speaker today is Mr. Dale
20 Barnhard. And is it Barnhard or Barnhard?

21 MR. D. BARNHARD: (No response.)

22 CHAIR GOODMAN: Close enough. Okay,

1 Barnhard. You are testifying on behalf of the
2 Foggy Bottom Future, Incorporated, and you'll
3 have five minutes to provide your testimony.
4 Thank you for coming. Welcome. And please feel
5 free to proceed to the podium.

6 MR. D. BARNHARD: How do you do? We
7 put together Foggy Bottom Future as a vehicle
8 for supporting the development of this area.
9 That is pretty much in the middle of where --
10 the section that Ed Comer identified. And so I
11 have a brief statement about it that -- from the
12 perspective of our group, which is meant to
13 support the development of that area is what our
14 goal is, and that's why we're here today. So
15 I'll read this because it's fairly brief.

16 Foggy Bottom Future is an organization
17 set up to support the much-needed makeover of
18 the southern portion of the area that NPS
19 transportation impact statement, completed by
20 USDOT's Volpe Center, seeks to address. While
21 the impact statement addresses many concerns, it
22 does not adequately address how to rebalance

1 private auto use with pedestrian, microtransit,
2 public transit modalities and reconnecting the
3 grid in future development of the area.

4 The reconnection of the city grid with
5 the Potomac Waterfront, including Kennedy
6 Center, the northwestern edge of Foggy Bottom,
7 the expansion of the National Mall, and
8 reconfiguration of the Roosevelt Bridge access
9 as contemplated in the recent NCPC and ULI
10 studies in 2024 need to be addressed in anything
11 that the NPS does regarding this area. Foggy
12 Bottom Future has applied for a planning grant
13 for this area through USDOT's Reconnecting
14 Neighborhoods program, which will be awarded
15 this year.

16 So the -- our application is still in
17 process along with others that -- and it's a
18 competitive process. To this end, we propose
19 the following.

20 Convert the Parkway back to two-way
21 operations as soon as possible. So we support
22 what the NPS wants to do with that.

1 De minimis changes for the time being
2 to allow the reversion to two-way operation.
3 So, in other words, all of the various
4 improvements that they have, although we
5 appreciate their spirit, they are completely
6 insufficient in as far as addressing the kinds
7 of traffic issues and ingress and egress from
8 the area as Commissioner Comer pointed out.

9 And then the third being, put together
10 a public-private partnership to work with the
11 federal government to support the makeover of
12 this area. We have provided a preliminary
13 sketch on a possible traffic solution for the
14 Northwest section that would eliminate the
15 problematic intersection of Virginia Avenue
16 Northeast, Rock Creek and Potomac Parkway, 27th
17 Street Northwest, I Street Northwest, and K
18 Street Northwest. This would allow for the
19 future demolition of the two down ramps that
20 will allow for the cap over the Potomac River
21 Freeway and the reconnection of Foggy Bottom
22 with the waterfront.

1 The problem of balance is lacking in
2 mid-20th-century freeway design and must be
3 addressed. What's been created is a DMZ down
4 there that is safe neither for pedestrians,
5 bicyclists, or automobiles. And as such,
6 there's also -- we've created a transit desert
7 down there. So that doesn't -- that doesn't
8 work very well.

9 The third point is that restoration of
10 the L'Enfant Plan, Vista Street, that would
11 allow a direct sight line from where the
12 Thompson boathouse parking lot terminus is with
13 the Washington Monument. And so in order to do
14 that, you're going to have to do a lot more than
15 adding a couple of lanes there to accommodate
16 traffic flow.

17 And -- so that's pretty much it.
18 That's where we stand. My brother has some
19 other testimony that includes some illustrations
20 that we were talking about. And that's where we
21 stand. We back up, for the most part,
22 Commissioner Comer's comments. We want to see a

1 two-way again, but we don't want to see the
2 kinds of improvements they've suggested until
3 we've gotten a much better look at this because
4 there's some profound things that need to be
5 done there, and just a few lanes on the Parkway
6 ain't it.

7 PARTICIPANT: Time.

8 CHAIR GOODMAN: Thank you. Thank you
9 very much, Mr. Barnhard. We appreciate your
10 comments today. Questions?

11 We'll move on to the next speaker, and
12 that is Gary Barnhard. And you are testifying
13 on behalf of the Barnhard Family, LLC, and you
14 will have five minutes to provide your
15 testimony. And please proceed when you are
16 ready, Mr. Gary Barnhard. Thank you for coming
17 and welcome.

18 MR. G. BARNHARD: I want to thank the
19 NCPS Chair and Commissioners for this
20 opportunity to testify in support of the Project
21 6A action item, with the caveat that the project
22 scope needs to be rethought. While I have

1 specific suggestions regarding this matter that
2 I will address, some context is necessary.

3 My name is Gary Pearce Barnhard. I'm
4 the youngest of three sons to Mary Ruby
5 Barnhard, born at Doctors Hospital on I Street,
6 of all things, fourth-generation Washingtonian.

7 I'm the managing member of the Barnhard Family,
8 LLC, which owns the only private property on
9 Square 5 of the city.

10 My connection to complex infrastructure
11 planning is significant. As a robotic space
12 systems engineer, I had the honor and privilege
13 of helping to build the most expensive and
14 complex piece of real estate infrastructure our
15 species has ever constructed, the International
16 Space Station. My concerns about the proposed
17 Project 6A scope are that the planning process
18 needs to focus on fostering and managing
19 outcomes, rather than being misdirected by ill-
20 considered half measures or being subsumed by
21 interminable processes. This concern can likely
22 be best expressed through an example.

1 A long time ago in a great city that
2 some believe is in a galaxy far, far away, some
3 of the most desirable land for development was
4 offered to the gods of freeway development with
5 the fervent hope that traffic would flow and a
6 plethora of benefits would befall the
7 inhabitants. Alas, what reality and passage of
8 time have wrought has proven far less sanguine.

9 What is known as Square 5 has for over 50 years
10 languished as a set of three nondescript
11 townhouses stranded in a sea of failed traffic
12 intersections, bisected by a collection of
13 freeway ramps, leaving effectively all the
14 remaining ground unusable and inaccessible.

15 The magnitude of the lost opportunity
16 to the city comes into focus with the fate of
17 Square 5 is considered in the context of the
18 available property in the adjacent squares. The
19 19 parcels combined total development of land
20 area is approximately 500,000 square feet. To
21 put this in perspective, the potential
22 aggregation of parcels is larger than the entire

1 Watergate complex, coming in at approximately
2 435,000 square feet. This situation is
3 presented not as a personal lament for resources
4 wasted over many real estate cycles but as an
5 example of process failure and the need to fix
6 how the respective planning bodies, the federal
7 government, and the city orchestrate fine-
8 grained development opportunities, particularly
9 those at larger scale.

10 To date, no reliable mechanism has been
11 established that allows large-scale development
12 projects in the city to progress along a
13 deterministic timeline. Even the most well-
14 coordinated, planned urban developments seem to
15 be resolved through court action, rather than a
16 negotiated confluence of interests that ensures
17 the best possible outcomes for the city and its
18 inhabitants. The failure to achieve these
19 objectives will result in ad hoc development,
20 which is far less optimal for all stakeholders.

21 So, returning to our opening example, should we
22 wait for the future of whatever comes, or should

1 we lend our efforts to architecting the future
2 we wish to see come to pass?

3 I recommend the later or latter and
4 request that the NCPC support the approval of
5 Project 6A rescope to be part of a coordinated
6 and collaborative fine-grained planning effort
7 aimed at achieving the best outcome for the
8 impacted area. As promised, we have specific
9 suggestions that outline the proposed rescoping
10 of the planning area for Project 6A, the key
11 areas of focus, the general considerations, and
12 the broader context of the original plan for
13 Washington, D.C. You know, the partial
14 perspective is shown in figure 1, you know, in -
15 - covering the proposed planning envelope, and
16 it attempts to illustrate the potential site
17 envelope in a non-prescriptive manner.

18 The figure shows both the extents of
19 the proposed planning area and draws out the key
20 focus points that we feel that need to be
21 addressed in the 6A rescoped plan. We lay out
22 the following focal points. The -- you know,

1 each of the Potomac River Freeway interchange
2 ramps should be included in the effort. There
3 are five of them. Secondly, the planning effort
4 should include the roadbeds for 27th Street and
5 between L and Virginia and the 2600 block of I
6 Street. The planning effort should include the
7 following structures, which include our
8 properties, the campus living boathouse, the --
9 you know, the gas stations, and the Metro
10 substation.

11 The planning effort should also create
12 a new intersection between K and 26, and that
13 there are various Rock Creek Parkway routing
14 adjustments that could make a material
15 difference in the flow of the traffic and
16 address all of the intersections, which will
17 show up in the, you know, second diagram that's
18 made available. And in terms of general
19 considerations, the rework may consist of
20 moving, decking, widening, and intersection
21 functionality. Cost and functionality must be
22 explicitly traded to allow for --

1 PARTICIPANT: Time.

2 MR. G. BARNHARD: -- comparison of the
3 options. Thank you very much for the
4 opportunity to speak. And we're happy to
5 provide additional details. And we encourage
6 the Commissioners to visit the
7 foggybottomfuture.org website. Thank you all
8 very much.

9 CHAIR GOODMAN: Thank you very much,
10 Mr. Barnhard. We appreciate you coming. And
11 are there any questions at this time from the
12 Commission?

13 If not, we'll move to our comments from
14 the Commission. Thank you.

15 MR. G. BARNHARD: Thank you all.

16 CHAIR GOODMAN: And thank you very
17 much for coming.

18 All right. This concludes public
19 testimony, and I want to thank them -- thank all
20 of our guests today for speaking, both online
21 and in person.

22 Is there a motion to approve comments

1 on concept plans for the Rock Creek and Potomac
2 Parkway Multimodal Safety and Operational
3 Improvement Plan?

4 COMMISSIONER STIDHAM: So moved.

5 CHAIR GOODMAN: Thank you. It's been
6 moved.

7 VICE CHAIR HEWLETT: Second.

8 CHAIR GOODMAN: But -- thank you very
9 much. It's been moved by Commissioner Stidham,
10 and it's been seconded by Vice Chair Hewlett.
11 I'm now going to open up the floor for
12 discussion. And is -- if everyone's ready, I'm
13 going to start with comments from Commissioner
14 Stidham.

15 COMMISSIONER STIDHAM: Thank you very
16 much.

17 Thank you for the presentation. And
18 thank you to those who came to speak about the
19 project.

20 You know, I think that it's often
21 forgotten why Rock Creek and Potomac Parkway
22 came to be. There was a concern about

1 protection of the creek when sewage was being
2 dumped, raw sewage was being dumped into it. So
3 the Commission decided that there needed to be
4 protection of the creek. And not only
5 protection of the creek, but also a means by
6 which to get from the zoo downtown and this
7 pleasure drive, which was created, that had
8 ample room on either side to provide a proper
9 setting for what is to be a parkway and a grand
10 entrance into the city. And over the years, it
11 has become quite the commuter route, I think, as
12 everyone has agreed.

13 But it's not safe. It's extremely
14 expensive operationally to have Park Police out
15 there twice a day every day to make these
16 changes. It's not safe for them either. It
17 doesn't function well traffic-wise, and there
18 needs to be some changes. And we are not
19 jumping into this without proper research and
20 modeling and coordination with the DC Department
21 of Transportation. We have spent a considerable
22 amount of time coordinating with them to ensure

1 that changes that we're proposing don't affect
2 neighborhoods, don't snarl traffic, and that
3 this continues to be an entrance to the city
4 that protect the resources of the park, both
5 cultural and natural, but also provide a means
6 to get in and out of the city and a wonderful
7 way -- and for citizens to move through the
8 city.

9 If you are ever caught in Georgetown
10 when the traffic was going opposite the way you
11 really needed to be, then you were narrowing
12 your way through those tiny little streets
13 where, you know, traffic doesn't need to be. So
14 this will help resolve that. And so that's
15 where we will continue to work with DDOT, on
16 these intersections, to help them alleviate with
17 small changes to ensure that we're not causing
18 any impacts, and just to be sure that our design
19 is the best that it can be for everyone
20 involved.

21 CHAIR GOODMAN: Thank you very much,
22 Commissioner Stidham.

1 Commissioner Argo?

2 COMMISSIONER ARGO: I don't have any
3 additional comments. It's an interesting -- I
4 appreciate, particularly, Commissioner Stidham's
5 comments. I was going to say something else,
6 and now I don't remember what it was, but I
7 think we need to move on. Thank you.

8 CHAIR GOODMAN: Thank you,
9 Commissioner Argo.

10 Vice Chair Hewlett?

11 VICE CHAIR HEWLETT: Yes. First of
12 all, thank you, Mr. Weil, for your presentation,
13 and Superintendent Joyner. Also, for the folks
14 who've -- the Barnhards who've attended today
15 and Mr. Comer who attended virtually, I'd like -
16 - thank you for bringing the comments and
17 concerns about the transportation and -- and
18 traffic concerns to our attention, because this
19 -- the whole purpose of this is to improve
20 transportation safety for vehicles, for
21 cyclists, and for pedestrians, while still
22 preserving the historic aspect, and so -- and

1 particularly for the Park Police as well. That
2 is dangerous. And thank you, Commissioner
3 Stidham, for your comments.

4 I'm glad to hear -- I know when we read
5 everything, I know there was emphasis on
6 consultation with the US Department of
7 Transportation, but I also hear that you're
8 working with the District of Columbia DDOT. So
9 that's important. And I think it's imperative
10 to recognize that this is just the concept plan.

11 And so all of these things will be fine-tuned
12 further as Commissioner Stidham indicated. And
13 so I think it will come together basically with
14 -- with all the concerns that are in the report
15 today, the concerns that we are raising today,
16 the concerns that we've heard today, and that it
17 will be fine-tuned further. So those are my
18 only comments because I, too, am concerned about
19 the -- any other transportation issues that we
20 may be causing while trying to fix some. Thank
21 you.

22 CHAIR GOODMAN: Thank you very much,

1 Vice Chair Hewlett.

2 Commissioner Green? I think you're on
3 mute, Commissioner Green.

4 COMMISSIONER GREEN: There we go. How
5 about that?

6 CHAIR GOODMAN: Yeah. It works.

7 COMMISSIONER GREEN: Thank you. No, I
8 appreciate the presentation. And -- and I
9 especially appreciate the comments of the three
10 citizens who spoke today and just hope that they
11 are brought in as part of this process. They
12 may already have been. But I hope that those
13 perspectives become part of the planning process
14 as it moves forward. Thank you very much.

15 CHAIR GOODMAN: Thank you,
16 Commissioner Green.

17 Commissioner Tunstall-Williams?

18 COMMISSIONER TUNSTALL-WILLIAMS: Yes.
19 Thank you for the presentation, and thank you to
20 Park Service for looking at this issue. I am a
21 resident that lives up near there, and it is a
22 pain in the neck, both from the -- remembering,

1 what time does it start? When do I have to go?

2 But also just the bottleneck, particularly at
3 both the big intersections at either end, are
4 really a challenge for people that live along
5 there and want to get in and out or move through
6 the city. So I think hugely important.

7 But I do agree with Mr. Comer and the
8 Brothers Barnhard about the importance of what
9 happens once you get off. And I know it's
10 outside the scope of your project, but to the
11 extent that you can deal with DDOT, I think --
12 and some of it is you, like, going north onto
13 Beach Drive, going from two lanes into one.
14 That's that massive bottleneck that you can
15 spend 20 minutes sitting in, or be a jerk and go
16 all the way up to the top and cut over. So
17 things that you can do for that, as well as the
18 sort of mixing bowl that is there by the gas
19 stations, I -- I would support whatever the Park
20 Service can do to connect with DDOT to sort of
21 further the scope of the project. But
22 otherwise, I think it's a great effort and a

1 much-needed one.

2 CHAIR GOODMAN: Thank you very much,
3 Commissioner Tunstall-Williams.

4 Commissioner Dixon?

5 COMMISSIONER DIXON: First of all, as
6 always, we appreciate the fine work of the staff
7 and the great presentation. Always do, though I
8 may not comment. Also, I think this is a real
9 complex situation here. Like many of us here,
10 I've used the one ways, the two ways, and all
11 the wrong way when you need to go someplace.
12 But, so I think it's complicated, and it's being
13 looked at very thoroughly. I think all the
14 right eyes are on it. And I think the Barnhards
15 need to definitely be brought into play because
16 they've made a family investment in this. I
17 only regret that the space, the station, you had
18 a lot of space to work with. We don't have a
19 lot of space to work with here, so we have to do
20 our best. So keep up the good work. I'm happy
21 to see it go forward and it's great.

22 I would like to be sure, though, that

1 the transportation beyond these spaces, the
2 lights and all, when you get up around further
3 up -- up the park, that the flood of traffic
4 that we'll now feel will be accommodated with
5 lights that may be timed differently. I'm
6 always impressed when I go down to my home in
7 Virginia and come back some nights. The lights
8 don't stop you if nobody's coming the other way.
9 They freeze. They just keep going green. And
10 I'm not sure we can go that far, but timing the
11 lights could be very useful, I think, in this.
12 Thank you. Keep up the good work.

13 CHAIR GOODMAN: Thank you,
14 Commissioner Dixon. Thank you very much.

15 Commissioner Cash?

16 COMMISSIONER CASH: No, thanks so much
17 for the presentation. I mean, my primary
18 concern is that there's a lot of good work
19 between DDOT and Park Service and making sure
20 that this doesn't have any negative impact on
21 the rest of the transportation system. It
22 sounds like that's the case. So I look forward

1 to the project moving forward and with that in
2 mind.

3 CHAIR GOODMAN: Thank you very much,
4 Commissioner Cash.

5 Commissioner Cozart?

6 COMMISSIONER COZART: I want to thank
7 staff for the great presentation and the work on
8 this project and appreciate how National Park
9 Service is working with Department of
10 Transportation about this. I don't have any
11 further comments.

12 CHAIR GOODMAN: Thank you,
13 Commissioner Cozart.

14 And I hear one more thing over here
15 from --

16 COMMISSIONER TUNSTALL-WILLIAMS: One
17 thing I --

18 CHAIR GOODMAN: -- Commissioner
19 Tunstall-Williams.

20 COMMISSIONER TUNSTALL-WILLIAMS: -- I
21 forgot to mention, and I believe I heard, but I
22 want to confirm. The traffic study was done in

1 January 2024. Are you looking at redoing that
2 based on the return to office and all that is
3 going on? The traffic on the parkway is
4 markedly different, I think, than it was in
5 January 2024.

6 COMMISSIONER STIDHAM: We've already
7 done that.

8 COMMISSIONER TUNSTALL-WILLIAMS:
9 Awesome.

10 COMMISSIONER STIDHAM: We are sure that
11 we've incorporated any and all return to office
12 into our traffic modeling to ensure that we are
13 properly characterizing the traffic.

14 COMMISSIONER TUNSTALL-WILLIAMS: Great.
15 Thank you.

16 COMMISSIONER STIDHAM: And I hope
17 you're not one of those zipper folks.

18 COMMISSIONER TUNSTALL-WILLIAMS: I am
19 not. I mean, I go the other way. I watch them.
20 Then I just get angry at that.

21 CHAIR GOODMAN: Thank you,
22 Commissioner Stidham and Commissioner Tunstall-

1 Williams.

2 And unless there are any further
3 comments from the Commission, I will close by
4 just saying again, thank you, staff, and thank
5 you. We always appreciate input from residents
6 and citizens of the area. We appreciate your
7 coming here both online and in person and
8 commenting today. We do want to thank the
9 National Park Service for submitting these
10 concept plans for review. Rock Creek Park is a
11 jewel in the Park Service system and in
12 Washington, DC. It serves many masters, from
13 open and recreational space to wildlife habitat,
14 and it is a multimodal corridor.

15 The goals of the project are laudable,
16 particularly to improve access to all users. As
17 the planning advances, it's going to be very
18 important, as many have stated, that NPS
19 continues to coordinate with stakeholders,
20 residents, as well as DDOT. And I certainly,
21 you know, want to encourage that work to
22 continue. And I look forward to seeing how the

1 plans develop as this engagement continues over
2 the next several months. I don't live here. I
3 don't drive here. But I know that it doesn't
4 matter where you are in this country, that older
5 transportation systems come into conflict as
6 time passes with new uses and multimodal
7 transportation users, and also with the limited
8 space that they were originally built in.

9 So I do encourage you to, you know,
10 continue to work together because it's probably
11 more difficult than a space station, in my mind,
12 so. But thank you. Thanks to everyone.

13 Are there any further comments or
14 questions?

15 Hearing none, can the secretary please
16 confirm the motion and the second, and take the
17 roll call?

18 MS. HOTTEL-COX: The motion was made by
19 Commissioner Stidham and seconded by Vice Chair
20 Hewlett.

21 Commissioner Cozart?

22 COMMISSIONER COZART: Yes.

1 MS. HOTTEL-COX: Commissioner Stidham?

2 COMMISSIONER STIDHAM: Yes.

3 MS. HOTTEL-COX: Commissioner Argo?

4 COMMISSIONER ARGO: Yes.

5 MS. HOTTEL-COX: Vice Chair Hewlett?

6 VICE CHAIR HEWLETT: Yes.

7 MS. HOTTEL-COX: Chair Goodman?

8 CHAIR GOODMAN: Yes.

9 MS. HOTTEL-COX: Commissioner Green?

10 COMMISSIONER GREEN: Yes.

11 MS. HOTTEL-COX: Commissioner Tunstall-

12 Williams?

13 COMMISSIONER TUNSTALL-WILLIAMS: Yes.

14 MS. HOTTEL-COX: Commissioner Dixon?

15 COMMISSIONER DIXON: Yes.

16 MS. HOTTEL-COX: Commissioner Cash?

17 COMMISSIONER CASH: Yes.

18 CHAIR GOODMAN: Thank you very much,

19 Meghan.

20 The motion has carried. Agenda item 6B
21 is a request to approve comments on concept
22 plans for Capital One Arena improvements. Jamie

1 Herr is making the presentation today.

2 Welcome, Jamie.

3 MS. HERR: Thank you. Thank you. All
4 right. All right.

5 Good afternoon, Chair Goodman and
6 commissioners. The District of Columbia Deputy
7 Mayor for Planning and Economic Development,
8 along with Monumental Sports & Entertainment and
9 their design team, have submitted concept plans
10 for review and comment by the Commission.

