

NATIONAL CAPITAL PLANNING COMMISSION

+ + + + +

COMMISSION MEETING

+ + + + +

OPEN SESSION

+ + + + +

THURSDAY,
JUNE 5, 2025

+ + + + +

The meeting convened via Video
Teleconference, 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
ELLIE MCGOWAN, Committee on Oversight and
 Accountability United States House of
 Representatives
TAMMY STIDHAM, National Parks Service
KRISTI TUNSTALL-WILLIAMS, General Services
 Administration

1 NCPC STAFF PRESENT:

2 MARCEL C. ACOSTA, Executive Director

3 TONY CHAMP, Supervisory IT Manager

4 JAMIE HERR, Urban Planner

5 MEGHAN HOTTEL-COX, General Counsel and

6 Secretariat

7 GRACE KIM, IT Specialist

8 MELISSA LINDSJO, Urban Planner

9 KARIN SCHIERHOLD, Urban Planner

10 DIANE SULLIVAN, Director, Current Planning

11 MICHAEL WEIL, Urban Planner

12 ALSO PRESENT:

13 BERNARD BERNE

14 NORMAN DONG, Urban Land Institute Washington

15 Technical Assistance Program

16 DWAYNE GENTRY, District of Columbia Department
17 of

18 Human Services

19 KITTY MELLEN HOECK, Daughters of the Republic of

20 Texas

21 DAVID RUBIN, Land Collective

22 SUSAN SORG

PAUL WALDEN, Public Buildings Reform Board

1	CONTENTS	
2	Welcome, Roll Call, and Pledge	
3	Of Allegiance4
4	Report of the Chair.	5
5	Report of the Executive Director8
6	Legislative Update.9
7	Texas Legation Memorial.	
8	10	
9	Request to Approve Preliminary Site and	
10	Building Plans for Heritage Men's	
11	Emergency Shelter	20
12	Request to Approve Preliminary Site and	
13	Building Plans for Joint Base	
14	Myer-Henderson Hall	37
15	Information Presentation on Pennsylvania	
16	Avenue Initiative	51
17	The Changing Federal Footprint Project	
18	Update87
19	Adjourn	
20		
21		
22		

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

2 (1:00 p.m.)

3 CHAIR GOODMAN: Good afternoon and
4 welcome to the National Capital Planning
5 Commission's June 5, 2025 open meeting. First,
6 Secretary Hottel-Cox, can you please take the
7 roll call?

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

10 MS. COZART: Here.

11 MS. HOTTEL-COX: Commissioner Stidham?

12 MS. STIDHAM: Here.

13 MS. HOTTEL-COX: Commissioner Argo.

14 MS. ARGO: Here.

15 MS. HOTTEL-COX: Vice Chair Hewlett?

16 VICE CHAIR HEWLETT: Here.

17 MS. HOTTEL-COX: Chair Goodman.

18 CHAIR GOODMAN: Here.

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

21 MS. TUNSTALL-WILLIAMS: Here.

22 MS. HOTTEL-COX: Commissioner Dixon?

1 MR. DIXON

Here.

2 MS. HOTTEL-COX: Commissioner Cash?

3 MR. CASH: Here.

4 MS. HOTTEL-COX: Commissioner McGowan?

5 MS. MCGOWAN: Present.

6 MS. HOTTEL-COX: Marcel Acosta,
7 Executive Director, and Diane Sullivan, Director
8 of the Current Planning Division, are also in
9 the meeting.

10 CHAIR GOODMAN: Wonderful. Noting the
11 presence of a quorum, I'd like to call this
12 meeting to order. Today's meeting is live
13 streamed and will be available in a few days as
14 a video on our NCPC website. And if there's no
15 objection, the agenda, as posted, is adopted and
16 is the order of business.

17 Would you please join me and stand for
18 the Pledge of Allegiance?

19 (Pledge of Allegiance was recited.)

20 CHAIR GOODMAN: Agenda item number
21 two is Report of the Chair, and I'd just like to
22 say that, first, I have acted on a delegated

1 action that took place this month pursuant to
2 the delegations of authority adopted by the
3 Commission on March 6, 2025. I approved the
4 transfer of jurisdiction of lands from the
5 National Park Service to the District of
6 Columbia for a portion of Reservation 360 at
7 Francis Field located in Northwest Washington,
8 D.C. The transfer will promote expanded
9 recreational and educational opportunities
10 through the improvement of the existing
11 recreational facilities and programming at
12 Francis Dog Park, the Francis Pool, and the
13 basketball and tennis courts. This transfer
14 will also support the use of the outdoor space
15 in the recreational field location of the
16 Francis Stevens School.

17 And, second, I have the pleasure of
18 announcing yet another retirement. Michael
19 Sherman's retirement this month is happening,
20 and Michael has been an instrumental part of
21 this agency for 28 years. He first started as
22 an intern with NCPC in 1991, and he later joined

1 the agency in 1997 as a Geographic Information
2 Systems Manager. Michael is best known for his
3 15 years as NCPC's Policy and Research Division
4 Director, where he led the team that worked on
5 the Comprehensive Plan, the Federal Capital
6 Improvements Program, Commemoration, and many
7 other special initiatives that sought to protect
8 and enhance federal assets and cultural and
9 natural resources in the nation's capital. He
10 worked on many high-profile and catalytic
11 projects, including the design of the National
12 Museum of African American History and Culture,
13 the Height Master Plan, and Beyond Granite.