11 Overall, staff recommends the Commission approve
12 the comments in the executive director's report
13 that I will also review in this presentation.

14 The applicant initiated a consultation
15 with staff in December and then gave an
16 information presentation to the Commission at
17 the February Commission meeting. NCPC staff and
18 the applicant initiated the Section 106 process
19 in February and held consultation meetings in
20 March and April. Today, the Commission is
21 reviewing the concept-level design and providing
22 comments. The applicant will come back at a

1 future date for the preliminary and final
2 reviews.

3 As I noted, today we are looking at the
4 concept plan where the Commission should be
5 focused on issues such as consistency with
6 NCPC's Comprehensive Plan and other policies,
7 appropriateness of the concept for the site, and
8 are there any particularly unique and/or complex
9 issues. Today, I will cover the following
10 topics in review of this concept: the location
11 and existing context, the existing conditions of
12 the site, the project's goals, the updated
13 building design, access and site design, signage
14 and lighting, and the recommendations.

15 Capital One Arena is located on the
16 block bounded by 6th Street on the east, 7th
17 Street on the west, and F Street on the south.
18 Gallery Place Way is on the north. The arena is
19 located in the middle of downtown, surrounded by
20 significant National Historic Landmarks or NHLs,
21 including the Patent Office, now the Donald W.
22 Reynolds Center for American Art and

1 Portraiture, also known as the Reynolds Center,
2 the General Post Office, now called Hotel
3 Monaco, and the Pension Building, which is now
4 the National Building Museum.

5 Capital One Arena is in a central
6 location of the historic L'Enfant city plan and
7 is surrounded by L'Enfant streets, including
8 7th, F, and 6th Streets. The arena is adjacent
9 to the Pennsylvania Avenue Historic District,
10 the Downtown Historic District, and two NHLs.
11 The National Historic Preservation Act, Section
12 106 process for this project was initiated in
13 February, as noted earlier, and staff has hosted
14 two consulting parties meetings thus far. The
15 meetings were to evaluate the historic context
16 and potential adverse effects of the updated
17 design. This process is ongoing, and staff
18 requests the applicant continue to coordinate
19 with consulting parties in preparation of the
20 memorandum of agreement for the project as part
21 of the 106 process.

22 The Reynolds Center, as noted,

1 originally the Patent Office, is considered one
2 of the most significant buildings in Washington,
3 with its porticos modeled after the Parthenon in
4 Athens. It sits prominently within the 8th
5 Street axis, anchored by the Carnegie Library to
6 the north and the National Archives and National
7 Gallery Sculpture Garden to the south. I'd like
8 to note the setting of the Reynolds Center is
9 unique in that the block in which it sits
10 extends beyond adjacent blocks and allows for
11 more public space, elevating the building's
12 significance, especially on F and G Streets.
13 This allows for more expansive views of the
14 building in this setting.

15 Next, I will review the existing
16 conditions of the building and the site. The
17 existing building, which opened in 1997, was
18 designed to appear as a series of separate
19 facades to break up the building massing. The
20 primary corner of 7th and F Street includes a
21 large corner digital display. The main entry on
22 7th Street or on F Street is demarcated by the

1 large awning. These images show several views
2 of the existing building, including the entry
3 areas, pedestrian views, and existing examples
4 of transparency.

5 The existing arena has a main entry
6 point on F Street noted here. There are two
7 secondary entry points on 7th and Gallery Place.

8 There is an existing retail space at the
9 southeast corner of the building, and the Metro
10 entrance is at the southwest corner. These
11 images show the existing conditions inside the
12 arena, specifically the entry experience and
13 circulation.

14 Next are the applicant's project goals.

15 The applicant has indicated that their goals
16 and objectives for the project are to transform
17 the arena with a unified identity to extend the
18 functional life. They intend to improve access
19 and circulation, improve building materials,
20 transparency and activation, with the goal of
21 being a catalyst for area renewal. Staff
22 supports the project objectives to extend this

1 functional life of the arena and reinforce its
2 urban presence within downtown Washington by
3 improving access, enhancing wayfinding and the
4 arrival experience, enlivening the arena
5 exterior to make it a must-see building for
6 residents and visitors, and activating the arena
7 as an entertainment venue in the heart of the
8 city.

9 Next, we will go into the updated
10 design of the building. Since the information
11 presentation in February, the applicant has
12 updated several elements of the design noted
13 here. These updates include new areas of wall
14 transparency, removal of one of the wall signs,
15 updated materials, including more transparency
16 in the veil material, new street-level elements,
17 such as artwork, a team history wall, and an
18 information sign, and an updated Metro entrance.

19 In this section, I will be comparing
20 the new design to the previous design when
21 available. To start, this is a reminder of the
22 current building at the corner of 7th and F

1 Streets. This was the rendering of the same
2 corner presented to the Commission at the
3 February meeting. This view introduced the
4 concept of the veil, wrapping the building and
5 moving the main entry west closer to the Metro
6 entrance. The updated rendering shows that
7 additional glazing has been added to the facade
8 on 7th Street. The transparency of the veil has
9 increased. The main building materials have
10 changed, with limestone at the street level and
11 metal panels above. The reflective tile has
12 been removed from the Metro station as well.

13 In this additional updated view, you
14 can see the transparency of the veil and the
15 addition of elements to activate the street
16 level, including artwork on 7th Street and the
17 team history wall on F Street. There's also a
18 new digital wall information board on F Street.

19 This updated view shows the new wall of glazing
20 that denotes the relocated main entry. The
21 entry was moved west to provide better flow for
22 patrons entering the building.

1 The updated design also widened the
2 entry to the Metro from the previous iteration
3 and added the digital information sign at the
4 street level. As noted, the applicant has
5 updated the materials to include ETFE as the
6 veil, which stands for ethylene
7 tetrafluoroethylene -- I'm only going to say
8 that once -- and is a semi-transparent
9 lightweight polymer as the veil material,
10 sculpted metal panels, glazing, and limestone at
11 the street level to coordinate with the existing
12 buildings in the area.

13 This view shows the main entry and team
14 history wall. The shape of the veil was also
15 modified to lift at the corner in deference to
16 the Reynolds Center cornice. As noted, the
17 applicant is proposing a new street-level
18 activation, including a team history wall on F
19 Street just east of the relocated entry, as
20 noted here.

21 The corner of 6th and F Street. The
22 previous design increased the glazing at the

1 corner with the veil lifting up and around the
2 side to end on 6th Street. There was also a new
3 digital sign included on this facade.

4 The applicant has modified the design
5 by eliminating the digital signboard and
6 replacing it with additional glazing and
7 softening the outer edge of the veil. Moving
8 further north on 6th Street, the applicant
9 previously showed an improved accessible
10 entrance on this location. The updated facade
11 on 6th includes improved transparency at the
12 accessible entry, in addition to the new glazing
13 that replaced the removed digital signage. As
14 noted, the applicant has updated the materials
15 and their locations on the building, as noted
16 here.

17 Moving back over to 7th Street, just
18 north of the Metro entrance, the applicant is
19 proposing integrated artwork on the walls and
20 improved transparency. Here is another view of
21 the same area on 7th Street with the integrated
22 artwork panels and the improved transparency.

1 This new area of glazing creates the opportunity
2 to experience the veil element from the interior
3 of the building, as shown here. This rendering
4 shows the interior view through the new glazing
5 and the veil looking toward the Reynolds Center
6 to the west.

7 At the northwest corner on 7th Street
8 and the terminus of G Street, the applicant
9 included an updated digital signboard
10 intentionally located to allow for G Street to
11 be used as a viewing area for the screen. The
12 veil in this previous iteration sweeps out over
13 the sidewalk on Gallery Place Way as it curves
14 around the corner. The updated design of this
15 corner of the building maintains the large
16 digital signboard but pulls the edge of the veil
17 into the building at the corner.

18 The updated materials include the
19 expanded glazing at 7th Street as noted here.
20 The previous design included an expanded entry
21 of Gallery Place Way where the veil terminates.
22 This entry included the integration of a wood

1 material on the facade. The updated design
2 tucks the veil closer to the building and
3 removes the digital sign band to address
4 adjacent condominium owner concerns and improve
5 weather protection. The Gallery Place entry
6 includes all the updated materials previously
7 noted, as well as the composite wood material.

8 As part of the updated design process
9 and the Section 106 process, the applicant has
10 done a series of viewshed diagrams for analysis.

11 These views show the existing conditions on the
12 left, and then on the right the proposed
13 condition with the updated building. This first
14 view is looking northeast towards the corner of
15 7th and F Streets. The Reynolds Center is in
16 the foreground on the left. Staff finds that
17 while there is ample opportunity for a modern
18 approach that unifies and elevates the design of
19 the arena, it must also be complementary of both
20 the Reynolds Center and Hotel Monaco and be
21 deferential at key viewpoints to preserve the
22 settings of these important NHLs.

1 Shifting to the other end of F Street,
2 this view looks west with the existing on the
3 left and the proposed on the right. This view
4 is on 7th Street, looking north toward the
5 arena. The Hotel Monaco is on the left in the
6 foreground. The final viewshed diagram we've
7 included is of G Street, looking at the terminus
8 at 7th. The proposed design, as noted earlier,
9 shifts the digital sign to be more centered on G
10 Street as a viewing stage for large events.

11 In summary on the building design
12 changes, staff supports the design changes made
13 to date, especially the increased glazing,
14 improved streetscape engagement elements,
15 updated materials, and the additional viewshed
16 studies. However, the redesigned arena will
17 appear prominently in this setting, and it is an
18 opportunity to help improve the setting and
19 enhance the public space. To do so, we
20 recommend the applicant continue to refine and
21 unify the composition of all elements, building,
22 display screens, and veil, to better respect the

1 setting of the National Historic Landmark
2 buildings. In particular, the overall
3 composition of the design, including the
4 building, LED display boards, newly introduced
5 LED band, and veil, could be further integrated,
6 elevating the overall design and reflecting the
7 arena's importance within downtown and its
8 prominent location adjacent to two NHLs.

9 Next, I will walk through the proposed
10 site design changes with a focus on pedestrian
11 access and ground floor activation. The
12 applicant has updated the street-level
13 activation to the extent practicable, given the
14 internal constraints of the building. The
15 current building only has one corner of street-
16 facing retail noted here on the left. The
17 updated design on the right includes the same
18 retail section but adds in the team history wall
19 and artwork pictured earlier. While the new
20 design is an improvement, staff encourages the
21 applicant to continue to explore opportunities
22 for additional street-facing uses, including

1 retail, to help activate the pedestrian realm,
2 particularly when the arena is not in use.

3 One of the key aspects of the design is
4 that entries will be provided from all sides so
5 that visitors can access the arena from each
6 frontage. Some existing entries are not
7 accessible or have the appropriate equipment for
8 screening. These will all be upgraded. A new
9 accessible entrance will be added on 6th Street,
10 and the entry from F Street will be shifted
11 west. This is important for several reasons.
12 As part of the design process, the applicant
13 determined the existing entry was not ideal as
14 it opened onto the elevator bank, as noted on
15 the left.

16 As the elevators are too complicated to
17 relocate, the applicant is proposing to relocate
18 the main entry further west to allow better
19 movement into the building. The applicant plans
20 to implement frictionless security screening
21 that can process up to 3,600 guests per lane per
22 hour, pilot facial recognition ticketing, and

1 vastly improve distribution of entries into the
2 arena, and vertical circulation within the
3 building. With clearly defined zones for
4 security, ticketing, concourse access, guests
5 will move through each stage seamlessly, making
6 the overall arrival experience faster, safer,
7 and more comfortable.

8 Having accessible entrances on all
9 frontages is important because visitors can
10 arrive at four different Metro exits as shown
11 here. This includes Chinatown, Gallery Place,
12 and the Portrait Gallery. The intent will be to
13 better balance pedestrian access so that not
14 everyone is entering from just F Street. While
15 the physical improvements will help, it is
16 important to also change people's behaviors,
17 particularly for regular patrons. As such, as
18 part of the next review, staff requests
19 additional details on how the new building
20 design, combined with pedestrian management,
21 will improve pedestrian safety and the user
22 experience at the entry points. Basically, how

1 will the applicant work to direct people to
2 these new or expanded entrances?

3 The existing streetscape of the
4 building has limited greenery as noted on the
5 left. The updated plan removes existing trees
6 and fails to utilize space for new landscaping
7 that could soften the streetscape. Staff finds
8 the existing streetscape lacks tree canopy and
9 greenery, and the proposed plan further reduces
10 vegetation that could impact pedestrian comfort,
11 and requests the applicant submit, as part of
12 the next review, a plan that shows additional
13 landscaping on F Street where there currently
14 appears to be none.

15 Next, I will go through the proposed
16 lighting and signage. Here you can see the
17 existing conditions. The existing building
18 includes a variety of building signage, as well
19 as LED screens. As shown here, these screens
20 can show both event-related advertising, as well
21 as commercial advertising not related to events.

22 I'll note the proposed design reduces the

1 number of LED screens but consolidates square
2 footage into larger LED displays specifically at
3 the corner of 7th and F Streets, which reflect
4 upon the National Historic Landmark buildings.

5 As part of the Section 106 process, the
6 applicant has prepared nighttime lighting
7 studies to show how the signage and lighting
8 might impact the setting of the arena, and
9 particularly the NHLs. On the next few slides,
10 I'll show you some of those studies. Here's a
11 view looking east along F Street with the
12 existing and proposed buildings. You can see
13 the new larger consolidated LED screen at the
14 corner and then the new LED band underneath.
15 The veil is illuminated across the top of the
16 building. The Reynolds Center is located in the
17 foreground on the left. In general, staff is
18 concerned about any increased intensity of light
19 cumulatively from the new LED displays,
20 lighting, and the veil.

21 Here is a view looking west along F
22 Street. Again, the Reynolds building is in the

1 foreground. In this view, the veil is the most
2 evident illuminated element. Overall, staff is
3 appreciative of the additional design
4 development that has occurred, as well as the
5 additional study of the lighting effects. As we
6 noted previously, the redesigned arena will
7 appear prominently in this setting, and it is a
8 great opportunity to help improve the setting
9 and enhance the public space.

10 To do this, we again recommend the
11 applicant continue to refine and unify the
12 composition of all elements of the building to
13 better respect the setting of the National
14 Historic Landmarks. In particular, the overall
15 composition of the design, including the
16 building, large LED display boards, newly
17 introduced LED band, and the veil, could be
18 further integrated, elevating the overall design
19 and reflecting the arena's importance within
20 downtown and its prominent location adjacent to
21 two NHLs. We also suggest eliminating or
22 reducing the proposed LED band, particularly at

1 the corner of 7th and F Streets, to minimize
2 visual and lighting impacts on the setting of
3 the NHLs.

4 And as the design is further improved,
5 staff requests the applicant submit, as part of
6 the next review, a complete lighting plan with
7 the location and specification of building
8 lighting, including foot-candles, lumens, color
9 temperature, and hours of operation for all
10 elements that create exterior light, including
11 but not limited to the digital boards and bands,
12 the information board, the veil, and interior
13 lighting inside the large glazing walls,
14 pedestrian-level lighting, and any exterior
15 uplighting, and a daytime street view from the
16 area around F and 9th Street Northwest to better
17 understand the impact of the veil on the
18 surrounding area.

19 This information, along with the other
20 requests I have previously mentioned, will help
21 clarify aspects of the proposal and ensure the
22 design is both meeting the applicant's goals,

1 while complementing this important setting
2 within downtown Washington, DC.

3 Again, we want to recognize the
4 applicant team for their work thus far. As this
5 is a concept review, the comments and
6 recommendations of the Commission will help
7 guide the design development prior to returning
8 for additional review. This concludes my
9 presentation. I have incorporated the
10 recommendations into my presentation, but I have
11 them here for your reference.

12 CHAIR GOODMAN: Thank you.

13 MS. HERR: Okay. The applicant and
14 their design team are here to answer any
15 questions that you may have. Thank you.

16 CHAIR GOODMAN: Thank you. Thank you,
17 Jamie. We appreciate the presentation. And we
18 do welcome our guests from the design team when
19 we recognize that you're here. And if you have
20 any comments, you're -- okay. Well, we're going
21 to move on then. Do any of the commissioners
22 online or in person have any questions for

1 Jamie? Any questions?

2 COMMISSIONER DIXON: Madam Chair?

3 CHAIR GOODMAN: Oh, yes.

4 COMMISSIONER COZART: Hi. Jamie, thank
5 you for the presentation. I'm wondering if you
6 could say just a little bit more about the
7 recommendation of the integration of the veil
8 and the LED display, and there was - and a third
9 part that you mentioned. Yes.

10 MS. HERR: So obviously, this is a
11 topic that has come up constantly within the
12 design review. And I think it's really up to
13 the applicant's design team to take all the
14 comments that they've received, not just from us
15 but from others. And I think those comments
16 have ranged anywhere from eliminating the veil
17 entirely to basically better integrating it with
18 the building and the street level and all of the
19 different elements that they've added to the
20 building to make it a unified, cohesive design
21 as opposed to a disparate set of elements.

22 COMMISSIONER COZART: Thank you.

1 CHAIR GOODMAN: That answers your
2 question? Okay.

3 COMMISSIONER DIXON: I just wanted to
4 say --

5 CHAIR GOODMAN: Any other questions?
6 Yes. Commissioner Dixon.

7 COMMISSIONER DIXON: -- I think it's a
8 fascinating slide.

9 I think it's a fascinating slide.
10 That's why I'm -- I call for it. And I wonder
11 if Mr. Barnhard could come back in and talk to
12 us about the Space Station coming to DC. It's a
13 very, very futuristic-looking building site.
14 But what I like about this, if you notice, the
15 modern image we have of the -- of the building,
16 and then look to the right, there's an analog
17 clock, which I think is really interesting.
18 It's like an analog clock in an image with a
19 building that looks like it's very futuristic.

20 CHAIR GOODMAN: Very observant --

21 COMMISSIONER COZART: I'm impressed
22 with --

1 (Simultaneous speaking.)

2 CHAIR GOODMAN: Yes, Commissioner

3 Dixon, there --

4 COMMISSIONER DIXON: Does that not say
5 a lot?

6 COMMISSIONER COZART: -- that was very
7 good.

8 CHAIR GOODMAN: Yeah.

9 COMMISSIONER DIXON: I don't know if
10 you all picked that slide.

11 CHAIR GOODMAN: That's right.

12 COMMISSIONER DIXON: But that's really
13 cool.

14 CHAIR GOODMAN: Okay.

15 COMMISSIONER DIXON: Thank you.

16 CHAIR GOODMAN: So, back to the
17 future. We are --

18 COMMISSIONER DIXON: Yeah.

19 CHAIR GOODMAN: Any other comments on
20 here?

21 COMMISSIONER DIXON: No.

22 CHAIR GOODMAN: No? Okay. Any other

1 commissioners -- and do commissioners have any
2 additional questions, Brian, or our
3 commissioners online? No? Okay.

4 Well, hearing no more questions then,
5 we are looking for a motion to --

6 COMMISSIONER DIXON: So moved, Madam
7 Chair.

8 VICE CHAIR HEWLETT: Second.

9 CHAIR GOODMAN: It has been moved and
10 seconded that we approve the comments for the
11 concept plans for the Capital One Arena
12 improvements. So Commissioner Dixon made the
13 motion. And Vice Chair Hewlett seconded it. So
14 now we're open for discussion. And I'm going to
15 start with Commissioner Cozart.

16 COMMISSIONER COZART: Well, thanks
17 again to the staff for their work on this really
18 important project. And obviously, it's very
19 important to the District. And appreciate the
20 way the project team has really responded to a
21 lot of the comments. I really, in particular,
22 like that -- the improved transparency of the

1 materials, of the building itself, you know,
2 kind of night and day, certainly, of the
3 existing condition.

4 I also like the inclusion of the
5 limestone as a way to really connect with the
6 kind of surrounding character and also
7 appreciate kind of the art panels that just --
8 it really, I think, creates kind of an -- at a
9 street level, kind of an art district feel to
10 it. So appreciate that.

11 And I was particularly compelled. I
12 was at the Arena Stage yesterday. And just the
13 view that you have from inside the Arena Stage
14 to looking at the buildings around The Wharf, it
15 really reminded me of this idea of when you're
16 inside one building and being able to see the
17 others through that transparency and experience,
18 that you're not in one place - you're in a
19 neighborhood - that that really matters. So
20 appreciate, you know, kind of the attention to
21 that and how the result of this -- these
22 revisions kind of speak to that. And that was

1 in one of the slides from the presentation
2 today.

3 So, encourage continued work to that
4 end. And really, helping to, I guess, tell the
5 story of how all of these pieces fit together, I
6 think that's going to be important as we go
7 forward as well. But really excited about the
8 project overall, excited about where we are in
9 terms of the design, and very excited to move
10 forward.

11 CHAIR GOODMAN: Thank you. Thank you,
12 Commissioner Cozart.

13 Next, we have Commissioner Stidham.

14 COMMISSIONER STIDHAM: Thank you for
15 the presentation. I think the timing is a
16 little interesting with the Capitals and the
17 Stanley Cup. So --

18 CHAIR GOODMAN: Go Caps.

19 COMMISSIONER STIDHAM: I appreciate the
20 facade changes. I think they do a better job of
21 integrating -- well, first of all, you know, it
22 took the plainness out of the facade and took in

1 more of an interesting material to give it a
2 little bit more significance and to tie it a
3 little bit more into the community. So I think
4 those changes are great they -- they made, along
5 with the changes in the entrances.

6 You know, the veil seems like an add-
7 on. It doesn't feel like it is part of the
8 overall design. It feels like it was just
9 plopped on top. So, I think that there needs to
10 be some additional work in making the entire
11 design more cohesive so that all of the pieces
12 are working together and feel like they are
13 integrated and not just stuck on the top.

14 I mean, it's a complicated project
15 because you're trying -- you're in a historic
16 area, so you want to be sensitive to the
17 setting, but yet you want to create a unique
18 urban experience. So you're going to have to
19 find that balance between integration into the
20 setting and making yourself stand out, in a way.

21 I -- you're not there yet. So I'm really glad
22 that it's in for comments on concept, because I

1 think you have some work to do. But you're at
2 least moving in the right direction. So thank
3 you for the changes.

4 CHAIR GOODMAN: Thank you very much,
5 Commissioner Stidham.

6 Commissioner Argo?

7 COMMISSIONER ARGO: I agree with the
8 comments that we've already heard. I appreciated
9 the emphasis on the fact that -- I don't know if
10 there was much emphasis, but that the visitors
11 are arriving from four different Metro stops,
12 which you don't necessarily appreciate until you
13 think about it, and so how that visitor
14 experience is experienced from so many different
15 angles and perceptions. And that's something to
16 keep -- I think, to keep in mind, in the front
17 of our minds as we continue this experience, the
18 -- in reviewing this plan. I think -- I'm
19 looking at my notes.

20 Other than that, I think we're moving
21 in the -- in the right direction and to continue
22 to -- hope we continue to see in the design the

1 kind of activation that we're seeing here and
2 that has been -- and it has been emphasized by
3 several commenters and commissioners.

4 Appreciate the work. This is -- it's exciting.

5 CHAIR GOODMAN: Thank you. Thank you,
6 Commissioner Argo.

7 Vice Chair Hewlett?

8 VICE CHAIR HEWLETT: I like it. I
9 really, really, really like it. I like the
10 increased transparency. I like the street-level
11 artwork and the team history. I think that's a
12 nice thing to incorporate. I love the modified
13 veil and the updated materials. And I
14 respectfully disagree with my colleague, I love
15 the veil, right? And it might be because I'm a
16 hat person. I put that hat on, and I wear it
17 with attitude.

18 And I think that just -- is just
19 beautiful. It sets it off. It's a major, major
20 arena, and it should stand out. At the same
21 time, I do think a little bit more refinement is
22 great, you know, in terms of the historic sites,

1 to make sure we respect those historic sites. I
2 come there a lot, and I always take the Metro.
3 So I like that, moving the entrance right there
4 a little bit closer and wider. And so you're
5 not standing in line forever and ever when -- as
6 they search your purse and whatnot.

7 But it's -- I just think it's really,
8 really nice and exciting and vibrant. And I
9 think I do like a little bit more landscaping
10 there, though. That would be good too. But
11 that's all I had to say on that. I thank you so
12 much for working with us. And I thank you, Ms.
13 Herr, for your presentation.

14 CHAIR GOODMAN: Thank you, Vice Chair
15 Hewlett.

16 Commissioner Green?

17 COMMISSIONER GREEN: Thank you very
18 much.

19 I just want to start by saying I
20 appreciate the efforts of the applicant. The
21 design has moved, you know, since the last time
22 it was here. And certain elements -- I, you

1 know, particularly appreciate, like, the
2 addition of street-level artwork and the team
3 history, but there still are some overall larger
4 concerns that I still have. You know, as we
5 talked about previously, the design intent of
6 the original building was to make a vast arena
7 appear to be a series of small structures. Of
8 course, it couldn't achieve that.

9 And rightfully, the current
10 rehabilitation is prioritizing making the
11 building appear as a coherent whole. And the
12 trick is to really make it one coherent whole,
13 not repeating the -- repeating the error -- the
14 original error of making it appear to be a bunch
15 of different parts that are each responding to
16 their own -- sort of their own microenvironment.

17 And so I think -- you know, and this one's got
18 a -- and this has the added challenge of being
19 in a very special location and needing to
20 respect the two NHLs in the area while
21 necessarily asserting its presence. It's a
22 large building, and it should be a large

1 building.

2 So a couple specific things. I still
3 think the lower 20 to 30 feet of the building
4 are really important in the pedestrian
5 experience. And I'm concerned that the changes
6 since the last time, removing some of the
7 exterior-facing retail spaces to improve access
8 and amenities for scheduled arena events, could
9 unfortunately undermine the urban vitality of
10 the area. I'm not sure that that's exactly
11 achieving what it's setting out to do.

12 And when we move to the veil, the veil
13 still appears to be disjointed, and it doesn't
14 have the cohesion needed to hold the building
15 together and really contribute meaningfully to
16 the urban environment. And additionally, some
17 of the relationships between this new design
18 element, the veil, and the large rectangular
19 video screens is not yet well integrated.
20 They're working against each other.

21 The extensive lighting plan is
22 exciting, but that alone will not achieve the

1 goal of activating the neighborhood if the
2 broader architectural and urban planning issues
3 remain unresolved. And to sort of -- to
4 conclude, you know, to better serve both its
5 operational and business objectives, I think
6 this design would benefit from a balancing -- a
7 slight rebalancing of priorities. This would
8 ensure that the facility continues to contribute
9 to the vibrancy and character of this city's one
10 of its most important civic spaces.

11 The building really needs to become a
12 single building. And even with the proposed
13 revisions, which moved it closer in that
14 direction, it's still not there. And this is
15 both in the overall massing, which -- again,
16 largely with the deployment of the veil, which
17 is not yet coherent and in details. And in the
18 current revision, it's the addition of even more
19 new materials, which in some ways is working
20 against that integration into a single building.

21 I just think it needs to become one
22 single urban building. And once that happens,

1 as a part of that, then I think paying attention
2 to its siting and the views of it from other
3 buildings, especially the National Portrait
4 Gallery, can really be resolved at that point.
5 But I do appreciate the efforts. I can see the
6 movement. I just believe a bit more is
7 necessary to really make this building both do
8 its job as an arena and be a good neighbor to
9 the buildings around it. Thank you.

10 CHAIR GOODMAN: Thank you,
11 Commissioner Green.

12 Commissioner Tunstall-Williams?

13 COMMISSIONER TUNSTALL-WILLIAMS:
14 Commissioner Green always steals my thunder.
15 No, I wholeheartedly agree with his comments.
16 And I wrote -- Ms. Herr politely said refine and
17 unify. Yes. I wrote, my words, hodgepodge of
18 good ideas with no one having a primacy. And so
19 I think the -- I a hundred percent agree with
20 the intent. Like, this should be a marquee
21 building. I -- my preservation peers are going
22 to be like, What?

1 I'm less concerned about the NHLs. I
2 think that those buildings are very strong, and
3 they can stand on their own. But your building
4 needs to stand on its own, and right now, it
5 doesn't, right? You're -- you've got a bunch of
6 different things going on that do not sort of --
7 it's not a cohesive whole.

8 I personally, I do like that you -- the
9 glazing and the material -- the material
10 changes, I think they help, but I'm not sure
11 they do what you want it to do, right? Then it
12 starts to feel more like the theater across the
13 street, and some of those -- which is just more,
14 like, kind of pedantic. We've got those
15 everywhere.

16 And if you're trying to really go,
17 Well, I don't think the veil works as it is. It
18 needs to go further, you either need to take it
19 off and kind of tone down the building or just,
20 like, go for it like, I'll -- like the Vegas
21 Sphere kind of thing, where you're integrating
22 the digital and the roof, like -- because all

1 these different parts, I just -- it's not --
2 something's not working. Datum lines aren't
3 lining up, things like that.

4 So I encourage you to go back and look
5 at it. And I think you can -- you either need
6 to be timid or you need to be bolder. And
7 you're kind of in the middle right now. And I
8 don't think you've quite hit the right note. So
9 again, you're at concept, so it's -- it -- all
10 is not lost. But I encourage you to just kind
11 of keep pushing and thinking about how this can
12 be -- as Commissioner Green says, it's a big
13 building. It's going to be a big building.

14 The way it is now, kind of -- I used to
15 have a very fat cat who would hide behind very
16 skinny things. And he wasn't hiding. And
17 that's kind of what the building is. So it's
18 like, hey, let's celebrate what it is and allow
19 it to be its own marquee building. That's my
20 comment.

21 CHAIR GOODMAN: Thank you,
22 Commissioner Tunstall-Williams.

1 Commissioner Dixon?

2 COMMISSIONER DIXON: Well, I like this
3 fat cat idea. And also, you know, I'm not a hat
4 person.

5 (Simultaneous speaking.)

6 COMMISSIONER DIXON: I'm not a hat
7 person. But I like -- I think this is like a
8 crown, crown on winning teams, on a winning
9 city. So I don't know how you can integrate it.
10 And I like the idea of going further. I like
11 to go further stuff. So maybe a bigger hat.

12 But also, I have a question: the -- the
13 -- all the screens are used -- can be used as
14 also television screens? So if we have a New
15 Year's, we can also have a -- the ball -- that
16 image on there -- these are image screens, not
17 just digital with the -- with the -- with the
18 characters. It's going to be -- okay.

19 PARTICIPANT: Any content.

20 COMMISSIONER DIXON: Any -- I mean, I'm
21 assuming it's like -- like Times Square and that
22 kind of thing. I also wanted to say I just --

1 well, I like the newness of it. And
2 Commissioner Green is a -- is an academician and
3 a recognized, knowledgeable person and stuff.
4 But I think we're going beyond historical
5 building structures here. We're making a new
6 statement for a city that's moving forward and
7 upward, and to the Space Station concept.

8 So I think -- I'm very -- I'm
9 encouraged. I certainly would like you to
10 incorporate the thoughts of my colleagues, but
11 I'm liking the idea. Also, I would like to
12 suggest that you -- when you get this done --
13 I'm not trying to promote your work, but that
14 you talk to the people at the stadium. We might
15 need a crown on that one, too, so we have two
16 buildings that have similar kind of a new genre,
17 kind of a pitch. So keep up the good --
18 whatever you're doing. And I'm encouraged,
19 excited. Isn't that -- so I said excited? I'm
20 excited.

21 Go ahead. I'm sorry, Mr. Cash, your --
22 Madam Chair.

1 CHAIR GOODMAN: Thank you,
2 Commissioner Excited Dixon. I appreciate
3 everything that -- really love your enthusiasm.

4 COMMISSIONER DIXON: Not much
5 excitement these days, you know, I could say.

6 CHAIR GOODMAN: Commissioner Cash?

7 COMMISSIONER CASH: Well, I'm going to
8 associate myself with Vice Chair Hewlett. I
9 really think that the design is great. I think
10 that it's come a long way from even what this
11 Commission saw. I saw it maybe a few months
12 before. And the veil was not necessarily
13 clicking with me. But I think that a lot of the
14 improvements on the veil, making it more
15 transparent, making it -- instead of, like,
16 swooping out, it's now kind of staying closer to
17 the building. I think a lot of that has really
18 gotten me comfortable with the veil.

19 And I'm actually going to ask you to go
20 back to a -- slide 2. If you could go back to
21 slide 29. I think one of the underrated stories
22 about what's going on with this -- and remember,

1 this is -- it's not a new building we're talking
2 about. Like, we're -- we're --

3 COMMISSIONER DIXON: Right.

4 COMMISSIONER CASH: -- rehabbing a very
5 old building, trying to fix --

6 COMMISSIONER DIXON: Right.

7 COMMISSIONER CASH: -- a lot of what's
8 wrong.

9 COMMISSIONER DIXON: Right.

10 COMMISSIONER CASH: But I don't know
11 how many people have gone down 6th Street, what
12 it looks like right now, but this is what 6th
13 Street will look like now. I mean, if you go
14 down there right now on the left, that was the
15 Jackson Graham Building, which was the old Metro
16 headquarters, which was a horrible, brutalist,
17 concrete thing. And it was fine because the --
18 what's at Cap One right now essentially looks
19 like a giant loading dock.

20 But I mean, I think that the
21 improvements to 6th Street by expanding the
22 sidewalk and making this entrance where it's at

1 ground level -- because, like, right now, if you
2 want to use that entrance back there - I mean,
3 it looks like a loading dock - you have to go,
4 like, up a ramp to keep all the, like,
5 headphones or something out there where you have
6 to -- like, the purses where you have to put
7 your phones. So I think that kind of the untold
8 story about reactivating 6th Street here is a
9 really big deal, because -- I don't know if
10 you've ever been in the arena and, like, tried
11 to just make your way out. I always seem to
12 somehow end up on 6th Street, right there where
13 the cars are coming out, and I'm just looking
14 around, not sure where I'm at in this tiny
15 little sidewalk.

16 So I think it's really exciting. If
17 you're not a fan of the veil, you've got 6th
18 Street here, which doesn't have as much veil.
19 So -- but I think that the reactivation of 6th
20 Street, along with the rehabilitations going on
21 with the Jackson Graham Building and all that
22 stuff, I think it's really just making one of

1 these streets that feels like an alley right now
2 kind of come back to life. And I think it
3 offers a lot of opportunity with stuff going on
4 on the other side of the street to actually kind
5 of activate stuff here rather than just having
6 some loading dock.

7 So I'm really excited about this side
8 of the building. I'm excited about what's going
9 to come eventually when we see the stuff that's
10 going to talk more about the -- what's going on
11 in the streets around the actual arena instead
12 of the arena itself. But I really thank the
13 team for the improvements they've made. I'm
14 sure there'll be more improvements. But I'm
15 very happy with where this has come to. So
16 thanks.

17 CHAIR GOODMAN: Thank you very much,
18 Commissioner Cash.

19 And I'd just like to, again, thank the
20 applicants for listening to the Commission the
21 last time and making improvements. I believe in
22 the design. And I'd like to associate myself

1 with all the comments of all the commissioners,
2 because I, too, am somewhere in the middle. I
3 do think that -- I lean toward the fact that
4 you've made great improvements in the veil. I
5 think it's much improved over the last visit.
6 I'm not sure it's finished yet, but I
7 congratulate you on that.

8 And I live in an old town where we have
9 to retrofit 200-year-old buildings for -- oldest
10 town west of the Mississippi. And it's much
11 smaller than DC. But retrofitting old buildings
12 into new venues and even building new buildings
13 between historic buildings or on a street full
14 of historic buildings is very challenging. So I
15 do want to recognize the challenge that you're
16 confronted with here. And while I don't live in
17 DC, I do stay at the Monaco almost every month
18 when I come here. So I feel like that's my
19 neighborhood, and I love it. And I do feel like
20 those streets are screaming to be closed in many
21 respects around that site in some ways, I'm just
22 saying.

1 The Christmas -- Christmas shopping was
2 great in front of the hotel there, the Portrait
3 Gallery. These are incredible historic assets
4 in the -- in Washington, DC. And so the
5 challenge -- I'm just acknowledging that your
6 challenge is great, but I think that you're
7 working toward a better product that I think is
8 going to work. So I think limestone is nice
9 because it calls out to the surrounding
10 neighborhoods.

11 I do love the art because it also
12 speaks to the art in the Portrait Gallery, but
13 also just the great art in -- and the artistic
14 nature of what often happens in the building,
15 not last night, but most often, frequently,
16 right? So I just think that we want to continue
17 to support you in your efforts to create this
18 signature landmark in DC and celebrate it when
19 it opens. I think there's more work, and I feel
20 like you're listening. So I just want to say,
21 again, thank you, and continue to be respectful
22 of the setting. And thanks for your good work.

1 Can the secretary please confirm the
2 motion and call the roll?

3 MS. HOTTEL-COX: Yes. The motion was
4 made by Commissioner Dixon and seconded by Vice
5 Chair Hewlett.

6 Commissioner Cozart?

7 COMMISSIONER COZART: Yes.

8 MS. HOTTEL-COX: Commissioner Stidham?

9 COMMISSIONER STIDHAM: Yes.

10 MS. HOTTEL-COX: Commissioner Argo?

11 COMMISSIONER ARGO: Yes.

12 MS. HOTTEL-COX: Vice Chair Hewlett?

13 VICE CHAIR HEWLETT: Yes.

14 MS. HOTTEL-COX: Chair Goodman?

15 CHAIR GOODMAN: Yes.

16 MS. HOTTEL-COX: Commissioner Green?

17 COMMISSIONER GREEN: Yes.

18 MS. HOTTEL-COX: Commissioner Tunstall-
19 Williams?

20 COMMISSIONER TUNSTALL-WILLIAMS: Yes.

21 MS. HOTTEL-COX: Commissioner Dixon?

22 COMMISSIONER DIXON: Yes.

1 MS. HOTTEL-COX: Commissioner Cash?

2 COMMISSIONER CASH: Yes.

3 CHAIR GOODMAN: Thank you --

4 MS. HOTTEL-COX: Thank you.

5 CHAIR GOODMAN: -- Meghan.

6 The motion has carried. Agenda item 6C
7 is a request to approve comments on the concept
8 master plan for the Civil War Defenses of
9 Washington Management Plan Amendment. And Laura
10 Shipman is going to be making the presentation.

11 Thank you, Laura.

12 MS. SHIPMAN: Thank you.

13 Good afternoon, Chair Goodman and
14 Commissioners. The National Park Service
15 submitted concepts for an updated management
16 plan for the Civil War Defenses of Washington,
17 also known as the Fort Circle Parks. Today, we
18 are looking at concept master plan-level review
19 where the Commission should be focused on issues
20 such as consistency with the Comprehensive Plan
21 and other policies, historic preservation and
22 environmental considerations, any particularly

1 unique and/or complex issues, and meaningful
2 differences between alternatives, if applicable.

3 The Civil War Defenses of Washington
4 Management Plan will amend the 2004 Fort Circle
5 Parks General Management Plan and will evaluate
6 and update management zones park-wide to meet
7 current and future needs. Management plans
8 typically cover a broad area, providing high-
9 level guidance on land management and park uses.

10 Later stages in park development include
11 development concept plans, which develop major
12 park elements. The Reimagine Anacostia Park
13 Development Concept Plan is an example. Then
14 there's the project design, which advances
15 design for specific elements, such as the
16 parkland rehabilitation design the Commission
17 recently reviewed, and finally, construction and
18 implementation.

19 As background, the Civil War Defenses
20 of Washington were built as a circle of
21 fortifications on high ground to protect
22 Washington, DC, during the Civil War. The 1902

1 McMillan Plan sought to revitalize these
2 neglected areas by connecting the forts with a
3 parkway. While never fully realized, this
4 initiative spurred preservation efforts and
5 public investment. By the mid-20th century,
6 these battleground remnants were turned into
7 federal parks. Today, the parks form a historic
8 greenbelt with prominent views to and from the
9 city.

10 This is an overall map of the Civil War
11 Defenses of Washington. The majority of the
12 parks are located in the District, with one
13 located in Maryland, Fort Foote, and one in
14 Virginia, Fort Marcy. Along the left, you can
15 also see the seven management zone categories
16 from the 2004 General Management Plan. The
17 proposed concepts retain the existing management
18 zone categories and revise the existing zoning
19 definitions to adjust vegetation management
20 descriptions and accessibility features.

21 Two new zones are also introduced,
22 including the site-sensitive recreation zone and

1 the community garden zone. The site-sensitive
2 recreation zones are intended to allow use -- to
3 allow use for recreation that is not ground-
4 disturbing in areas with archeological
5 resources. And the community garden zones have
6 been applied to the locations of existing
7 community gardens. Staff finds the two new
8 management zones will complement the existing
9 zone categories and enhance the visitor
10 experience by formalizing community uses within
11 the parks and by protecting cultural resources
12 without prohibiting recreational use altogether.

13 NPS noted the existing GMP does not
14 adequately accommodate future planning and
15 changes that have occurred since its adoption.
16 To ensure more frequent adjustments to changing
17 conditions, staff recommends NPS consider
18 developing and incorporating a process for
19 periodic amendments to the management zones to
20 address emerging needs and any significant
21 archeological and natural resource discoveries.

22 Access to and connections between the

1 Civil War Defenses of Washington are limited.
2 And in some cases, steep paths and unsafe
3 conditions make it hard for pedestrians and
4 cyclists to enter the parks. Staff recommends
5 the management plan amendment identify existing
6 streets, sidewalks, and trails where it's
7 possible to improve access and connections
8 between the Civil War Defenses of Washington
9 historic fort sites and surrounding communities.

10 Future trail planning should aim to create a
11 continuous, accessible, and well-maintained
12 trail network linking all the Civil War Defenses
13 of Washington parks.

14 NPS notes that many residents and
15 visitors feel that there aren't enough
16 recreation options in the Civil War Defenses
17 parks, because so much of the land is reserved
18 for cultural and natural resources. People
19 often propose uses and improvements for these
20 areas that are inconsistent with the
21 preservation requirements because the park's
22 significance is not readily apparent to the

1 public. With this plan update, the aim is to
2 balance the management of federal parkland with
3 local community needs.

4 Staff recommends continued engagement
5 with adjacent communities to understand and
6 incorporate their recreation and facility needs
7 into the planning process and to discuss the
8 land management constraints and opportunities.
9 Additionally, improved visitor amenities and
10 signage are needed to guide visitors and
11 increase awareness of the historic importance of
12 the park's cultural resources. Community groups
13 have voiced interest in a continued volunteering
14 and stewardship role in the Civil War Defenses
15 of Washington parks. Therefore, staff
16 recommends NPS continue to actively partner with
17 public and nonprofit entities on programs which
18 can enrich the visitor experience and provide
19 educational services.

20 Significant archeological and natural
21 resources have been identified since the
22 adoption of the existing GMP. As a result, some

1 archeological resources are outside of the
2 current plan's cultural and natural resource
3 zoning designations. Staff supports efforts to
4 protect these recently discovered resources
5 through revisions to the management zone
6 designations. In terms of viewsheds,
7 historically, the views from the forts were
8 critical in the site selection and design
9 process to ensure that the Army had clear line
10 of sight for enemy troops approaching the city.

11 However, many of the vistas from the forts are
12 overgrown with vegetation and blocked by
13 development over time.

14 Staff supports the aim to protect or
15 restore significant viewsheds and recommends
16 continued evaluation of additional vistas that
17 could be maintained or reestablished through the
18 Civil War -- throughout the Civil War Defenses
19 parks. Additionally, NPS notes that
20 uncontrolled growth of invasive -- of invasive
21 plants limits access to trails, recreation
22 areas, and important cultural or natural

1 resources. Staff recommends the amendment
2 include an invasive species management plan to
3 prevent overgrowth in the future.

4 The plan update separates the parks
5 into four focus areas that geographically
6 encircle the capital from west to east and
7 include George Washington Memorial Parkway and
8 Rock Creek Park West, labeled 1 through 3; Rock
9 Creek Park East, labeled 4 through 8; and
10 National Capital Parks-East North, labeled 9
11 through 11; and finally National Capital Parks-
12 East South, labeled 12 and 13. The proposed
13 updates to the focus area management zones are
14 based on consideration of present and future
15 desired conditions, consistent application
16 across parks, and expansion of compatible public
17 use.