14 We would also like to acknowledge
15 Michael's military service with the U.S. Army.
16 In 2022, he retired as a colonel after 26 years,
17 and he served in two combat tours.

18 Michael, we want to thank you together
19 as a commission, and I want to thank you as
20 chair of the Commission for your federal and
21 military service and wish you very much luck and
22 all the best in your next endeavor, in your next

1 adventure. So, thank you, Michael.

2 And I just, on a personal note, want to
3 say that, Michael, it's been a joy to work with
4 you. You're so helpful and when I became the
5 Chair of the Commission, and you were very good
6 at showing me the ropes in some of these big
7 projects, as was mentioned, very highly
8 catalytic projects in the District and in the
9 Capital Region. So, thank you, and I know
10 you'll continue to contribute to the Capital
11 Region in your next adventure. So, thank you
12 again.

13 Agenda item number three is Report of
14 the Executive Director, Marcel Acosta.

15 MR. ACOSTA: Thank you, Chair Goodman,
16 and good afternoon. Today, our team will update
17 the Commission on the Interagency Pennsylvania
18 Avenue Initiative, and we're also offering
19 similar virtual presentations to the public on
20 Thursday, June 12, and on Tuesday, June 24, and
21 further information can be found on NCPC's
22 website.

1 Also, on behalf of the NCPC staff, I'd
2 like to express our gratitude to Mike Sherman on
3 his well-deserved retirement. As the Chair
4 mentioned, his accomplishments as a longtime
5 member of the NCPC staff for over two decades
6 showcase his commitment to the planning
7 profession and dedication to this agency. I'd
8 also like to acknowledge his service as colonel
9 in the Army Reserve, and we thank Mike for his
10 service and wish him all the best.

11 Your packet includes my full report,
12 and I'm more than happy to answer any questions
13 that you might have.

14 CHAIR GOODMAN: Thank you, Marcel. Do
15 any Commissioners in the Chambers or online have
16 any questions for Marcel today? Hearing none,
17 thank you, Marcel.

18 We'll move on. Agenda item number four
19 is a legislative update from Meghan Hottel-Cox.
20 Meghan.

21 MS. HOTTEL-COX: Thank you. I don't
22 have any specific legislation to report on to

1 the Commission this month, but I'm happy to
2 answer any questions on pending legislation if
3 there are any.

4 CHAIR GOODMAN: Very good.
5 Commissioners, do you have any questions online
6 or in the chambers, any questions for Meghan
7 Hottel-Cox today? Hearing none, we'll move on.
8 Thank you, Meghan.

9 We have five items on the open session
10 today, three applications and two information
11 presentations. Agenda item 5A is a request to
12 approve final site development plans for the
13 Texas Legation Memorial. And today we're going
14 to be hearing from Jamie Herr on this project.
15 Jamie.

16 MS. HERR: Good afternoon, Chair
17 Goodman and members of the commission. The
18 National Capital Memorial for commission review
19 and approval. Just a couple of quick refreshers
20 on memorials and where we are right now in this
21 commemorative process. This is the final review
22 for this memorial, as noted here. At this

1 point, the National Capital Memorial Advisory
2 Commission and the U.S. Commission of Fine Arts
3 have approved memorial. NCMAC has an advisory
4 role over the commemorative works, whereas CFA
5 and NCPC have approval authority on site and
6 design.

7 The Commission previously reviewed the site
8 selection for the memorial in December of 2021
9 and the preliminary design in March of 2024.

10 Also, a quick reminder of the required
11 criteria outlined in the Commemorative Works Act
12 for site and design approval. This includes
13 locating the work and surroundings that are
14 relevant to the subject and in a location that
15 does not interfere with an existing work. The
16 location should also protect open space and
17 existing public use, as well as cultural and
18 natural resources.

19 And with that, I'll get into the
20 submission. In 2020, under Public Law 116-248,
21 Congress authorized the Daughters of the
22 Republic of Texas to build a commemorative work

1 in Washington, D.C. to commemorate and honor
2 those who, as representatives of the Republic of
3 Texas, served in the District of Columbia as
4 diplomats to the United States and made possible
5 the annexation of Texas as the 28th state.

6 The proposed memorial location is on
7 the south side of Indiana Avenue N.W., as noted
8 here. As part of the memorial design process,
9 the applicant studied existing memorials in the
10 area for context.

11 The memorial site is an existing
12 planter surrounded by a low stone-clad wall.
13 The site is between the Argentine Naval Attaché
14 and public sidewalk on the south side of Indiana
15 Avenue. The proposed memorial will not impact
16 existing pedestrian circulation or access, and
17 the site itself has good access and visibility
18 from the adjacent public sidewalk and street.
19 The existing planter contains a light fixture
20 and trees that will be removed as part of the
21 memorial construction.