18 First, we'll take a look at the George
19 Washington Memorial Parkway and Rock Creek Park
20 West focus area. This area includes Fort Marcy,
21 Battery Kemble and Palisades Park, and Fort
22 Reno. No management zone changes are proposed

1 for Fort Marcy, Battery Kemble, and Palisades
2 Park. Proposed management zone changes to Fort
3 Reno include a new site-sensitive recreation
4 zone, as well as community and visitor use
5 zones. Significant archeological resources
6 connected to the former Reno community were
7 identified at Fort Reno. Therefore, staff
8 recommends careful consideration of impacts to
9 cultural resources at Fort Reno with any future
10 planning.

11 Next is the Rock Creek Park East focus
12 area, which includes the Missouri Avenue
13 corridor, Fort Slocum, Fort Totten, the Barnard
14 Hill and Fort Totten corridors, and Barnard
15 Hill. Most of this area is designated currently
16 as connecting corridors and cultural resource
17 zones. The proposed changes include providing
18 opportunities for recreation, formalizing
19 community uses, and adding natural resource
20 zoning. The northeast quadrant of the District
21 is identified as an area with less dense tree
22 canopy cover. Therefore, staff supports

1 management zone changes to protect the character
2 of wooded and densely vegetated areas in Rock
3 Creek Park East.

4 Additionally, staff recommends the
5 amendment identify strategies and areas within
6 the Rock Creek Park East focus area to increase
7 tree canopy cover while preserving any
8 significant views and limiting impacts to
9 archeological resources.

10 The next focus area is National Capital
11 Parks-East North, which includes Fort Mahan,
12 Fort Dupont, and Fort Stanton. This focus area
13 currently includes primarily natural and
14 cultural resource management zones. The
15 proposed concepts expand recreation and
16 community use areas to the extent possible and
17 improve connectivity. The Fort Dupont concept
18 includes two options for proposed zoning. The
19 zoning options are the same, except option two
20 adds a connecting corridor zone along Missouri
21 Avenue, Massachusetts Avenue, Ridge Road, Fort
22 Dupont Drive, and Fort Davis Drive.

1 Staff supports the proposed connecting
2 corridor zone in option two, for Fort Dupont, as
3 the addition of this management zone will allow
4 opportunities to increase multimodal
5 connectivity and safety around and through the
6 park, providing -- provided that adverse impacts
7 to natural areas are avoided or minimized.

8 And finally, the National Capital
9 Parks-East South focus area includes Shepherd
10 Parkway and Fort Foote. Currently, this area is
11 primarily zoned for the protection of natural
12 resources due to the dense vegetation and steep
13 slopes.

14 Proposed changes encourage
15 opportunities for site-sensitive recreation and
16 enhance connectivity to surrounding
17 neighborhoods. The Commission approved site
18 development plans in June 2024 for the Shepherd
19 Parkway, Parkland Rehabilitation Project, which
20 will improve the existing park site and offer
21 residents of all ages a variety of amenities and
22 recreational opportunities. Therefore, staff

1 supports the change from natural zone to
2 recreation zone proposed for Parkland to align
3 with the approved recreational improvements to
4 the park.

5 The Civil War Defenses of Washington
6 sites touch all four quadrants of the District,
7 as well as part of Maryland and Virginia.
8 Continued coordination with state and local
9 agencies is crucial for future planning to
10 ensure appropriate updates to land management
11 and zoning. NPS also notes that limited staff
12 and resources compromise overall management of
13 the Civil War Defenses of Washington, and that
14 administrative tools to enhance park management
15 are needed. Staff encourages the use of a
16 variety of management and maintenance
17 strategies, including partnerships, cooperative
18 management agreements, or, when appropriate,
19 transfer of administrative jurisdiction to
20 improve these parks and create a unified open
21 space network.

22 The National Park Service initiated

1 public scoping for the management plan
2 amendments environmental assessment in March,
3 with the public comment period open until May
4 9th. This concept review is early in the
5 management planning process. And there will be
6 additional opportunities for the public to
7 provide input on the amendment. The applicant
8 anticipates releasing a draft environmental
9 assessment for public review and comment in the
10 fall of this year.

11 With that, staff supports the National
12 Park Service goal to balance the protection of
13 cultural and natural resources within the Civil
14 War Defenses of Washington, with the provision
15 of expanded community uses and improvements to
16 the visitor experience, and recommends the
17 Commission approve the comments on the proposed
18 concepts for amendments to the management plan
19 that are listed on the following pages and that
20 I touched on throughout the presentation.

21 And that concludes my presentation. I
22 would like to introduce National Park Service

1 Superintendent, Brian Joyner, who will make a
2 few remarks about this planning effort. Thank
3 you.

4 CHAIR GOODMAN: Thank you, Laura.
5 Mr. Joyner?

6 MR. JOYNER: And we're back.

7 CHAIR GOODMAN: Okay.

8 MR. JOYNER: Good afternoon,
9 Commissioners. I'm Brian Joyner, the
10 superintendent at Rock Creek Park. And I
11 represent all three of the superintendents in
12 the park units involved in the Civil War
13 Defenses of Washington, DC, this afternoon. And
14 I'm joined by my colleague Christine Bruins, the
15 planning portfolio manager for the National
16 Capital Region. In 2004, the National Park
17 Service completed a management plan for the
18 Civil War Defenses of Washington, formerly known
19 as Fort Circle Parks.

20 The plan established management zones
21 and allowed uses for the 19 forts and green
22 spaces in between. In the 20 years plus

1 following the plan's completion, we've heard
2 from local residents a desire for better
3 utilization of the spaces and for additional
4 recreational amenities. The National Park
5 Service has recognized that many of the fort
6 sites and open spaces are isolated and lack
7 connectivity with each other and to the other
8 parks and other community networks.

9 In addition, significant archeological
10 and natural resources have been identified since
11 2004. As a result, some archeological resources
12 are located outside of the cultural and natural
13 resource zoning designations. Updating the
14 Civil War Defenses of Washington Management Plan
15 provides an opportunity for the NPS to, with
16 community input, revisit zoning and allowable
17 uses park-wide to protect the resources for
18 future generations while considering more
19 flexible zoning to meet community recreation
20 needs. I look forward from hearing -- to
21 hearing from the commissioners and any public
22 comments that are to come by. Thank you.

1 CHAIR GOODMAN: Thank you.

2 Ms. Bruins, did you have a comment you
3 wanted to share? Okay. No. Okay, great.

4 Well, Laura, thank you. And
5 Superintendent Joyner, thank you very much. We
6 appreciate the presentation.

7 Do the commissioners have any
8 questions, commissioners online or in person for
9 our speakers today? Yes, sir. Commissioner
10 Dixon?

11 COMMISSIONER DIXON: Fort Stanton, I
12 didn't pick up what changes or what -- in
13 dealing with Fort Stanton, what was recommended
14 in the report. I'm not asking for you to go
15 through the whole thing. I'm just curious. I
16 didn't -- I'm trying to follow --

17 MS. SHIPMAN: We can pull up the slide,
18 and Superintendent Joyner or Christine, if you
19 want to go through the changes to Fort Stanton?

20 MS. BRUINS: Sure, I can --

21 COMMISSIONER DIXON: And let me tell
22 you one -- let me tell you one of my --

1 MS. BRUINS: -- I can take that.

2 COMMISSIONER DIXON: Let me tell you
3 one of my focuses. The connectivity between
4 Howard Road and Marion Barry Avenue now, is that
5 -- is that been -- is that still there, or is it
6 there because it gives access to Fort Stanton to
7 people who are on Marion Barry Avenue now and
8 the folks in Fort Stanton itself? That's one of
9 my -- that's my -- one of my real focuses,
10 talking about connectivity.

11 MS. BRUINS: So the proposed changes at
12 Fort Stanton are -- right now, it's zoned almost
13 entirely as a natural resource management zone.

14 We're establishing a viewshed management area
15 in the area shown in orange by the red dotted
16 line. That's an area --

17 COMMISSIONER DIXON: Yeah.

18 MS. BRUINS: -- where the community
19 watches fireworks and has a --

20 COMMISSIONER DIXON: Yes.

21 MS. BRUINS: -- great view of Downtown.
22 So we're proposing to manage that viewshed for

1 the community. We're rezoning the areas near
2 the Smithsonian Institute that's been --

3 COMMISSIONER DIXON: Yes.

4 MS. BRUINS: -- transferred for their
5 use. We're also looking at managing views near
6 Our Lady of Perpetual Help. And there's a site-
7 sensitive recreation zone proposed in that area,
8 in that -- in that field, which would allow for
9 recreation so long as there's no ground-
10 disturbing structures like concrete footings.
11 And then the area that you're talking about, by
12 Marion Barry, we're proposing a new walking,
13 biking connection there. I believe there's,
14 like, basketball courts or --

15 COMMISSIONER DIXON: Yes.

16 MS. BRUINS: -- a trail. So if you see
17 in yellow, we're rezoning from a natural to a
18 recreation zone to formalize those uses and
19 provide a better pathway between those local
20 streets and the fort sites themselves.

21 COMMISSIONER DIXON: Right. That's
22 what I'm -- so there is going to be some

1 attention given to that connection between
2 Howard Road and through -- past the basketball
3 courts, over to Marion Barry Avenue; is that
4 correct?

5 MS. BRUINS: Correct.

6 COMMISSIONER DIXON: Oh, good. Very
7 good. Thank you.

8 CHAIR GOODMAN: Thank you, Ms. Bruins.
9 Thank you, Commissioner Dixon.

10 Any other questions for Laura and team?

11 Hearing none -- no questions, we're
12 going to move on.

13 Then was there any -- was there any
14 testimony that you had -- okay, thank you.

15 Then is there a motion to approve --

16 COMMISSIONER DIXON: I move. So moved.

17 COMMISSIONER STIDHAM: Second.

18 CHAIR GOODMAN: Been moved and
19 seconded that we would approve comments on the
20 concept master plan for the Civil War Defenses
21 of Washington Management Plan Amendment.

22 COMMISSIONER DIXON: Thank you.

1 CHAIR GOODMAN: Thank you,
2 Commissioner Dixon, for that motion.

3 And for the second, thank you to
4 Commissioner Stidham.

5 Now, we're open for discussion. And
6 the first speaker will be Commissioner Green,
7 please.

8 COMMISSIONER GREEN: Thank you.

9 No, I just really want to applaud the
10 Park Service for this plan. This is really
11 important. And I just want to reinforce one of
12 the -- I mean, there were many important
13 components to this, but I just wanted to draw
14 attention to one, that I just wanted to
15 reinforce the importance of an invasive species
16 management plan and just the conscious
17 management of these viewsheds.

18 I mean, this is such an essential part
19 of the original design of these forts. And
20 there's nothing we can do about the new
21 development that blocks and impedes and changes
22 some of these things. But we can address the

1 invasive species, which really just, in many
2 cases, block these views. And just -- you know,
3 this would do so much to address the visitor
4 experience. And just want to, you know, just
5 shout out for that part and hope that it remains
6 an important part of the plan. So thank you.

7 CHAIR GOODMAN: Thank you,
8 Commissioner Green.

9 Commissioner Tunstall-Williams?

10 COMMISSIONER TUNSTALL-WILLIAMS: No, I
11 will align myself with Commissioner Green's
12 eloquent comments, as usual. And I don't have
13 anything else to add. Thank you.

14 CHAIR GOODMAN: Thank you,
15 Commissioner Tunstall-Williams.

16 Commissioner Dixon?

17 COMMISSIONER DIXON: Yeah, I support
18 what's been presented. I'm also excited. I
19 spent a lot of time in Fort Stanton. I used to
20 make that hike up Howard Road from my -- the
21 apartments we lived in on Shannon Place just off
22 of MLK, and played basketball on those courts

1 after that hike up the hill, and used to use
2 that field to play football. Thanksgiving, we
3 had a big, big, big football game there on
4 Thanksgiving. The guys who thought they were
5 professional football players showed up for that
6 event. And after having a few -- after having a
7 few sips, they were pretty good. So it's a --
8 it means a lot to me. So I'm pleased to see the
9 connection. Thank you.

10 CHAIR GOODMAN: Thank you,
11 Commissioner Dixon.

12 Commissioner Cash?

13 COMMISSIONER CASH: Thanks so much for
14 the presentation, and no additional comments.

15 CHAIR GOODMAN: Thank you,
16 Commissioner Cash.

17 Commissioner Cozart?

18 COMMISSIONER COZART: Really appreciate
19 the work on this and the presentation. And
20 kudos to the Park Service. I know this is a
21 tough project. You all have sets of resources
22 that are not infinite to be able to --

1 COMMISSIONER DIXON: Yes.

2 COMMISSIONER COZART: -- make this
3 happen.

4 COMMISSIONER DIXON: Yes.

5 COMMISSIONER COZART: But you have
6 aspirations.

7 COMMISSIONER DIXON: Yeah.

8 COMMISSIONER COZART: I was just
9 looking at that partnerships piece and all the
10 neighborhoods that are touched by this and how
11 much people feel connection to, dare I say,
12 ownership over some of these parks. So just
13 really want to applaud you for the work on this.
14 And look forward to seeing it going forward.

15 CHAIR GOODMAN: Thank you very much,
16 Commissioner Cozart.

17 Commissioner Stidham?

18 COMMISSIONER STIDHAM: First of all,
19 thank you for the presentation. You know, a
20 general management plan is probably the least
21 glamorous thing that we do. And talking about
22 zoning and rezoning is something -- you know,

1 you see people's eyes glaze over.

2 So thank you for that. I have to say
3 this was one of the first plans I did when I
4 came for the Park Service. So to see it come
5 back around is both heartening, but then I feel
6 like I've been here a long time.

7 COMMISSIONER STIDHAM: But it is
8 vitally important. Over the years, we have
9 heard that our original zoning was inconsistent
10 with the communities as they were changing.
11 And, you know, it takes us a while to be able to
12 respond to this, but we are. And we're trying
13 to find ways to integrate those resources but
14 also to protect the resources at the same time.

15 So while this is not glamorous, it does set a
16 strong foundation for moving forward on other
17 projects and continued community involvement and
18 engagement in our integration. So it is vitally
19 important. So thank you all for everybody's
20 work.

21 CHAIR GOODMAN: Thank you very much,
22 Commissioner Stidham.

1 Commissioner Argo?

2 COMMISSIONER ARGO: No additional
3 comments. This is exciting. And it's just
4 great to see this kind of work happening. Not
5 glamorous but so important. Appreciate the
6 work. Thanks so much.

7 CHAIR GOODMAN: Thank you very much,
8 Commissioner Argo.

9 And Vice Chair Hewlett?

10 VICE CHAIR HEWLETT: I, too, applaud
11 the National Park Service for this important
12 work. And I echo the sentiments of my
13 colleagues. And no additional comments.

14 CHAIR GOODMAN: Thank you, Vice Chair
15 Hewlett.

16 COMMISSIONER DIXON: Chair? Madam
17 Chair?

18 CHAIR GOODMAN: Yes. Commissioner
19 Dixon.

20 COMMISSIONER DIXON: I want to make one
21 point. You know, we face a real challenge here
22 in the District with our parks. Most other

1 jurisdictions, big companies are very happy to
2 put money in to help develop parks and --
3 because they got -- they get contact with the
4 political leadership, and they get the extra
5 support when they come to Congress to get things
6 because they help put a park in Chicago or in
7 someplace else.

8 We don't have that, that extra -- that
9 juice. So it's really hard for us to get folks
10 to find money other than our own money to do it.

11 So it's a real -- it's a real problem. And I
12 just -- I just want -- that's a challenge that
13 we're trying -- it's going to -- it's even more
14 -- I guess, people -- even more now with some of
15 the stuff that's going on for us to worry about
16 the funding for our community. So I just want
17 to make that -- thank the Park Service for the
18 struggle with it. And I understand that we --
19 that's -- that's an issue.

20 CHAIR GOODMAN: Thank you very much
21 for highlighting that, Commissioner Dixon.

22 And I just want to say, too, that, you

1 know, this, as we say in Dubuque, Iowa, may lack
2 some of the sex and sizzle of other projects.
3 It is an important project. It's a very
4 important project because these parks are what
5 touches people.

6 COMMISSIONER DIXON: Yes.

7 CHAIR GOODMAN: And it also is -- it's
8 -- it's just so important to not -- to maintain
9 what we already have. And maintenance isn't
10 exciting sometimes, but I think there is, as
11 some have mentioned, some of the commissioners,
12 excitement in being able to work with the
13 communities within these boundaries, because
14 it's an -- as we said, an opportunity for
15 engagement. I think that, you know, this public
16 feedback, it has -- you've been listening to it
17 already. And I think that you'll continue to --
18 to listen to that.

19 And we'll be balancing the protection
20 of the natural resource with the desires of --
21 for further development and learning to -- how
22 to incorporate these. So I'm -- I think that

1 this is a great project. And I think it is
2 exciting. And contrary to what we say in
3 Dubuque, I think it does have a lot of sizzle.
4 So we're very grateful today for the
5 presentations. And are there any further
6 comments from the commissioners?

7 Hearing none, can the secretary please
8 confirm the motion and take the roll?

9 MS. HOTTEL-COX: Yes. The motion was
10 made by Commissioner Dixon and seconded by
11 Commissioner Stidham.

12 Commissioner Cozart?

13 COMMISSIONER COZART: Yes.

14 MS. HOTTEL-COX: Commissioner Stidham?

15 COMMISSIONER STIDHAM: Yes.

16 MS. HOTTEL-COX: Commissioner Argo?

17 COMMISSIONER ARGO: Yes.

18 MS. HOTTEL-COX: Vice Chair Hewlett?

19 VICE CHAIR HEWLETT: Yes.

20 MS. HOTTEL-COX: Chair Goodmann?

21 CHAIR GOODMAN: Yes.

22 MS. HOTTEL-COX: Commissioner Green?

1 COMMISSIONER GREEN: Yes.

2 MS. HOTTEL-COX: Commissioner Tunstall-
3 Williams?

4 COMMISSIONER TUNSTALL-WILLIAMS: Yes.

5 MS. HOTTEL-COX: Commissioner Dixon?

6 COMMISSIONER DIXON: Yes.

7 MS. HOTTEL-COX: Commissioner Cash?

8 COMMISSIONER CASH: Yes.

9 CHAIR GOODMAN: Again, thanking the
10 Park Service for their good work. They have a
11 full plate. And we appreciate the great public
12 service you provide. So thank you for being
13 here today. Thank you to Tammy.

14 Are there any further questions or
15 comments?

16 Hearing none, this concludes our open
17 session meeting for today. And our next regular
18 meeting will be on Thursday, June 5th at 1:00
19 p.m. So if there's no further business, the
20 meeting is adjourned.

21 (Whereupon, the above-entitled matter
22 went off the record at 4:00 p.m.)

1 C E R T I F I C A T E

2 This is to certify that the foregoing transcript
3 was duly recorded and accurately transcribed
4 under my direction; further, that said
5 transcript is a true and accurate record of the
6 proceedings; and that I am neither counsel for,
7 related to, nor employed by any of the parties
8 to this action in which this deposition was
9 taken; and further that I am not a relative nor
10 an employee of any of the parties nor counsel
11 employed by the parties, and I am not
12 financially or otherwise interested in the
13 outcome of the action.

14
15
16
17
18 
19

20 Court Reporter
21
22

0	20 54:15 93:3 120:22	12:11 114:9	8th 65:4
0.8 18:18 21:4 22:6	200-year-old 104:9	435,000 44:2	9
0.8-mile 18:17	2004 108:4 109:16 120:16 121:11	4:00 16:4 135:22	9 114:10
1	2005 6:8	5	9:00 16:3
1 34:18,19 45:14 114:8	2009 6:8 27:18	12:21 22:9 42:9 43:9,17	9th 80:16 119:4
106 21:1 22:19 28:15 62:18 64:12,21 72:9 78:5	2024 17:21 38:10 58:1,5 117:18	500,000 43:20	A
11 114:11	2025 4:5	5th 135:18	a.m. 16:3
12 6:22 22:13 114:12	21 34:3	6	ability 11:10
13 9:10 114:12	22 6:5	6:00 16:5	above-entitled 135:21
1700 16:20	26 46:12	6A 14:19 41:21 42:17 45:5, 10,21	academician 99:2
17th 17:16 31:12	2600 46:5	6B 61:20	access 21:15 23:10 26:3 31:1 33:21 38:8 59:16 63:13 66:18 67:3 74:11 75:5 76:4,13 93:7 110:22 111:7 113:21 123:6
1890 16:19	27th 33:22 34:5 36:6 39:16 46:4	6C 107:6	accessibility 27:21 109:20
19 4:5 43:19 120:21	29 100:21	6th 63:16 64:8 69:21 70:2, 8,11 75:9 101:11,12,21 102:8,12,17,19	accessible 30:12 70:9,12 75:7,9 76:8 111:11
1902 108:22	2A 32:8,20	7	accommodate 24:16 40:15 110:14
1936 17:6	2M 25:14	7:00 16:2	accommodated 56:4
1997 65:17	3	7th 63:16 64:8 65:20,22 66:7 67:22 68:8,16 70:17,21 71:7,19 72:15 73:4,8 78:3 80:1	accomplishments 11:2
1:00 135:18	3 10:12 114:8	8	accounted 20:22
1:04 4:2	3,600 75:21	8	achieve 44:18 92:8 93:22
1st 4:5	30 93:3	8 114:9	achieving 30:22 45:7 93:11
2	4		acknowledging 105:5
2 5:15 100:20	4		

Acosta 10:14,16	address 30:5 37:20,22 42:2 46:16 72:3 110:20 126:22 127:3	32:8,18	alley 103:1
acres 16:20		Affairs 6:15	allowable 121:16
act 16:19 64:11	addressed 38:10 40:3 45:21	affect 50:1	allowed 120:21
action 41:21 44:15	addresses 37:21	afternoon 4:3 15:3 16:5 29:21 62:5 107:13 120:8,13	allowing 16:1 30:5 31:13
activate 68:15 75:1 103:5	addressing 39:6	agencies 6:17 36:10 118:9	alternative 15:14
activating 67:6 94:1	adds 74:18 116:20	agency 18:3 28:13	alternatives 108:2
activation 66:20 69:18 74:11,13 90:1	adequate 34:10,11	agenda 5:10,15 10:12 12:11,21 14:19 61:20 107:6	altogether 110:12
actively 112:16	adequately 37:22 110:14	ages 117:21	amend 108:4
actual 103:11	adjacent 16:14 18:19 22:8 43:18 64:8 65:10 72:4 74:8 79:20 112:5	aggregation 43:22	amendment 107:9 111:5 114:1 116:5 119:7 125:21
ad 44:19	adjourned 135:20	agree 54:7 89:7 95:15,19	amendments 110:19 119:2,18
add 24:15,18,21 26:12 127:13	adjust 109:19	agreed 49:12	amenities 17:1 93:8 112:9 117:21 121:4
add- 88:6	adjustments 46:14 110:16	agreement 64:20	American 63:22
added 68:7 69:3 75:9 82:19 92:18	administrative 118:14,19	agreements 118:18	amount 49:22
adding 40:15 115:19	adopt 9:11	ahead 99:21	ample 31:13 49:8 72:17
addition 7:13 25:9 33:10 68:15 70:12 92:2 94:18 117:3 121:9	adopted 5:10	aim 111:10 112:1 113:14	Anacostia 108:12
additional 20:8,19,20 22:18 23:12 25:5 28:10,14,16 33:18 47:5 51:3 68:7,13 70:6 73:15 74:22 76:19 77:12 79:3,5 81:8 85:2 88:10 113:16 119:6 121:3 128:14 131:2,13	adoption 6:20 110:15 112:22	aimed 45:7	Anacostia-bolling 13:4
	advance 17:17	Alas 43:7	analog 83:16,18
	advances 59:17 108:14	align 118:2 127:11	analysis 28:10 36:12 72:10
	adventure 10:9	alignment 25:2 26:20,21	ANC 32:20
	adverse 64:16 117:6	aligns 30:10	anchored 65:5
additionally 93:16 112:9 113:19 116:4	advertising 77:20,21	Allegiance 5:13,14	and/or 63:8 108:1
	Advisory	alleviate 50:16	

angles 89:15	approaches 24:1	arena 61:22 63:15,18 64:5,8 66:5,12,17 67:1,4,6 72:19 73:5,16 75:2,5 76:2 78:8 79:6 85:11 86:12,13 90:20 92:6 93:8 95:8 102:10 103:11,12	assets 105:3
angry 58:20	approaching 113:10	arena's 74:7 79:19	assignment 12:2
announcing 5:17	appropriately 20:22	Argo 4:16,17 14:3,4 51:1,2,9 61:3,4 89:6,7 90:6 106:10,11 131:1,2,8 134:16,17	assist 6:19
annually 16:22	appropriateness 63:7	Army 113:9	assistant 6:6
answers 83:1	approval 18:4 45:4	arrival 67:4 76:6	associate 100:8 103:22
anticipates 19:17 119:8	approve 13:3,9 14:20 47:22 61:21 62:11 85:10 107:7 119:17 125:15,19	arrive 76:10	assumed 8:11
apartments 127:21	approved 117:17 118:3	arriving 89:11	assuming 33:8 98:21
apparent 111:22	approximately 43:20 44:1	art 63:22 86:7,9 105:11,12, 13	Athens 65:4
appears 77:14 93:13	April 62:20	artistic 105:13	attempts 45:16
applaud 126:9 129:13 131:10	archeological 110:4,21 112:20 113:1 115:5 116:9 121:9,11	artwork 67:17 68:16 70:19,22 74:19 90:11 92:2	attended 35:4 51:14,15
applicable 108:2	architecting 45:1	aspect 51:22	attention 7:7 9:22 51:18 86:20 95:1 125:1 126:14
applicant 15:8 25:13 62:14,18,22 64:18 66:15 67:11 69:4, 17 70:4,8,14,18 71:8 72:9 73:20 74:12,21 75:12,17,19 77:1,11 78:6 79:11 80:5 81:4,13 91:20 119:7	architectural 94:2	aspects 75:3 80:21	attitude 90:17
applicant's 66:14 80:22 82:13	Archives 65:6	aspirations 129:6	audible 4:13,15
applicants 103:20	area 13:4 19:3,10 20:4,11 21:4 22:16 25:17,21 26:7 27:11,13,19 34:18, 19 35:11 37:8,13,18 38:3,11,13 39:8,12 43:20 45:8,10,19 59:6 66:21 69:12 70:21 71:1, 11 80:16,18 88:16 92:20 93:10 108:8 114:13,20 115:12,15,21 116:6,10,12 117:9,10 123:14,15,16 124:7,11	asserting 92:21	authority 18:4
application 38:16 114:15	areas 17:4 18:14,16 22:11 26:5 28:4 45:11 66:3 67:13 109:2 110:4 111:20 113:22 114:5 116:2,5,16 117:7 124:1	assess 28:11	auto 38:1
applications 22:3		assessment 17:13 21:1 25:15 119:2, 9	automobiles 40:5
applied 38:12 110:6		Assessments 27:6	Avenue 19:1 23:18,22 25:19 32:22 33:3,13,20 34:15 39:15 64:9 115:12 116:21 123:4,7 125:3
appreciated 89:8			avoided 117:7
appreciative 79:3			awarded 38:14
approach 23:22 72:18			awareness 112:11
			Awesome

58:9	Base 13:3	biking 124:13	bringing 51:16
awning 66:1	based 17:18 21:22 22:18 27:5 58:2 114:14	bisected 43:12	broad 108:8
axis 65:5	basically 52:13 76:22 82:17	bit 82:6 88:2,3 90:21 91:4, 9 95:6	broader 45:12 94:2
B	Basin 15:19	block 46:5 63:16 65:9 127:2	brother 40:18
back 17:21 31:17 38:20 40:21 56:7 62:22 70:17 83:11 84:16 97:4 100:20 102:2 103:2 120:6 130:5	basketball 124:14 125:2 127:22	blocked 113:12	Brothers 54:8
background 108:19	Battery 114:21 115:1	blocks 65:10 126:21	brought 53:11 55:15
balance 21:22 23:14 40:1 76:13 88:19 112:2 119:12	battleground 109:6	board 68:18 80:12	Bruins 120:14 122:2,20 123:1, 11,18,21 124:4,16 125:5,8
balancing 94:6 133:19	Beach 19:2 54:13	boards 74:4 79:16 80:11	brutalist 101:16
ball 98:15	bears 7:5	Boat 24:11	build 42:13
band 72:3 74:5 78:14 79:17, 22	beautiful 7:3 90:19	boathouse 40:12 46:8	building 63:13 64:3,4 65:14,16, 17,19 66:2,9,19 67:5, 10,22 68:4,9,22 70:15 71:3,15,17 72:2,13 73:11,21 74:4,14,15 75:19 76:3,19 77:4,17, 18 78:16,22 79:12,16 80:7 82:18,20 83:13,15, 19 86:1,16 92:6,11,22 93:1,3,14 94:11,12,20, 22 95:7,21 96:3,19 97:13,17,19 99:5 100:17 101:1,5,15 102:21 103:8 104:12 105:14
bands 80:11	befall 43:6	bodies 44:6	building's 65:11
bank 75:14	begin 34:22	bolder 97:6	buildings 65:2 69:12 74:2 78:4,12 86:14 95:3,9 96:2 99:16 104:9,11,12,13,14
bar 7:5	beginning 6:6	born 42:5	built 60:8 108:20
Barnard 115:13,14	behalf 7:14 10:17 29:11 32:7 37:1 41:13	bottleneck 54:2,14	bunch 92:14 96:5
Barnhard 36:20,21 37:1,6 41:9, 12,13,16,18 42:3,5,7 47:2,10,15 54:8 83:11	behaviors 76:16	Bottom 27:19 37:2,7,16 38:6,12 39:21	business 5:11 94:5 135:19
Barnhards 51:14 55:14	benefit 94:6	boundaries 36:9 133:13	
barrier 21:8,19	benefits 22:22 23:3 43:6	bounded 63:16	
barriers 19:8 24:7 36:5	bicyclists 19:15 26:8 40:5	bowl 54:18	
Barry 123:4,7 124:12 125:3	big 54:3 97:12,13 102:9 128:3 132:1	break 65:19	
	bigger 98:11	Brian 29:9,22 85:2 120:1,9	
	biggest 33:12	Bridge 21:6 38:8	

C			
calendar 13:1,2,7,10	case 56:22	50:21 51:8,10,11 52:22 53:1,6,15 55:2 56:13 57:3,12,18 58:21 60:19 61:5,6,7,8,18 62:5 81:12,16 82:2,3 83:1,5, 20 84:2,8,11,14,16,19, 22 85:7,8,9,13 87:11,18 89:4 90:5,7,8 91:14 95:10 97:21 99:22 100:1,6,8 103:17 106:5, 12,13,14,15 107:3,5,13 120:4,7 122:1 125:8,18 126:1 127:7,14 128:10, 15 129:15 130:21 131:7,9,10,14,16,17,18 132:20 133:7 134:18, 19,20,21 135:9	107:17 108:4,20 120:19
call 8:12 12:22 34:18 60:17 83:10 106:2	cases 111:2 127:2	circulation 66:13,19 76:2	citizens 50:7 53:10 59:6
called 8:6 64:2	Cash 5:7,8 9:4 10:7 14:16,17 56:15,16 57:4 61:16,17 99:21 100:6,7 101:4,7, 10 103:18 107:1,2 128:12,13,16 135:7,8	challenge 54:4 92:18 104:15 105:5,6 131:21 132:12	city 11:3 16:2 22:3 28:2 31:11 38:4 42:9 43:1,16 44:7,12,17 49:10 50:3, 6,8 54:6 64:6 67:8 98:9 99:6 109:9 113:10
calls 105:9	cat 97:15 98:3	challenging 20:16 21:14 104:14	city's 94:9
calming 28:9	catalyst 66:21	chambers 12:20 13:8	civic 94:10
campus 13:4 46:8	categories 109:15,18 110:9	change 15:8 20:7 76:16 118:1	Civil 107:8,16 108:3,19,22 109:10 111:1,8,12,16 112:14 113:18 118:5,13 119:13 120:12,18 121:14 125:20
canopy 77:8 115:22 116:7	Cathedral 19:1	changed 68:10	clarifies 20:6 21:17
cap 39:20 101:18	caught 50:9	changing 110:16 130:10	clarify 33:5 80:21
capacity 24:15,22	causing 50:17 52:20	character 16:16 31:5 86:6 94:9 116:1	clear 113:9
capital 4:4 6:4 61:22 63:15 64:5 85:11 114:6,10,11 116:10 117:8 120:16	caution 23:12	characterizing 58:13	closed 104:20
Capitals 87:16	caveat 41:21	characters 98:18	closer 33:1 68:5 72:2 91:4 94:13 100:16
Capitalspace 6:9	celebrate 97:18 105:18	Chicago 132:6	coherent 92:11,12 94:17
Caps 87:18	center 17:3,21 24:11 37:20 38:6 63:22 64:1,22 65:8 69:16 71:5 72:15,20 78:16	child 8:16	cohesion 93:14
car 35:1	centered 73:9	Christmas 105:1	collaborate 11:11
career 7:16 11:7	central 64:5	Chinatown 76:11	
careful 20:15 115:8	century 109:5	Christine 120:14 122:18	
Carnegie 65:5	Chair 4:3,18,19,20,21 5:9,15, 16,21 6:3 7:14 10:6,12, 16,21 11:1,21 12:16 13:12,13,14,20 14:5,6, 7,8,18 15:3 29:17 31:18 32:14,16 36:15,22 41:8, 19 47:9,16 48:5,7,8,10		
carried 14:18 61:20 107:6			
carrying 30:21			
cars 102:13			

collaboration 8:2	119:17 121:22 125:19 127:12 128:14 131:3,13 134:6 135:15	29:21 32:1 41:19 47:6 62:6 81:21 85:1,3 90:3 104:1 107:14 120:9 121:21 122:7,8 133:11 134:6	33:20 42:10,14 44:1 55:9 63:8 108:1
collaborative 45:6	commercial 77:21	commitment 11:2 31:3	complicated 55:12 75:16 88:14
colleague 8:3 90:14 120:14	commission 6:5 7:10 8:4 10:22 15:4, 16,18 18:3 29:3,15 31:10 32:8,18 35:19 47:12,14 49:3 59:3 62:10,11,16,17,20 63:4 68:2 81:6 100:11 103:20 107:19 108:16 117:17 119:17	communities 111:9 112:5 130:10 133:13	comply 28:19
colleagues 99:10 131:13	Commission's 4:5 7:6	community 7:21 8:7,17 88:3 110:1, 5,7,10 112:3,12 115:4, 6,19 116:16 119:15 121:8,16,19 123:18 124:1 130:17 132:16	components 126:13
collection 43:12	commissioner 4:10,11,12,14,16,17,22 5:1,2,4,5,6,7,8,20 9:4, 12 10:7 13:11,14,19,21, 22 14:1,2,3,4,9,10,11, 13,14,15,16,17 31:21 39:8 40:22 48:4,9,13,15 50:22 51:1,2,4,9 52:2, 12 53:2,3,4,7,16,17,18 55:3,4,5 56:14,15,16 57:4,5,6,13,16,18,20 58:6,8,10,14,16,18,22 60:19,21,22 61:1,2,3,4, 9,10,11,13,14,15,16,17 82:2,4,22 83:3,6,7,21 84:2,4,6,9,12,15,18,21 85:6,12,15,16 87:12,13, 14,19 89:5,6,7 90:6 91:16,17 95:11,12,13, 14 97:12,22 98:1,2,6,20 99:2 100:2,4,6,7 101:3, 4,6,7,9,10 103:18 106:4,6,7,8,9,10,11,16, 17,18,20,21,22 107:1,2 122:9,11,21 123:2,17, 20 124:3,15,21 125:6,9, 16,17,22 126:2,4,6,8 127:8,9,10,11,15,16,17 128:11,12,13,16,17,18 129:1,2,4,5,7,8,16,17, 18 130:7,22 131:1,2,8, 16,18,20 132:21 133:6 134:10,11,12,13,14,15, 16,17,22 135:1,2,4,5,6, 7,8	composite 72:7	composition 73:21 74:3 79:12,15
color 80:8	Commissioners 7:15 12:18,19 13:7	commuter 49:11	Comprehensive 6:12,20 9:11,19 23:9 63:6 107:20
Columbia 52:8 62:6		companies 132:1	compromise 118:12
combined 43:19 76:20		comparing 67:19	concept 14:20 15:12,17,20 24:14,18,20 25:1,3 26:13,20,21 27:2,4 48:1 52:10 59:10 61:21 62:9 63:4,7,10 68:4 81:5 85:11 88:22 97:9 99:7 107:7,18 108:11,13 116:17 119:4 125:20
Comer 32:6,13,14,15,17 36:12, 16 37:10 39:8 51:15 54:7		comparison 47:2	concept-level 62:21
Comer's 40:22		compatible 27:7 114:16	concepts 15:14 24:13 25:8 26:11, 18 27:7,9,11,14 28:1,11 107:15 109:17 116:15 119:18
comfort 77:10		compelled 86:11	concern 33:12 34:8 42:21 48:22 56:18
comfortable 76:7 100:18		competitive 38:18	concerned 52:18 78:18 93:5 96:1
commemoration 20:13 25:10		complement 110:8	concerns 34:17 37:21 42:16 51:17,18 52:14,15,16 72:4 92:4
comment 11:22 15:16 31:12,13 55:8 62:10 97:20 119:3, 9 122:2		complementary 72:19	conclude 94:4
commenters 90:3		complementing 81:1	concludes 11:18 29:1 47:18 81:8 119:21 135:16
commenting 15:13 59:8		complete 80:6	
comments 10:1 12:10,19 14:20 18:12 21:3 23:7 25:8 27:16 29:2,4,14 31:22 35:9 40:22 41:10 47:13, 22 48:13 51:3,5,16 52:3,18 53:9 57:11 59:3 60:13 61:21 62:12,22 81:5,20 82:14,15 84:19 85:10,21 88:22 89:8 95:15 104:1 107:7		completed 17:19 37:19 120:17	
		completely 39:5	
		completion 121:1	
		complex 11:10 12:5 15:14 26:7	

concourse 76:4	connections 26:3 110:22 111:7	contact 132:3	coordination 28:12,15,17 49:20 118:8
concrete 101:17 124:10	connectivity 116:17 117:5,16 121:7 123:3,10	contemplated 38:9	core 17:7 27:18
condition 72:13 86:3	conscious 126:16	content 98:19	corner 65:20,21 66:9,10 67:22 68:2 69:15,21 70:1 71:7,14,15,17 72:14 74:15 78:3,14 80:1
conditions 63:11 65:16 66:11 72:11 77:17 110:17 111:3 114:15	consent 13:1,2,7,10	context 16:17 42:2 43:17 45:12 63:11 64:15	cornice 69:16
condominium 72:4	considerable 49:21	continue 50:15 59:22 60:10 64:18 73:20 74:21 79:11 89:17,21,22 105:16,21 112:16 133:17	correct 125:4,5
conducting 17:13	consideration 114:14 115:8	continued 87:3 112:4,13 113:16 118:8 130:17	corridor 16:13 17:6 31:6 59:14 115:13 116:20 117:2
configurations 26:19	considerations 22:1 45:11 46:19 107:22	continues 50:3 59:19 60:1 94:8	corridors 115:14,16
confirm 13:16 57:22 60:16 106:1 134:8	considered 42:20 43:17 65:1	continuous 111:11	Cost 46:21
conflict 60:5	consist 46:19	contrary 134:2	costs 16:12
conflicts 20:2 23:1 25:14	consistency 15:13 63:5 107:20	contribute 93:15 94:8	council 6:19 9:10
confluence 44:16	consistent 23:8 27:17 114:15	control 19:6 20:19 23:21 24:1	Council's 10:5
confronted 104:16	consisting 18:16	controlled 25:21	country 7:21 60:4
congested 34:9	consists 19:4 25:17	conversion 20:3	couple 40:15 93:2
congestion 16:11 34:16	consolidated 78:13	Convert 38:20	court 44:15
congratulate 104:7	consolidates 78:1	cool 84:13	courts 124:14 125:3 127:22
Congress 16:19 132:5	constantly 82:11	cooperating 18:2	cover 63:9 108:8 115:22 116:7
connect 17:7 28:3 54:20 86:5	constraints 74:14 112:8	cooperative 118:17	covering 45:15
connected 115:6	constructed 42:15	coordinate 35:6 59:19 64:18 69:11	covers 36:13
connecting 109:2 115:16 116:20 117:1	construction 108:17	coordinated 44:14 45:5	Cozart 4:10,11 9:12 13:21,22 57:5,6,13 60:21,22 82:4,22 83:21 84:6
connection 26:13,17 27:1 42:10 124:13 125:1 128:9 129:11	consultation 52:6 62:14,19	coordinating 49:22	
	consulting 64:14,19		

85:15,16 87:12 106:6,7 128:17,18 129:2,5,8,16 134:12,13	cumulatively 78:19	DDOT 23:21 24:2 28:12 35:7, 18 36:3 50:15 52:8 54:11,20 56:19 59:20	57:9
cracked 22:11	Cup 87:17	De 39:1	depending 20:7
crashes 19:22 21:13	curious 122:15	deal 54:11 102:9	deployment 94:16
create 21:11 22:13 27:10 46:11 80:10 88:17 105:17 111:10 118:20	current 67:22 74:15 92:9 94:18 108:7 113:2	dealing 122:13	Deputy 62:6
created 16:19 40:3,6 49:7	curves 71:13	decades 10:22	describes 22:22
creates 71:1 86:8	cut 54:16	December 62:15	descriptions 109:20
creating 19:21	cycles 44:4	decided 49:3	desert 40:6
creek 14:20 15:7,10,21 16:14, 18,20 18:9,19 19:13 20:14 22:7,16 24:9 25:2,20 26:5 29:10 30:1,4,9,20 31:6 32:21 34:15 35:2 36:1 39:16 46:13 48:1,21 49:1,4,5 59:10 114:8,9,19 115:11 116:3,6 120:10	cyclists 31:2 51:21 111:4	decking 46:20	design 22:18 40:2 50:18 62:9, 21 63:13 64:17 67:10, 12,20 69:1,22 70:4 71:14,20 72:1,8,18 73:8,11,12 74:3,6,10, 17,20 75:3,12 76:20 77:22 79:3,15,18 80:4, 22 81:7,14,18 82:12,13, 20 87:9 88:8,11 89:22 91:21 92:5 93:17 94:6 100:9 103:22 108:14, 15,16 113:8 126:19
<hr/>			
D			
<hr/>			
	D.C. 6:19 8:7 22:5 45:13	dedicated 10:22 24:19	designated 115:15
	D.c.'s 17:7	Defenses 107:8,16 108:3,19 109:11 111:1,8,12,16 112:14 113:18 118:5,13 119:14 120:13,18 121:14 125:20	designations 113:3,6 121:13
	Dale 36:19	deference 69:15	designed 17:9 34:21 65:18
	dangerous 33:15 52:2	deferential 72:21	desirable 43:3
	dare 129:11	defined 76:3	desire 121:2
	date 44:10 63:1 73:13	definitions 109:19	desired 114:15
	Datum 97:2	demarcated 65:22	desires 133:20
	Davis 116:22	demolition 39:19	detail 7:7
	day 49:15 86:2	denotes 68:20	detailed 6:18
	days 100:5	dense 115:21 117:12	details 47:5 76:19 94:17
	daytime 80:15	densely 116:2	
	DC 9:18 49:20 59:12 81:2 83:12 104:11,17 105:4, 18 108:22 120:13	Department 17:20 28:17 49:20 52:6	

determined 22:18 75:13	discoveries 110:21	135:5,6	early 15:16 28:5 119:4
deterministic 44:13	discuss 112:7	DMZ 40:3	east 63:16 69:19 78:11 114:6,9,12 115:11 116:3,6
develop 60:1 108:11 132:2	discussed 30:8	dock 101:19 102:3 103:6	east-west 26:19
developed 17:17	discussion 48:12 85:14 126:5	Doctors 42:5	easy 8:15
developing 110:18	discussions 13:6	document 36:12	echo 131:12
development 6:16 13:5 15:19 37:8,13 38:3 43:3,4,19 44:8,11, 19 62:7 79:4 81:7 108:10,11,13 113:13 117:18 126:21 133:21	disjointed 93:13	Donald 63:21	economic 6:16 62:7
developments 44:14	disparate 82:21	dotted 123:15	Ed 37:10
diagram 19:13 24:5 46:17 73:6	display 65:21 73:22 74:4 79:16 82:8	double 21:7	edge 38:6 70:7 71:16
diagrams 26:7 72:10	displays 78:2,19	downtown 49:6 63:19 64:10 67:2 74:7 79:20 81:2 123:21	educational 112:19
difference 25:7 46:15	distance 21:16	draft 119:8	Edward 32:6
differences 108:2	distinction 7:22	draw 126:13	effectively 43:13
differently 56:5	distribution 76:1	draws 45:19	effects 64:16 79:5
difficult 60:11	district 6:17 7:21 12:3 28:19 34:20,21 52:8 62:6 64:9,10 85:19 86:9 109:12 115:20 118:6 131:22	drive 19:1,2,14 21:14 26:3, 13,17 33:1 49:7 54:13 60:3 116:22	effort 28:1 45:6 46:2,3,6,11 54:22 120:2
digital 65:21 68:18 69:3 70:3, 5,13 71:9,16 72:3 73:9 80:11 96:22 98:17	District's 28:17	drivers 26:7	efforts 31:11 45:1 91:20 95:5 105:17 109:4 113:3
direct 40:11 77:1	disturbing 110:4 124:10	Dubuque 133:1 134:3	egress 39:7
direction 89:2,21 94:14	Dixon 5:5,6 13:11,14,19 14:14,15 55:4,5 56:14 61:14,15 82:2 83:3,6,7 84:3,4,9,12,15,18,21 85:6,12 98:1,2,6,20 100:2,4 101:3,6,9 106:4,21,22 122:10,11, 21 123:2,17,20 124:3, 15,21 125:6,9,16,22 126:2 127:16,17 128:11 129:1,4,7 131:16,19,20 132:21 133:6 134:10	due 117:12	element 71:2 79:2 93:18
Director 6:7,14,22 7:8 10:14		dumped 49:2	elements 32:21 67:12,16 68:15 73:14,21 79:12 80:10 82:19,21 91:22 108:12, 15
director's 18:11 62:12		Dupont 116:12,17,22 117:2	elevates 72:18
disagree 90:14		<hr/> E <hr/>	elevating 65:11 74:6 79:18
discovered 113:4		EA 17:17 18:2 22:19 28:6	
		earlier 34:7 64:13 73:8 74:19	

elevator 75:14	112:4 130:18 133:15	65:21 66:2,5,7,12 68:5, 20,21 69:2,13,19 70:12 71:20,22 72:5 75:10,13, 18 76:22	77:20
elevators 75:16	engineer 42:12		events 73:10 77:21 93:8
eliminate 39:14	enhance 73:19 79:9 110:9 117:16 118:14	envelope 45:15,17	eventually 103:9
eliminated 33:14	enhancements 30:14	environment 19:21 21:11 22:14 23:16 28:18 93:16	everybody's 130:19
eliminating 15:6 30:22 70:5 79:21 82:16	enhancing 31:3 67:3	environmental 17:13 21:1 25:15 27:5 107:22 119:2,8	everyone's 48:12
Elizabeths 6:16	enjoy 16:22	environments 27:10	evident 79:2
eloquent 127:12	enlivening 67:4	equestrian 17:2	examples 28:8 66:3
emerging 110:20	enrich 112:18	equipment 75:7	excellent 34:3
emphasis 52:5 89:9,10	ensure 28:18 49:22 50:17 58:12 80:21 94:8 110:16 113:9 118:10	error 92:13,14	exceptional 8:1 11:7
emphasized 90:2	ensures 44:16	essential 126:18	excited 87:7,8,9 99:19,20 100:2 103:7,8 127:18
enable 20:3 24:19	ensuring 30:16 31:6	essentially 101:18	excitement 100:5 133:12
encircle 114:6	enter 111:4	established 44:11 120:20	exciting 90:4 91:8 93:22 102:16 131:3 133:10 134:2
encompasses 16:20	entering 23:2 68:22 76:14	establishing 123:14	exclusively 33:3
encourage 28:6 47:5 59:21 60:9 87:3 97:4,10 117:14	entertainment 62:8 67:7	estate 42:14 44:4	excuse 6:13
encouraged 99:9,18	enthusiasm 100:3	esthetic 21:22	executive 6:6 10:13 18:11 62:12
encourages 74:20 118:15	entire 43:22 88:10	ETFE 69:5	exemplary 7:16
end 33:7 38:18 54:3 70:2 73:1 87:4 102:12	entities 112:17	ethylene 69:6	exemplified 7:22
ending 27:8	entrance 49:10 50:3 66:10 67:18 68:6 70:10,18 75:9 91:3 101:22 102:2	evaluate 64:15 108:5	existing 22:4,15 25:6 26:15 63:11 65:15,17 66:2,3, 5,8,11 69:11 72:11 73:2 75:6,13 77:3,5,8,17 78:12 86:3 109:17,18 110:6,8,13 111:5 112:22 117:20
enemy 113:10	entrances 76:8 77:2 88:5	Evan 9:3	exits 76:10
Energy 28:18	entries 75:4,6 76:1	event 128:6	
engagement 7:1,9 8:2 60:1 73:14	entry	event-related	

expand 116:15	45:18	faster 76:6	finds 72:16 77:7 110:7
expanded 71:19,20 77:2 119:15	exterior 67:5 80:10,14	fat 97:15 98:3	fine 55:6 101:17
expanding 101:21	exterior-facing 93:7	fate 43:16	fine- 44:7
expansion 38:7 114:16	extra 132:4,8	features 109:20	fine-grained 45:6
expansive 65:13	extremely 49:13	February 62:17,19 64:13 67:11 68:3	fine-tuned 52:11,17
expensive 42:13 49:14	eyes 55:14 130:1	federal 6:10,17 8:5 11:9 23:11 39:11 44:6 109:7 112:2	finished 104:6
experience 23:3 31:4 66:12 67:4 71:2 76:6,22 86:17 88:18 89:14,17 93:5 110:10 112:18 119:16 127:4	F	feed 33:19	fireworks 123:19
experienced 89:14	facade 68:7 70:3,10 72:1 87:20,22	feedback 133:16	fit 87:5
experiences 30:12	facades 65:19	feel 37:4 45:20 56:4 86:9 88:7,12 96:12 104:18, 19 105:19 111:15 129:11 130:5	fix 44:5 52:20 101:5
expertise 7:7 11:3	face 131:21	feels 88:8 103:1	flawlessly 7:1
explicitly 46:22	facial 75:22	feet 22:9,13 43:20 44:2 93:3	flex 20:20
explore 74:21	facility 94:8 112:6	fellow 7:14	flexible 121:19
express 10:18	facing 74:16	felt 5:21	flood 56:3
expressed 42:22	fact 89:9 104:3	fervent 43:5	flooding 6:10 11:9 12:2
extend 16:12 66:17,22	failed 43:11	field 124:8 128:2	floor 9:3 48:11 74:11
extended 31:11	fails 77:6	figure 45:14,18	flow 20:4 26:6 40:16 43:5 46:15 68:21
extends 65:10	failure 44:5,18	final 11:8 13:3 22:17 23:13 25:16 63:1 73:6	focal 45:22
Extension 25:19	fairly 37:15	finally 108:17 114:11 117:8	focus 33:2 42:18 43:16 45:11, 20 74:10 114:5,13,20 115:11 116:6,10,12 117:9
extensive 93:21	fall 119:10	find 88:19 130:13 132:10	focused 63:5 107:19
extent 54:11 74:13 116:16	family 41:13 42:7 55:16	finding 27:17	focuses 18:7 123:3,9
extents	fan 102:17		Foggy
	fascinating 83:8,9		

27:19 37:2,7,16 38:6,11 39:21	124:20 127:19	frontages 76:9	gavel 9:2
foggybottomfuture.org 47:7	fortifications 108:21	full 11:19 104:13 135:11	general 45:11 46:18 64:2 78:17 108:5 109:16 129:20
folks 51:13 58:17 123:8 132:9	forts 109:2 113:7,11 120:21 126:19	fully 109:3	generally 15:15
follow 122:16	forward 53:14 55:21 56:22 57:1 59:22 87:7,10 99:6 121:20 129:14 130:16	function 49:17	generations 121:18
foot-candles 80:8	fostering 42:18	functional 66:18 67:1	genre 99:16
footage 78:2	foundation 130:16	functionality 21:22 46:21	geographically 114:5
football 128:2,3,5	four-way 23:20	funding 132:16	George 114:7,18
Footie 109:13 117:10	fourth 23:19 27:2	future 12:4 18:5,10 19:19 20:13 21:21 24:3 25:10 28:2 37:2,7,16 38:3,12 39:19 44:22 45:1 63:1 84:17 108:7 110:14 111:10 114:3,14 115:9 118:9 121:18	Georgetown 50:9
footings 124:10	fourth-generation 42:6	futuristic 83:19	giant 101:19
footprint 11:9	Framework 27:19	futuristic-looking 83:13	give 10:1 88:1
foreground 72:16 73:6 78:17 79:1	Fred 8:14		giving 15:1
forest 17:10	free 37:5		glad 35:15 52:4 88:21
forever 91:5	freeway 33:22 34:6 39:21 40:2 43:4,13 46:1	G	glamorous 129:21 130:15 131:5
forgot 57:21	freeze 56:9	galaxy 43:2	glaze 130:1
forgotten 48:21	frequent 110:16	Gallery 63:18 65:7 66:7 71:13, 21 72:5 76:11,12 95:4 105:3,12	glazing 68:7,19 69:10,22 70:6, 12 71:1,4,19 73:13 80:13 96:9
form 19:2 109:7	frequently 105:15	game 128:3	GMP 110:13 112:22
formalize 124:18	frictionless 75:20	garden 65:7 110:1,5	goal 37:14 66:20 94:1 119:12
formalized 26:2	Friday 19:10	gardens 110:7	goals 27:18 30:16,22 59:15 63:12 66:14,15 80:22
formalizing 110:10 115:18	friend 8:12	Gary 41:12,16 42:3	gods 43:4
fort 107:17 108:4 109:13,14 111:9 114:20,21 115:1, 2,7,9,13,14 116:11,12, 17,21,22 117:2,10 120:19 121:5 122:11, 13,19 123:6,8,12	front 89:16 105:2	gas 46:9 54:18	golf 17:2
	frontage 75:6	gave 62:15	

good 4:3 15:3 29:21 30:17 55:20 56:12,18 62:5 84:7 91:10 95:8,18 99:17 105:22 107:13 120:8 125:6,7 128:7 135:10	134:1 135:11	42:20	91:13 95:16
Goodman 62:5	green 4:22 5:1 14:9,10 27:13 53:2,3,4,7,16 56:9 61:9, 10 91:16,17 95:11,14 97:12 99:2 106:16,17 120:21 126:6,8 127:8 134:22 135:1	handled 7:2	Hewlett 4:18,19 13:12,15,20 14:5,6 48:7,10 51:10,11 53:1 60:20 61:5,6 85:8, 13 90:7,8 91:15 100:8 106:5,12,13 131:9,10, 15 134:18,19
Goodmann 4:3,20,21 5:9,15,21 6:3 10:6,12,16 11:21 12:16 13:13 14:7,8,18 15:4 29:17 31:18 32:14,16 36:15,22 41:8 47:9,16 48:5,8 50:21 51:8 52:22 53:6,15 55:2 56:13 57:3,12,18 58:21 61:7, 8,18 81:12,16 82:3 83:1,5,20 84:2,8,11,14, 16,19,22 85:9 87:11,18 89:4 90:5 91:14 95:10 97:21 100:1,6 103:17 106:14,15 107:3,5,13 120:4,7 122:1 125:8,18 126:1 127:7,14 128:10, 15 129:15 130:21 131:7,14,18 132:20 133:7 134:20,21 135:9	Green's 127:11	happen 33:9 129:3	hey 97:18
government 9:19 39:11 44:7	greenbelt 109:8	happening 131:4	hide 97:15
Graham 101:15 102:21	greenery 77:4,9	happy 12:15 47:4 55:20 103:15 132:1	hiding 97:16
grained 44:8	grid 38:3,4	hard 111:3 132:9	high 7:4 108:21
grand 49:9	ground 43:14 74:11 102:1 108:21	hat 90:16 98:3,6,11	high- 108:8
grant 38:12	ground- 110:3 124:9	head-on 21:12	high-impact 19:22
grateful 7:6,19 8:8,9,10,12 12:7 134:4	group 37:12	headphones 102:5	highlight 30:10
gratitude 10:19	groups 112:12	headquarters 101:16	highlighting 132:21
great 30:19 31:9 34:8 43:1 54:22 55:7,21 57:7 58:14 79:8 88:4 90:22 100:9 104:4 105:2,6,13 122:3 123:21 131:4	growth 113:20	hear 32:15 52:4,7 57:14	highly 34:9
	Guard 13:4	heard 52:16 57:21 89:8 121:1 130:9	hike 127:20 128:1
	guess 87:4 132:14	hearing 12:11,21 36:18 60:15 85:4 121:20,21 125:11 134:7 135:16	hiking 17:3
	guests 31:22 32:3 47:20 75:21 76:4 81:18	heart 67:7	hill 115:14,15 128:1
	guidance 8:10 108:9	heartening 130:5	historic 16:16 20:9 21:20 23:4 27:15 51:22 63:20 64:6, 9,10,11,15 74:1 78:4 79:14 88:15 90:22 91:1 104:13,14 105:3 107:21 109:7 111:9 112:11
	guide 81:7 112:10	heavily 19:15	historical 31:5 99:4
	guys 128:4	held 62:19	historically 113:7
	<hr/> H <hr/>	helpful 12:4	history 67:17 68:17 69:14,18 74:18 90:11 92:3
	habitat 59:13	helping 42:13 87:4	
	half	heroes 8:21,22	
		Herr 62:1,3 81:13 82:10	

hit 97:8	hundred 95:19	impedes 126:21	26:14,18 27:16 35:22 46:4,6,7 67:13 69:5 71:18 108:10 114:2,7 115:3,17
hoc 44:19	<hr/> I <hr/>	imperative 52:9	included 29:3 46:2 70:3 71:9,20, 22 73:7
hodgepodge 95:17	idea 86:15 98:3,10 99:11	implement 24:3 75:20	includes 16:13 40:19 65:20 70:11 72:6 74:17 76:11 77:18 114:20 115:12 116:11,13,18 117:9
hold 93:14	ideal 75:13	implementation 108:18	including 6:9 7:2 38:5 63:21 64:7 66:2 67:15 68:16 69:18 74:3,22 79:15 80:8,10 109:22 118:17
holidays 16:8	ideas 95:18	implications 35:11	inclusion 86:4
home 56:6	identification 34:11	importance 31:10 54:8 74:7 79:19 112:11 126:15	inconsistent 111:20 130:9
honor 13:4 42:12	identified 25:11 34:6,20 35:3 37:10 112:21 115:7,21 121:10	important 30:9 33:19 35:12,18 36:9 52:9 54:6 59:18 72:22 75:11 76:9,16 81:1 85:18,19 87:6 93:4 94:10 113:22 126:11,12 127:6 130:8,19 131:5, 11 133:3,4,8	incorporate 90:12 99:10 112:6 133:22
hope 9:21 43:5 53:10,12 58:16 89:22 127:5	identifies 35:10	impressed 56:6 83:21	incorporated 29:5 37:2 58:11 81:9
horrible 101:16	identify 36:8 111:5 116:5	improve 16:10 51:19 59:16 66:18,19 72:4 73:18 76:1,21 79:8 93:7 111:7 116:17 117:20 118:20	incorporating 110:18
Hospital 42:5	identity 66:17	improved 70:9,11,20,22 73:14 80:4 85:22 104:5 112:9	increase 112:11 116:6 117:4
hosted 64:13	ill- 42:19	improvement 18:14,16 20:2 21:4 22:6 23:8,19 24:13 25:17 26:11 30:7 48:3 74:20	increased 68:9 69:22 73:13 78:18 90:10
hotel 64:2 72:20 73:5 105:2	illuminated 78:15 79:2	improvements 14:22 15:9 17:14,18 18:8,15 24:4 28:19 30:8 33:11 39:4 41:2 61:22 76:15 85:12 100:14 101:21 103:13,14,21 104:4 111:19 118:3 119:15	incredible 105:3
Hottel-cox 4:7,9,12,14,16,18,20,22 5:2,5,7 12:12,13 13:18 14:1,3,5,7,9,11,14,16 60:18 61:1,3,5,7,9,11, 14,16 106:3,8,10,12,14, 16,18,21 107:1,4 134:9, 14,16,18,20,22 135:2,5, 7	illustrate 45:16	improving 27:20 31:1 67:3	infinite 128:22
hour 33:8,14 75:22	illustrations 40:19	inaccessible 43:14	information 23:13 62:16 67:10,18 68:18 69:3 80:12,19
hours 80:9	image 83:15,18 98:16	include	informed 22:19
housing 6:10	images 66:1,11		infrastructure 30:17 42:10,14
Howard 123:4 125:2 127:20	imagine 9:14		ingress 39:7
HUD 6:18	impact 11:9 20:9 21:19 23:4,15 25:6 27:14 37:19,21 56:20 77:10 78:8 80:17		
hugely 54:6	impacted 45:8		
	impacts 28:21 36:1 50:18 80:2 115:8 116:8 117:6		

inhabitants 43:7 44:18	intentionally 71:10	involvement 130:17	Joyner 29:9,18,20,22 31:19 32:3 51:13 120:1,5,6,8, 9 122:5,18
initiated 62:14,18 64:12 118:22	interchange 46:1	involving 15:18 33:21	juice 132:9
initiative 109:4	interest 112:13	Iowa 133:1	Julia 5:17,22 6:13,21 7:9,11, 20 8:22 9:3,5,7,9 10:19, 21 11:5,16 12:2
initiatives 6:9	interested 28:12	ironically 34:19	Julia's 12:8
input 36:16 59:5 119:7 121:16	interesting 51:3 83:17 87:16 88:1	isolated 121:6	jumping 49:19
inquiries 7:4	interests 35:5 44:16	issue 53:20 132:19	June 117:18 135:18
inside 66:11 80:13 86:13,16	Intergovernmental 6:15	issues 11:10 15:13,14 21:16 36:13 39:7 52:19 63:5,9 94:2 107:19 108:1	jurisdiction 36:2,3 118:19
install 19:8,20 26:16	interior 71:2,4 80:12	item 5:15 10:12 12:11,21 13:1 14:19 41:21 61:20 107:6	jurisdictional 36:5,9
installed 24:7	interminable 42:21	iteration 69:2 71:12	jurisdictions 132:1
Institute 124:2	internal 74:14	it's 83:7	<hr/> K <hr/>
instrumental 6:4	International 42:15	<hr/> J <hr/>	Kalorama 19:3
insufficient 39:6	intersection 18:15 19:5 23:18,20,21 24:4,5,10,13,20 25:9 26:19 27:12 32:21 33:3, 13,15 39:15 46:12,20	Jackson 101:15 102:21	Kemble 114:21 115:1
integrate 98:9 130:13	intersections 33:21 34:2,4,8,22 43:12 46:16 50:16 54:3	Jamie 61:22 62:2 81:17 82:1,4	Kennedy 38:5
integrated 70:19,21 74:5 79:18 88:13 93:19	introduce 119:22	January 17:21 58:1,5	key 25:7 45:10,19 72:21 75:3
integrating 82:17 87:21 96:21	introduced 68:3 74:4 79:17 109:21	jerk 54:15	kind 11:7 86:2,6,7,8,9,20,22 90:1 96:14,19,21 97:7, 10,14,17 98:22 99:16, 17 100:16 102:7 103:2, 4 131:4
integration 71:22 82:7 88:19 94:20 130:18	invasive 113:20 114:2 126:15 127:1	jewel 59:11	kinds 39:6 41:2
integrity 31:7	investment 55:16 109:5	job 9:18 87:20 95:8	knocked 34:12
intend 66:18	inviting 32:19	joggers 19:16	knowledgeable 99:3
intended 27:9 110:2	involve 18:14 27:11	joined 120:14	
intensity 78:18	involved 10:1 50:20 120:12	Joint 13:3	
intent 19:20 76:12 92:5 95:20			

Koster 10:19	large 65:21 66:1 71:15 73:10 79:16 80:13 92:22 93:18	legislation 12:14	18:16
Koster's 5:17,22		Legislative 12:12	lines 97:2
kudos 128:20	large-scale 44:11	lend 45:1	lining 97:3
<hr/> L <hr/>	largely 94:16	lengths 35:1	linking 111:12
L'ENFANT 34:21 40:10 64:6,7	larger 43:22 44:9 78:2,13 92:3	levee 6:11	listed 119:19
labeled 114:8,9,10,12	larger-scale 28:1	level 68:10,16 69:4,11 82:18 86:9 102:1 108:9	listen 133:18
lack 34:10 121:6 133:1	lasts 17:16	Library 65:5	listening 103:20 105:20 133:16
lacking 40:1	laudable 59:15	life 16:12 66:18 67:1 103:2	live 8:14 54:4 60:2 104:8,16
lacks 77:8	Laughter 5:19 6:2	lift 69:15	lived 127:21
Lady 124:6	Laura 107:9,11 120:4 122:4 125:10	lifting 70:1	lives 53:21
lament 5:22 44:3	lay 45:21	light 78:18 80:10	living 46:8
land 17:8 23:11 43:3,19 108:9 111:17 112:8 118:10	leader 8:6	lighting 63:14 77:16 78:6,7,20 79:5 80:2,6,8,13,14 93:21	LLC 41:13 42:8
landmark 74:1 78:4 105:18	leadership 8:1 12:7 132:4	lights 56:2,5,7,11	loading 101:19 102:3 103:6
Landmarks 63:20 79:14	lean 104:3	lightweight 69:9	local 8:5 112:3 118:8 121:2 124:19
landscape 17:11	learning 133:21	liking 99:11	located 18:19 25:10 63:15,19 71:10 78:16 109:12,13 121:12
landscapes 23:5	leaving 43:13	limestone 68:10 69:10 86:5 105:8	location 63:10 64:6 70:10 74:8 79:20 80:7 92:19
landscaping 77:6,13 91:9	led 7:1 74:4,5 77:19 78:1,2, 13,14,19 79:16,17,22 82:8	limited 21:15 60:7 77:4 80:11 111:1 118:11	locations 24:8 70:15 110:6
lane 19:11 21:10 24:19,20 27:8 34:11 75:21	left 33:18 72:12,16 73:3,5 74:16 75:15 77:5 78:17 101:14 109:14	limiting 116:8	long 43:1 100:10 124:9 130:6
lanes 15:6 16:1,2,4 19:11 24:15,21 25:5 33:17,18, 19 40:15 41:5 54:13	left- 24:19,21	limits 113:21	longer 9:17
languished 43:10	left-turning 24:16	Lincoln 25:20 33:1	looked 55:13
		linear	lost

43:15 97:10	make 15:8 20:20 25:4 29:11 46:14 49:15 67:5 82:20 91:1 92:6,12 95:7 102:11 111:3 120:1 127:20 129:2 131:20 132:17	markedly 58:4	meaningfully 93:15
lot 24:11 40:12,14 55:18, 19 56:18 84:5 85:21 91:2 100:13,17 101:7 103:3 127:19 128:8 134:3	makeover 37:17 39:11	marquee 95:20 97:19	means 49:5 50:5 128:8
love 90:12,14 100:3 104:19 105:11	making 9:18 56:19 62:1 76:5 88:10,20 92:10,14 99:5 100:14,15 101:22 102:22 103:21 107:10	Mary 42:4	meant 37:12
lower 93:3	Mall 6:11 26:4 28:3 30:2,21 38:7	Maryland 109:13 118:7	measurements 34:11
luck 10:9	manage 11:10 123:22	Massachusetts 116:21	measures 20:19 42:20
lucky 11:15	management 28:7 76:20 107:9,15 108:4,5,6,7,9 109:15, 16,17,19 110:8,19 111:5 112:2,8 113:5 114:2,13,22 115:2 116:1,14 117:3 118:10, 12,14,16,18 119:1,5,18 120:17,20 121:14 123:13,14 125:21 126:16,17 129:20	massing 65:19 94:15	mechanism 44:10
lumens 80:8	manager 120:15	massive 54:14	media 7:4
<hr/> M <hr/>	manages 30:3	master 13:3 15:19 25:12 107:8, 18 125:20	median 18:17 21:8,9,11,18,21 22:2,4 33:10
Madam 82:2 85:6 99:22 131:16	managing 42:7,18 124:5	masterful 9:18	meet 108:6 121:19
made 13:19 35:21 46:18 55:16 60:18 73:12 85:12 88:4 103:13 104:4 106:4 134:10	manner 16:15 31:4 45:17	masters 59:12	meeting 4:5 12:22 62:17 68:3 80:22 135:17,18,20
magnitude 43:15	map 18:13 109:10	match 22:15	meetings 7:4 62:19 64:14,15
Mahan 116:11	Marcel 10:13,14,15 11:21	material 35:9 46:14 67:16 69:9 72:1,7 88:1 96:9	Meghan 12:12,17 61:19 107:5
main 65:21 66:5 68:5,9,20 69:13 75:18	March 62:20 119:2	materials 7:3 22:2 35:21 36:1 66:19 67:15 68:9 69:5 70:14 71:18 72:6 73:15 86:1 90:13 94:19	member 42:7
maintain 133:8	Marcy 109:14 114:20 115:1	matter 42:1 60:4 135:21	members 8:7 9:10 15:4 29:13
maintained 31:8 113:17	Marion 123:4,7 124:12 125:3	matters 86:19	memorandum 64:20
maintains 71:15		maximum 22:13	Memorial 25:21 30:2 33:1 114:7, 19
maintenance 118:16 133:9		Mayor 62:7	Memorials 25:11
major 32:20 90:19 108:11		Mcmahon 4:12	mention 57:21
majority 109:11		Mcmillan 109:1	mentioned 10:21 34:7 80:20 82:9 133:11
		meaningful 108:1	mentor 8:4
			merge

19:1	mission 30:11,21	85:5,13 106:2,3 107:6 125:15 126:2 134:8,9	57:8 59:9 63:20 64:4,11 65:6 74:1 78:4 79:13 95:3 107:14 114:10,11 116:10 117:8 118:22 119:11,22 120:15,16 121:4 131:11
merging 25:18	Mississippi 104:10	motorists 17:9 19:21 21:12	natural 16:22 17:11 23:16 30:13 31:7 50:5 110:21 111:18 112:20 113:2,22 115:19 116:13 117:7,11 118:1 119:13 121:10,12 123:13 124:17 133:20
metal 68:11 69:10	Missouri 115:12 116:20	move 31:21 32:3 34:16 41:11 47:13 50:7 51:7 54:5 76:5 81:21 87:9 93:12 125:12,16	nature 12:5 105:14
Metro 46:9 66:9 67:18 68:5,12 69:2 70:18 76:10 89:11 91:2 101:15	mitigated 28:22	moved 13:11,13 48:4,6,9 68:21 85:6,9 91:21 94:13 125:16,18	navigate 26:8
Michael 14:22 15:2 29:17 31:20 32:2	mixing 54:18	movement 75:19 95:6	NCPC 7:14 8:6 10:18 11:15 18:1 38:9 45:4 62:17
microenvironment 92:16	MLK 127:22	moves 53:14	NCPC's 6:22 7:2 63:6
microtransit 38:1	modalities 38:2	moving 23:17 46:20 57:1 68:5 70:7,17 89:2,20 91:3 99:6 130:16	NCPS 41:19
mid-20th 109:5	model 22:2	much-needed 37:17 55:1	nearby 20:9 21:19 23:4 27:15 28:21 35:11
mid-20th-century 40:2	modeled 65:3	multimodal 14:21 17:14 23:10 27:20 30:6 48:2 59:14 60:6 117:4	necessarily 89:12 92:21 100:12
middle 37:9 63:19 97:7 104:2	modeling 20:8 49:20 58:12	multiple 17:3 19:4	neck 53:22
mile 18:18 21:5 22:7	modern 72:17 83:15	Museum 64:4	needed 23:13 49:3 50:11 93:14 112:10 118:15
Military 22:5	modified 69:15 70:4 90:12	Museums 25:11	needing 92:19
million 16:21	Monaco 64:3 72:20 73:5 104:17	must-see 67:5	negative 56:20
mind 57:2 60:11 89:16	Monday 19:9	mute 53:3	neglected 109:2
minds 89:17	money 132:2,10	narrowing 50:11	negotiated 44:16
minimis 39:1	month 5:18 12:14 104:17	nation 7:17 11:3	neighbor 95:8
minimize 16:11 25:13 80:1	month's 13:2	national 4:4 6:4 15:5 17:8 26:4 28:3 30:2,11,15,21 38:7	neighborhood 32:8 35:5 86:19 94:1 104:19
minimized 117:7	months 60:2 100:11	N	
minimizing 19:22 23:15	Monument 40:13		
minutes 32:9 37:3 41:14 54:15	monumental 17:7 27:18 62:8		
misdirected 42:19	morning 16:3		
	motion 13:9,13,17,18 14:18 47:22 60:16,18 61:20		

neighborhoods 19:3 38:14 50:2 105:10 117:17 129:10	northbound 16:4	79:4 110:15	operationally 49:14
neighboring 33:4	northeast 39:16 72:14 115:20	off-peak 19:11 24:6 26:6	operations 19:12 21:10 27:8 31:1 38:21
NEPA 18:4 28:15	northernmost 18:22	offer 117:20	opportunities 6:16 23:11 44:8 74:21 112:8 115:18 117:4,15, 22 119:6
network 19:18 26:15 111:12 118:21	northwest 22:5 39:14,17,18 71:7 80:16	offered 43:4	opportunity 11:6 15:15 31:15 41:20 43:15 47:4 71:1 72:17 73:18 79:8 103:3 121:15 133:14
networks 121:8	northwestern 38:6	offers 103:3	opposed 82:21
newly 74:4 79:16	note 18:1,6,10 20:11 23:7 25:9 29:6 65:8 77:22 97:8	office 58:2,11 63:21 64:2 65:1	opposite 50:10
newness 99:1	noted 63:3 64:13,22 66:6 67:12 69:4,16,20 70:14, 15 71:19 72:7 73:8 74:16 75:14 77:4 79:6 110:13	Ohio 25:18 26:3,13,17 33:1	optimal 44:20
NHLS 63:20 64:10 72:22 74:8 78:9 79:21 80:3 92:20 96:1	notes 89:19 111:14 113:19 118:11	older 60:4	option 116:19 117:2
nice 90:12 91:8 105:8	notice 83:14	oldest 104:9	options 47:3 111:16 116:18,19
night 86:2 105:15	noticeable 26:14	one's 92:17	orange 123:15
nights 56:7	NPS 36:2 37:18 38:11,22 59:18 110:13,17 111:14 112:16 113:19 118:11 121:15	one-way 33:7,13	orchestrate 44:7
nighttime 78:6	number 5:15 22:22 23:8 78:1	ongoing 25:15 64:17	order 5:11 12:22 24:16 25:4 28:11 40:13
nobody's 56:8	<hr/> O <hr/>	online 12:18 13:8 32:11 47:20 59:7 81:22 85:3 122:8	organization 35:14 37:16
non-peak 16:7	objection 5:10	open 4:6 36:13 48:11 59:13 85:14 118:20 119:3 121:6 126:5 135:16	orientation 8:10
non-prescriptive 45:17	objectives 44:19 66:16,22 94:5	opened 17:5 65:17 75:14	oriented 26:21
nondescript 43:10	observant 83:20	opening 44:21	original 45:12 92:6,14 126:19 130:9
nonprofit 112:17	occur 35:13,20	opens 105:19	originally 17:5 60:8 65:1
north 54:12 63:18 65:6 70:8, 18 73:4 114:10 116:11	occurred	operates 15:22 16:6 23:20 24:6	outcome 45:7
north-south 16:18		operating 16:12	outcomes 42:19 44:17
north-south- 26:20		operation 20:16 39:2 80:9	
		operational 14:22 17:14 18:10 30:6 48:2 94:5	

outer 70:7	28:6 29:7,10,13 30:1,2, 11,20 31:6 35:5,17 49:14 50:4 52:1 53:20 54:19 56:3,19 57:8 59:9,10,11 107:14 108:9,10,12 114:8,9,19, 21 115:2,11 116:3,6 117:6,20 118:4,14,22 119:12,22 120:10,12,16 121:4 126:10 128:20 130:4 131:11 132:6,17 135:10	53:11,13 64:20 72:8 75:12 76:18 77:11 78:5 80:5 82:9 88:7 95:1 118:7 126:18 127:5,6	pay 9:22
outline 45:9			paying 95:1
outreach 7:2		Parthenon 65:3	peak 24:6 26:6
overgrown 113:12		partial 45:13	peak-period 15:22 19:11
overgrowth 114:3		PARTICIPANT 10:11 36:11 41:7 47:1 98:19	Pearce 42:3
owner 72:4	park's 17:1 31:7 111:21 112:12	participating 18:2	pedantic 96:14
ownership 129:12	park-user 23:3	parties 64:14,19	pedestrian 36:7 38:1 66:3 74:10 75:1 76:13,20,21 77:10 93:4
owns 42:8	park-wide 108:6 121:17	partner 112:16	pedestrian-level 80:14
<hr/>			
P			
<hr/>			
P-R-O-C-E-E-D-I-N-G-S 4:1	parking 24:11 40:12	partners 8:5	pedestrians 19:16 26:8 31:2 33:16 40:4 51:21 111:3
p.m. 4:2 16:5 135:19,22	parkland 108:16 112:2 117:19 118:2	partnership 30:20 39:10	peers 8:3 95:21
packet 11:20	parks 30:3 107:17 108:5 109:7,12 110:11 111:4, 13,17 112:15 113:19 114:4,16 118:20 120:19 121:8 129:12 131:22 132:2 133:4	partnerships 118:17 129:9	Pennsylvania 64:9
pages 119:19	Parks- 114:11	parts 92:15 97:1	Pension 64:3
pain 53:22	Parks-east 114:10 116:11 117:9	pass 9:2 45:2	people 8:20 16:21 32:6 36:5 54:4 77:1 99:14 101:11 111:18 123:7 129:11 132:14 133:5
painted 21:9	parkway 14:21 15:7,22 16:5,13, 17 17:6,9 18:8,18,20 19:2 20:3 21:5,14,19 22:8 23:2 24:1,10,19 25:5,20 27:9 30:4,9 32:21 34:16,17 35:2 36:1 38:20 39:16 41:5 46:13 48:2,21 49:9 58:3 109:3 114:7,19 117:10, 19	passage 43:7	people's 76:16 130:1
Palisades 114:21 115:1	Parkway's 23:18 24:15 30:6	passes 21:5 60:6	percent 95:19
pandemic 9:8,9,16	part 6:4 27:16 40:21 45:5	past 125:2	perceptions 89:15
panels 68:11 69:10 70:22 86:7		Patent 63:21 65:1	period 17:15,16 31:12 119:3
parcels 43:19,22		paths 111:2	periodic 110:19
park 15:5,10 16:10,16,18,20, 21 17:5,8,12,17,22 18:9 19:3,7,16,17,19 20:5, 10,14 21:6,17 22:1,21 23:11,15,22 24:2,8,12 26:10,15 27:16,17,22		pathway 124:19	periods 24:7
		patience 8:9	permanent 20:3
		patrons 68:22 76:17	
		pavement 22:10	

permanently 15:6	place 63:18 66:7 71:13,21 72:5 76:11 86:18 127:21	play 55:15 128:2	porticos 65:3
Perpetual 124:6		played 127:22	portion 37:18
person 47:21 59:7 81:22 90:16 98:4,7 99:3 122:8	plainness 87:22	players 128:5	portions 30:3
personal 44:3	plan 6:12,20 9:11,19 13:3,5 14:22 15:10,13,19,20 17:15 18:1,5,20 22:12 23:9 24:12 25:12 26:10 27:17,19,22 28:11,18 30:7 40:10 45:12,21 48:3 52:10 63:4,6 64:6 77:5,9,12 80:6 89:18 93:21 107:8,9,16,20 108:4,5,13 109:1,16 111:5 112:1 114:2,4 119:1,18 120:17,20 121:14 125:20,21 126:10,16 127:6 129:20	playground 17:3	Portrait 76:12 95:3 105:2,12
personally 96:8		pleased 128:8	Portraiture 64:1
perspective 10:5 37:12 43:21 45:14		pleasure 5:17 49:7	position 11:5 33:6,7,9
perspectives 53:13		pledge 5:13,14	possibility 20:12
phase 9:21		plethora 43:6	Post 64:2
phone 10:2		plopped 88:9	posted 5:10
phones 102:7	plan's 17:18 18:7,13 23:19 113:2 121:1	podium 37:5	posts 20:20
photos 22:10	plan-level 107:18	point 11:7 15:18 19:17 40:9 66:6 95:4 131:21	potential 24:3 25:10,13,14 26:11 28:20 43:21 45:16 64:16
physical 15:9 18:8 76:15	planned 44:14	pointed 11:1 39:8	Potomac 14:21 15:7,21 25:20 26:4 28:3 30:4,9 33:22 34:5 38:5 39:16,20 46:1 48:1,21
physically 19:7	planner 11:8	points 18:11 21:2 45:20,22 66:7 76:22	Pour 10:17
pick 10:2 122:12	planners 11:14	police 16:10 24:8 49:14 52:1	practicable 74:13
picked 84:10	planning 4:4 6:5,18 7:7 15:16 31:10 38:12 42:11,17 44:6 45:6,10,15,19 46:3,6,11 53:13 59:17 62:7 94:2 110:14 111:10 112:7 115:10 118:9 119:5 120:2,15	policies 23:9 63:6 107:21	practices 28:7
picnic 17:4		Policy 6:7	preclude 28:1
pictured 74:19		politely 95:16	preliminary 17:19 39:12 63:1
piece 42:14 129:9	plans 14:20 15:5 48:1 59:10 60:1 61:22 62:9 75:19 85:11 108:7,11 117:18 130:3	political 132:4	preparation 64:19
pieces 87:5 88:11		polymer 69:9	prepared 78:6
Pierre 34:21	plants 113:21	Poplar 15:18	presence 67:2 92:21
pilot 75:22	plate 135:11	portfolio 120:15	
pitch 99:17			

present 5:8 114:14	problem 40:1 132:11	prominent 74:8 79:20 109:8	proven 43:8
presentation 15:1 29:2,5 34:3,8 35:16 48:17 51:12 53:8, 19 55:7 56:17 57:7 62:1,13,16 67:11 81:9, 10,17 82:5 87:1,15 91:13 107:10 119:20,21 122:6 128:14,19 129:19	problem.' 8:18	prominently 65:4 73:17 79:7	provide 30:11 32:9 37:3 41:14 47:5 49:8 50:5 68:21 112:18 119:7 124:19 135:12
presentations 134:5	problematic 39:15	promised 45:8	provided 8:11 39:12 75:4 117:6
presented 44:3 68:2 127:18	problems 35:13,15	promote 30:14 99:13	providing 62:21 108:8 115:17 117:6
preservation 64:11 95:21 107:21 109:4 111:21	proceed 32:10 37:5 41:15	promoting 23:10	provision 119:14
preserve 72:21	process 15:17 25:15 28:6 38:17, 18 42:17 44:5 53:11,13 62:18 64:12,17,21 72:8, 9 75:12,21 78:5 110:18 112:7 113:9 119:5	proper 49:8,19	public 6:22 7:3,9,16 8:2 28:13 31:12 32:5 35:10,22 38:2 47:18 65:11 73:19 79:9 109:5 112:1,17 114:16 119:1,3,6,9 121:21 133:15 135:11
preserving 30:13 51:22 116:7	processes 22:20 28:16 42:21	properly 58:13	public-private 39:10
pretty 37:9 40:17 128:7	product 105:7	properties 46:8	pull 122:17
prevent 114:3	professional 128:5	property 42:8 43:18	pulls 71:16
previous 67:20 69:2,22 71:12,20	proficiency 8:1	proposal 18:20 33:6,7 80:21	purpose 16:9 51:19
previously 70:9 72:6 79:6 80:20 92:5	profound 41:4	propose 38:18 111:19	purse 91:6
primacy 95:18	program 38:14	proposed 17:18 18:8 21:10 32:22 42:16 45:9,15,19 72:12 73:3,8 74:9 77:9,15,22 78:12 79:22 94:12 109:17 114:12,22 115:2,17 116:15,18 117:1,14 118:2 119:17 123:11 124:7	purses 102:6
primarily 116:13 117:11	programs 112:17	proposes 21:7	pushing 97:11
primary 56:17 65:20	progress 44:12	proposing 50:1 69:17 70:19 75:17 123:22 124:12	put 37:7 39:9 43:21 90:16 102:6 132:2,6
prior 81:7	prohibiting 110:12	protect 50:4 108:21 113:4,14 116:1 121:17 130:14	<hr/> Q <hr/>
priorities 94:7	project 11:8 16:9 29:12 30:10, 19 41:20,21 42:17 45:5, 10 48:19 54:10,21 57:1, 8 59:15 64:12,20 66:14, 16,22 85:18,20 87:8 88:14 108:14 117:19 128:21 133:3,4 134:1	protecting 110:11	quadrant 115:20
prioritizing 92:10	project's 63:12	protection 49:1,4,5 72:5 117:11 119:12 133:19	quadrants 118:6
private 38:1 42:8	projects 6:11 18:5 44:12 130:17 133:2	prove 12:3	quality 22:2

question 10:3 83:2 98:12	75:11	recreational 17:1,6 23:11 59:13 110:12 117:22 118:3 121:4	rehabilitation 92:10 108:16 117:19
questions 12:15,19 13:6 29:14 32:2,4 36:14,17 41:10 47:11 60:14 81:15,22 82:1 83:5 85:2,4 122:8 125:10,11 135:14	rebalance 37:22	rectangular 93:18	rehabilitations 102:20
quorum 12:22	rebalancing 94:7	red 123:15	Reimagine 108:12
<hr/> R <hr/>	received 82:14	redesigned 73:16 79:6	reinforce 67:1 126:11,15
raised 18:17 21:8,11	recent 12:1 15:17 38:9	redoing 58:1	reinforcing 31:2
raising 52:15	recently 108:17 113:4	reduces 77:9,22	reknit 28:2
ramp 102:4	recognition 75:22	reducing 20:1 21:12 23:1 79:22	related 23:9 27:20 77:21
ramps 19:4 21:15 25:18 39:19 43:13 46:2	recognize 7:15 12:5 52:10 81:3,19 104:15	reestablished 113:17	relationships 93:17
ranged 82:16	recognized 99:3 121:5	reference 81:11	releasing 119:8
raw 49:2	recommend 20:15 21:21 25:12 28:14 45:3 73:20 79:10	refine 73:20 79:11 95:16	reliable 44:10
reactivating 102:8	recommendation 82:7	refinement 90:21	relocate 75:17
reactivation 102:19	recommendations 63:14 81:6,10	reflect 11:2 21:2 25:7 78:3	relocated 25:4 68:20 69:19
read 37:15 52:4	recommended 122:13	reflected 15:10	remain 94:3
readily 111:22	recommends 62:11 110:17 111:4 112:4,16 113:15 114:1 115:8 116:4 119:16	reflecting 74:6 79:19	remaining 43:14
ready 32:10 41:16 48:12	reconfiguration 38:8	reflective 68:11	remains 30:17 127:5
real 42:14 44:4 55:8 123:9 131:21 132:11	reconfigurations 26:22 27:12	regard 12:8	remarks 120:2
reality 43:7	reconnecting 38:2,13	region 28:9 120:16	remember 9:6 51:6 100:22
realized 109:3	reconnection 38:4 39:21	regret 55:17	remembering 53:22
realm 75:1	record 35:10 135:22	regular 76:17 135:17	reminded 86:15
reasons	recreation 109:22 110:2,3 111:16 112:6 113:21 115:3,18 116:15 117:15 118:2 121:19 124:7,9,18	regulations 28:20	reminder 67:21
		rehabbing 101:4	remnants 109:6
			removal 67:14

remove 19:8	requirements 111:21	responded 85:20	review 15:12 18:7 31:13 59:10 62:10,13 63:10 65:15 76:18 77:12 80:6 81:5,8 82:12 107:18 119:4,9
removed 68:12 70:13	rescope 45:5	responding 92:15	reviewed 108:17
removes 72:3 77:5	rescoped 45:21	response 4:13,15 36:21	reviewing 62:21 89:18
removing 93:6	rescoping 45:9	responsibility 8:15 18:4	reviews 15:17 21:2 63:2
rendering 68:1,6 71:3	research 6:8 49:19	responsible 9:10 32:20	revise 109:18
renewal 66:21	reserved 111:17	rest 56:21	revision 94:18
Reno 114:22 115:3,6,7,9	resident 53:21	restoration 40:9	revisions 86:22 94:13 113:5
repair 30:18	residents 59:5,20 67:6 111:14 117:21 121:2	restore 113:15	revisit 121:16
repave 18:21	resolve 35:13,15 50:14	result 44:19 86:21 112:22 121:11	revitalize 109:1
repeating 92:13	resolved 44:15 95:4	resulting 27:12	rework 46:19
replace 21:7	resource 110:21 113:2 115:16,19 116:14 121:13 123:13 133:20	results 20:7 27:5	Reynolds 63:22 64:1,22 65:8 69:16 71:5 72:15,20 78:16,22
replaced 34:13 70:13	resources 20:10 21:20 23:5,15 27:15 28:21 30:14 31:8 44:3 50:4 110:5,11 111:18 112:12,21 113:1,4 114:1 115:5,9 116:9 117:12 118:12 119:13 121:10,11,17 128:21 130:13,14	retail 66:8 74:16,18 75:1 93:7	rezoning 124:1,17 129:22
replacing 70:6	respect 73:22 79:13 91:1 92:20	retain 109:17	Ridge 116:21
report 5:16 10:13 11:18,20 12:14 29:3 52:14 62:12 122:14	respectful 105:21	rethought 41:22	rightfully 92:9
reports 7:3	respectfully 90:14	retirement 5:17 6:1 10:20	rightly 11:1
represent 120:11	respective 44:6	retrofit 104:9	risk 21:12 23:2
representatives 29:8	respects 104:21	retrofitting 104:11	River 39:20 46:1
representing 30:1	respond 8:19 130:12	return 58:2,11	Riverfront 26:4 28:3
request 14:19 45:4 61:21 107:7		returning 44:21 81:7	Road 22:5 116:21 123:4 125:2 127:20
requests 64:18 76:18 77:11 80:5, 20		reversible 15:6,22 19:11 21:10 27:8 31:1	roadbeds 46:4
require 15:8 20:18 21:18 25:1,3		reversion 39:2	

roads 33:4	rush 33:8,14	search 91:6	service 7:16,17 8:20 11:3 15:5 17:5,12,17 18:1 19:7, 17,19 20:5 21:6,17 22:1,21 24:1,2,12 26:10,16 27:17,22 28:7 29:7,13 35:5,17 53:20 54:20 56:19 57:9 59:9, 11 107:14 118:22 119:12,22 120:17 121:5 126:10 128:20 130:4 131:11 132:17 135:10, 12
roadway 26:15	<hr/> S <hr/>	secluded 17:10	Service's 28:6 30:11
robotic 42:11	safe 26:3 30:11 40:4 49:13, 16	secondary 66:7	services 112:19
Rock 14:20 15:7,10,21 16:14, 18,19 18:9,19 19:13 20:14 22:7,15 24:9 25:2,19 26:5 29:10 30:1,3,9,20 31:6 32:21 34:15 35:2 36:1 39:16 46:13 48:1,21 59:10 114:8,19 115:11 116:2, 6 120:10	safely 36:7	seconded 13:14,19 48:10 60:19 85:10,13 106:4 125:19 134:10	session 4:6 35:4 135:17
Rogers 8:14	safer 19:21 21:11 22:13 27:10 76:6	secretary 4:7 7:10 11:5 13:16 60:15 106:1 134:7	set 7:4 37:17 43:10 82:21 130:15
role 7:16 8:11,19 18:7 112:14	safety 14:21 16:10 17:14 30:6, 15 34:10,17 48:2 51:20 76:21 117:5	section 18:17,19,21 21:1,5,13 22:7,12,19 28:15 37:10 39:14 62:18 64:11 67:19 72:9 74:18 78:5	sets 90:19 128:21
roll 4:8 60:17 106:2 134:8	sanguine 43:8	sections 22:16	setting 16:22 17:10 49:9 65:8, 14 73:17,18 74:1 78:8 79:7,8,13 80:2 81:1 88:17,20 93:11 105:22
roof 96:22	scale 44:9	security 75:20 76:4	settings 72:22
room 25:4 49:8	scenic 16:15 31:5	seeks 37:20	sewage 49:1,2
Roosevelt 38:8	scheduled 93:8	selection 113:8	sex 133:2
roughly 16:17	scope 41:22 42:17 54:10,21	semi-transparent 69:8	Shannon 127:21
roundabout 19:20 20:7,9,12,15,22 27:3	scoping 17:15 35:3,20 119:1	sensitive 31:5 88:16 124:7	shape 69:14
roundabouts 20:18	screaming 104:20	sentiments 131:12	share 8:15 122:3
route 49:11	screen 71:11 78:13	separate 65:18	shared 9:7 30:22
routing 46:13	screening 75:8,20	separates 114:4	Shepherd 117:9,18
Ruby 42:4	screens 73:22 77:19 78:1 93:19 98:13,14,16	series 25:18,22 33:20 65:18 72:10 92:7	shifted 75:10
running 9:16	sculpted 69:10	serve 94:4	
runs 16:17 24:9	Sculpture 65:7	served 7:9,20	
	sea 43:11	serves 59:12	
	seamlessly 76:5		

Shifting 73:1	77:16,18 78:7 112:10	111:9 118:6 121:6 124:20	soften 77:7
shifts 73:9	signal-controlled 23:21	siting 95:2	softening 70:7
Shipman 107:10,12 122:17	signalization 26:1 27:4	sits 65:4,9	soils 23:6
shop 9:13	signals 20:21 26:16 27:1	sitting 54:15	solid 36:16
shopping 105:1	signature 105:18	situated 22:7	solution 39:13
Shoreham 19:1,14	signboard 70:5 71:9,16	situation 44:2 55:9	someplace 55:11 132:7
shout 127:5	signed 32:6	size 20:6	something's 97:2
show 46:17 66:1,11 72:11 77:20 78:7,10	significance 65:12 88:2 111:22	sizzle 133:2 134:3	sons 42:4
showcases 11:10	significant 42:11 63:20 65:2 110:20 112:20 113:15 115:5 116:8 121:9	sketch 39:13	sort 54:18,20 92:16 94:3 96:6
showed 70:9 128:5	signs 19:5 25:22 34:10 67:14	skills 7:12	sought 109:1
shown 22:10 26:6,21 34:2 45:14 71:3 76:10 77:19 123:15	similar 15:17 99:16	skinny 97:16	sounds 56:22
shows 18:20 19:13 22:12 24:5, 12 26:10 45:18 68:6,19 69:13 71:4 77:12	simultaneous 84:1 98:5	slide 34:2 83:8,9 84:10 100:20,21 122:17	south 23:17 26:5 33:17 63:17 65:7 114:12 117:9
side 24:10 49:8 70:2 103:4,7	single 94:12,20,22	slides 78:9 87:1	southbound 16:1 24:15,18
sides 75:4	single-handedly 9:9	slight 94:7	southeast 66:9
sideswipe 21:13	sips 128:7	slightly 21:18	southern 37:18
sidewalk 71:13 101:22 102:15	sir 32:14 122:9	Slocum 115:13	southwest 66:10
sidewalks 111:6	site 18:18,22 22:6 23:19 25:11,14,17 45:16 63:7, 12,13 65:16 74:10 83:13 104:21 113:8 117:17,20	slopes 117:13	space 27:13 42:11,16 55:17, 18,19 59:13 60:8,11 65:11 66:8 73:19 77:6 79:9 83:12 99:7 118:21
sight 21:15 40:11 113:10	site- 124:6	slowing 19:22	spaces 56:1 93:7 94:10 120:22 121:3,6
sign 34:12 67:18 69:3 70:3 72:3 73:9	site-sensitive 109:22 110:1 115:3 117:15	small 50:17 92:7	speak 31:16 47:4 48:18 86:22
signage 20:21 27:3 63:13 70:13	sites 15:9 18:14 90:22 91:1	smaller 104:11	speaker 36:19 41:11 126:6
		Smithsonian 124:2	
		snarl 50:2	

speakers 122:9	57:7 59:4 62:11,15,17 64:13,17 66:21 72:16 73:12 74:20 76:18 77:7 78:17 79:2 80:5 85:17 110:7,17 111:4 112:4, 15 113:3,14 114:1 115:7,22 116:4 117:1, 22 118:11,15 119:11	stay 9:1,22 10:10 104:17	8,17,21 71:7,8,10,19 73:1,4,7,10 75:9,10 76:14 77:13 78:11,22 80:15,16 82:18 86:9 96:13 101:11,13,21 102:8,12,18,20 103:4 104:13
speaking 47:20 84:1 98:5		staying 100:16	street- 74:15
speaks 105:12		steals 95:14	street-facing 74:22
special 31:22 92:19	stage 73:10 76:5 86:12,13	steep 111:2 117:12	street-level 67:16 69:17 74:12 90:10 92:2
species 42:15 114:2 126:15 127:1	stages 108:10	stewardship 112:14	streets 33:11 36:3,6 50:12 64:7,8 65:12 68:1 72:15 78:3 80:1 103:1,11 104:20 111:6 124:20
specific 32:2 42:1 45:8 93:2 108:15	stakeholders 11:12 28:13 44:20 59:19	Stidham 4:14 14:1,2 48:4,9,14, 15 50:22 52:3,12 58:6, 10,16,22 60:19 61:1,2 87:13,14,19 89:5 106:8, 9 125:17 126:4 129:17, 18 130:7,22 134:11,14, 15	streetscape 73:14 77:3,7,8
specifically 22:21 66:12 78:2	stand 5:12 40:18,21 88:20 90:20 96:3,4	Stidham's 51:4	strong 96:2 130:16
specification 80:7	standing 91:5	stone 22:4	structures 46:7 92:7 99:5 124:10
speeds 20:1	stands 69:6	stop 19:5 25:22 36:13 56:8	struggle 132:18
spend 54:15	Stanley 87:17	stops 89:11	stuck 88:13
spent 6:14 49:21 127:19	Stanton 116:12 122:11,13,19 123:6,8,12 127:19	stories 100:21	studied 35:3
Sphere 96:21	start 48:13 54:1 67:21 85:15 91:19	stormwater 28:20	studies 38:10 73:16 78:7,10
spirit 39:5	starting 9:21 18:22	story 87:5 102:8	study 17:19 18:2 20:15 22:19 27:6,20 28:16 34:6 35:3,21 57:22 79:5
spoke 53:10	starts 96:12	stranded 43:11	stuff 98:11 99:3 102:22 103:3,5,9 132:15
Sports 62:8	state 30:17 118:8	strategies 116:5 118:17	submission 20:5 21:17
spurred 109:4	stated 59:18	strategy 30:16	submit 77:11 80:5
square 34:18,19,20 42:9 43:9, 17,20 44:2 78:1 98:21	statement 29:11 33:2 37:11,19,21 99:6	streamline 16:11	submitted 62:9 107:15
squares 43:18	station 42:16 55:17 60:11 68:12 83:12 99:7	street 20:17 21:6 25:19 33:22 34:1,5 36:6 39:17,18 40:10 42:5 46:4,6 63:16,17 65:5,20,22 66:6 68:8,10,15,16,17, 18 69:4,11,19,21 70:2,	
St 6:15	stations 46:9 54:19		
stadium 99:14			
staff 8:6 10:18 29:3,13 55:6			

submitting 59:9	sweeps 71:12	temperature 80:9	thoughts 99:10
substation 46:10	swooping 100:16	temporary 19:8 24:7	thunder 95:14
subsumed 42:20	sympathetic 16:15	ten 19:9	Thursday 135:18
successful 22:3 28:8	system 56:21 59:11	tennis 17:2	ticketing 75:22 76:4
successfully 28:22	systems 42:12 60:5	terminates 71:21	Tidal 15:19
suggest 79:21 99:12	<hr/> T <hr/>	terminus 40:12 71:8 73:7	tie 88:2
suggested 41:2	T- 19:4 26:18	terms 46:18 87:9 90:22 113:6	tile 68:11
suggestion 35:16	table 7:18	testify 41:20	time 30:5 31:13 36:11 39:1 41:7 43:1,8 47:1,11 49:22 54:1 60:6 90:21 91:21 93:6 103:21 113:13 127:19 130:6,14
suggestions 42:1 45:9	tackled 6:8	testifying 32:7 37:1 41:12	timed 56:5
summary 73:11	takes 130:11	testimony 32:5,10 37:3 40:19 41:15 47:19 125:14	timeline 44:13
superintendent 29:10,18,22 31:19 32:2 51:13 120:1,10 122:5, 18	taking 33:7	tetrafluoroethylene 69:7	times 16:7 19:9 98:21
superintendents 120:11	talk 83:11 99:14 103:10	thanking 135:9	timid 97:6
support 28:10 30:15 33:9,10 37:13,17 38:21 39:11 41:20 45:4 54:19 105:17 127:17 132:5	talked 35:7 92:5	Thanksgiving 128:2,4	timing 56:10 87:15
supporting 37:8	talking 34:4 35:2 40:20 101:1 123:10 124:11 129:21	theater 96:12	tiny 50:12 102:14
supports 66:22 73:12 113:3,14 115:22 117:1 118:1 119:11	Tammy 135:13	there'll 103:14	today 5:16 11:18 15:1,11,21 19:7 26:1,9 29:8 30:5 31:16 32:1 33:2 36:19 37:14 41:10 47:20 51:14 52:15,16 53:10 59:8 62:1,20 63:3,9 87:2 107:17 109:7 122:9 134:4 135:13,17
surround 17:9	task 12:1	thing 57:14,17 90:12 96:21 98:22 101:17 122:15 129:21	today's 29:5
surrounded 63:19 64:7	tasks 12:5	things 36:8 41:4 42:6 52:11 54:17 93:2 96:6 97:3,16 126:22 132:5	told 11:13
surrounding 80:18 86:6 105:9 111:9 117:16	team 7:1 62:9 67:17 68:17 69:13,18 74:18 81:4,14, 18 82:13 85:20 90:11 92:2 103:13 125:10	thinking 97:11	tone 96:19
surrounds 34:19	teams 98:8	Thompson 24:11 40:12	
	television 98:14	thought 9:17 128:4	

tools 118:14	trail-user 23:1	14,18 61:13 95:12,13 97:22 106:20 127:9,10, 15 135:4	unify 73:21 79:11 95:17
top 54:16 78:15 88:9,13	trails 17:2,3 111:6 113:21	turn 20:1 24:20 31:16 33:18	unique 15:14 63:8 65:9 88:17 108:1
topic 82:11	transfer 118:19	turned 109:6	units 120:12
topics 63:10	transferred 124:4	turning 24:22 34:15	unresolved 94:3
total 43:19	transform 66:16	two- 20:3	unsafe 111:2
Totten 115:13,14	transit 38:2 40:6	two-way 16:6 38:20 39:2 41:1	untold 102:7
touch 9:1 10:10 118:6	transition 19:10	typically 108:8	unusable 43:14
touched 119:20 129:10	transparency 66:4,20 67:14,15 68:8, 14 70:11,20,22 85:22 86:17 90:10	<hr/> U <hr/>	update 12:12 108:6 112:1 114:4
touches 133:5	transparent 100:15	U.S. 17:20	updated 63:12 64:16 67:9,12,15, 18 68:6,13,19 69:1,5 70:10,14 71:9,14,18 72:1,6,8,13 73:15 74:12,17 77:5 90:13 107:15
tough 128:21	transportation 30:16 37:19 49:21 51:17,20 52:7,19 56:1, 21 57:10 60:5,7	ULI 38:9	updates 6:11 67:13 114:13 118:10
town 104:8,10	Transportation's 17:20	ultimate 20:6	Updating 121:13
townhouses 43:11	travel 16:1 22:14 23:10 27:10	ultimately 22:17	upgraded 75:8
traded 46:22	tree 77:8 115:21 116:7	unanimously 9:11	uplighting 80:15
traffic 16:1,4,6 17:19 18:10 19:6,8 20:4,8,19,21 24:17,22 26:6,16,22 27:6 28:9,10 33:8,14 34:14 36:4 39:7,13 40:16 43:5,11 46:15 50:2,10,13 51:18 56:3 57:22 58:3,12,13	trees 77:5	uncontrolled 113:20	upward 99:7
traffic-wise 49:17	Triangle 6:10	undermine 93:9	urban 11:8 44:14 67:2 88:18 93:9,16 94:2,22
trail 16:14 18:9,19,21 19:14, 15,18 20:17 22:7,8,12, 16,17,22 23:4,7,14 24:9 25:2,3,7 26:2,5,13,17 27:1 33:11 111:10,12 124:16	trick 92:12	underneath 78:14	urge 35:19
trail's 22:10	troops 113:10	underrated 100:21	USDOT's 37:20 38:13
	tucks 72:2	understand 31:9 36:4 80:17 112:5 132:18	user 20:17 76:21
	Tunstall- 5:2 14:11 58:22 61:11 106:18 135:2	uneven 22:11	users
	Tunstall-williams 5:4,20 14:13 53:17,18 55:3 57:16,19,20 58:8,	unified 66:17 82:20 118:20	
		unifies 72:18	

19:16 20:14 22:14 23:2, 14 59:16 60:7	102:17,18 104:4	visited 16:21	109:10 111:1,8,12,16 112:14 113:18 118:5,13 119:14 120:12,18 121:14 125:20
usual 127:12	venue 67:7	visitor 16:10 30:15 31:3 89:13 110:9 112:9,18 115:4 119:16 127:3	Washington 17:7 22:5 40:13 45:13 59:12 65:2 67:2 81:2 105:4 107:9,16 108:3, 20,22 109:11 111:1,8, 13 112:15 114:7,19 118:5,13 119:14 120:13,18 121:14 125:21
utilities 23:6	venues 104:12	visitors 30:12 67:6 75:5 76:9 89:10 111:15 112:10	Washingtonian 42:6
utilization 121:3	vertical 76:2	Vista 40:10	wasted 44:4
utilize 77:6	vibrancy 94:9	vistas 113:11,16	watch 58:19
utilized 19:15	vibrant 91:8	visual 20:14 80:2	watches 123:19
<hr/>			
V			
<hr/>			
valley's 17:11	Vice 4:18,19 13:12,14,19 14:5,6 48:7,10 51:10,11 53:1 60:19 61:5,6 85:8, 13 90:7,8 91:14 100:8 106:4,12,13 131:9,10, 14 134:18,19	vitality 93:9	water 28:21
valued 8:3	video 93:19	vitally 130:8,18	waterfront 38:5 39:22
variety 11:11 77:18 117:21 118:16	view 68:3,13,19 69:13 70:20 71:4 72:14 73:2,3 78:11,21 79:1 80:15 86:13 123:21	voiced 112:13	Watergate 44:1
vast 92:6	viewing 71:11 73:10	Volpe 17:20 34:6 37:20	wayfinding 67:3
vastly 76:1	viewpoints 72:21	volunteering 112:13	ways 55:10 94:19 104:21 130:13
Vegas 96:20	views 17:10 65:13 66:1,3 72:11 95:2 109:8 113:7 116:8 124:5 127:2	vote 13:17	wear 90:16
vegetated 116:2	viewshed 72:10 73:6,15 123:14, 22	<hr/>	
vegetation 23:5 25:6 77:10 109:19 113:12 117:12	viewsheds 113:6,15 126:17	W	
vehicle 16:11 37:7	Virginia 23:18,22 32:22 33:3,12, 19 34:15 39:15 46:5 56:7 109:14 118:7	wait 44:22	weather 72:5
vehicles 33:15 51:20	virtually 29:8 51:15	walk 17:22 36:7 74:9	weave 25:18
vehicular 20:1	visit 47:6 104:5	walking 36:5 124:12	website 7:3 47:7
veil 67:16 68:4,8,14 69:6,9, 14 70:1,7 71:2,5,12,16, 21 72:2 73:22 74:5 78:15,20 79:1,17 80:12, 17 82:7,16 88:6 90:13, 15 93:12,18 94:16 96:17 100:12,14,18		wall 67:13,14,17 68:17,18, 19 69:14,18 74:18	week 19:9
		walls 70:19 80:13	weekday 16:7
		wanted 83:3 98:22 122:3 126:13,14	weekend 16:7
		War 107:8,16 108:3,19,22	

Weil 14:22 15:3 31:20 51:12	wondering 82:5	Y
well- 44:13	wood 71:22 72:7	year 34:13 35:4 38:15 119:10
well-deserved 10:20	wooded 116:2	Year's 98:15
well-maintained 111:11	Woodley 19:2	years 6:5,14,22 7:8 9:8 43:9 49:10 120:22 130:8
west 24:9 25:4 63:17 68:5,21 71:6 73:2 75:11,18 78:21 104:10 114:6,8, 20	words 29:19 39:3 95:17	yellow 124:17
Wharf 86:14	work 6:19 7:5,19 8:8 22:18 24:3 25:13 35:17 39:10 40:8 50:15 55:6,18,19, 20 56:12,18 57:7 59:21 60:10 77:1 81:4 85:17 87:3 88:10 89:1 90:4 99:13 105:8,19,22 128:19 129:13 130:20 131:4,6,12 133:12 135:10	yellow-painted 21:7
whatnot 91:6	worked 6:13,15 9:3 11:4	yesterday 86:12
who've 51:14	workforce 6:10	yield 19:5 25:22
wholeheartedly 95:15	working 11:15 52:8 57:9 88:12 91:12 93:20 94:19 97:2 105:7	youngest 42:4
wide 22:9	works 53:6 96:17	Z
widen 18:21	world 8:14,17	zipper 58:17
widened 69:1	worried 34:14	zone 109:15,18,22 110:1,9 113:5 114:22 115:2,4 116:1,20 117:2,3 118:1, 2 123:13 124:7,18
widening 46:20	worry 34:9 132:15	zoned 117:11 123:12
wider 8:7 21:18 22:12,14,22 23:4 91:4	wrangling 9:10	zones 76:3 108:6 109:21 110:2,5,8,19 114:13 115:5,17 116:14 120:20
width 22:17 23:14	wrapping 68:4	zoning 109:18 113:3 115:20 116:18,19 118:11 121:13,16,19 129:22 130:9
wildlife 59:13	wrong 55:11 101:8	zoo 17:8 49:6
Williams 5:3 14:12 59:1 61:12 106:19 135:3	wrote 95:16,17	
winning 98:8	wrought 43:8	
wishes 10:19		
wonderful 8:13 50:6		