22 The final memorial has not changed

1 significantly since the prior review and
2 includes two main elements, the stone memorial
3 and the landscaping. For the stone memorial,
4 the design for the memorial includes a star-
5 shaped stone base topped with a pentagon-shaped
6 memorial plinth and a Daughters of the Republic
7 of Texas medallion.

8 The applicant is proposing the star
9 base and plinth constructed out of white Mount
10 Airy granite, which will be topped with the 11-
11 inch diameter Daughters of the Republic of Texas
12 Historic Sites medallion. Here are the final
13 plinth panel details. On the three sides of the
14 plinth closest to the sidewalk, the applicant is
15 proposing three memorial engravings telling the
16 story of the Texas Legation, a map of the
17 Republic of Texas, and the Republic of Texas
18 diplomats sent to Washington, D.C. The
19 commission previously recommended the applicant
20 increase the size of the memorial text to
21 improve visibility, and the final proposed text
22 size for the left and right engraving face is

1 proposed at three-quarters of an inch, which was
2 an increase from the previous one-half inch.

3 The second part of the memorial design
4 is the landscaping. The final memorial
5 landscape is organized by two asymmetrical plant
6 palettes oriented to the northwest corner where
7 the memorial is located. A field of low-growing
8 native evergreen sedge makes up the foreground,
9 maintaining access to the plinth. Beyond the
10 sedge is an interplanted field of meadow plants.
11 The Sweetbay magnolia is located on axis from
12 the memorial plinth. The selection of plants
13 that comprise the memorial are either native to
14 Texas or to the Mid-Atlantic of Washington, D.C.

15 Here is a rendering of the memorial
16 with the proposed landscaping.

17 In conclusion, staff recommends the
18 commission approve the final site development
19 plans for the proposed Texas Legation Memorial
20 in Washington, D.C. This concludes my
21 presentation. I have included the executive
22 director's recommendations, but they are listed

1 here for your reference.

2 I would like to introduce Kitty Hoeck,
3 Republic of Texas Legation Memorial Special
4 Committee chairperson with the Daughters of the
5 Republic of Texas, who would like to make some
6 remarks. Thank you.

7 CHAIR GOODMAN: Sorry. I didn't have
8 my mic on. Thank you, Jamie, and I would
9 welcome Ms. Kitty Hoeck to make your comments to
10 the commission.

11 MS. HOECK: I just would like to extend
12 my deepest gratitude to the National Capital
13 Planning Commission and their staff, the
14 National Park Service and their staff, the
15 Commission of Fine Arts and their staff, and the
16 Daughters of the Republic of Texas and members
17 of the Legation Memorial Committee. I'd also
18 like to thank Carolyn Warlick Levins from Beyer,
19 Blender, and Belle, she's the designer of the
20 memorial, and Sarah Downing, the landscape
21 architect. There are many, many others to
22 thank.

1 We are proud of this memorial, and we
2 are proud to join all those who contributed to
3 the memorial. Thank you.

4 CHAIR GOODMAN: Thank you very much.
5 Thanks for joining us today, and thanks for your
6 work on this project. If there are no further
7 comments, Jamie and Kitty, then we're going to
8 ask the commissioners online if they have any
9 questions or the commissioners in the chambers.
10 Are there any questions for our presenters?
11 Hearing none, then is there a motion to approve
12 the final site development plans for the Texas
13 Legation Memorial?

14 VICE CHAIR HEWLETT: Move approval,
15 Madam Chair.

16 CHAIR GOODMAN: It's been moved by
17 Vice Chair Hewlett. Could I have a second,
18 please?

19 MS. STIDHAM: Second.

20 CHAIR GOODMAN: Seconded by
21 Commissioner Stidham. And now we will open up
22 this project for discussion, and I would like to

1 start the deliberations today with Commissioner
2 Stidham.

3 MS. STIDHAM: Thank you, and thank you
4 for the presentation. This is going to be a
5 great addition to the city, a beautiful space to
6 a very great cause, so we look forward to moving
7 from this final review to construction and
8 having this available to the public to
9 understand and learn about the history.

10 CHAIR GOODMAN: Wonderful. Thank you
11 very much, Commissioner Stidham. Commissioner
12 Argo.

13 MS. ARGO: I think this is a lovely
14 addition to our memorials and appreciate the
15 work that's been done on it and the interest
16 that the commission has in seeing this going
17 forward. Thank you.

18 CHAIR GOODMAN: Thank you,
19 Commissioner Argo. Vice Chair Hewlett.

20 VICE CHAIR HEWLETT: Yes. Thank you
21 again, Ms. Herr, and everyone for the
22 presentation. There is a lot of history there,

1 and some not as pretty in terms of what the
2 Indian Removal Act there in Texas, but this
3 memorial is important and it's supposed to tell
4 the story of how Texas became our -- was it 28th
5 -- 28th state. I guess it was from 45, and I
6 think it's important to tell that story. It's
7 important for those people who worked so hard to
8 bring this to fruition as our 28th state, but I
9 hope it tells a little bit of the whole story
10 leading up to the Trail of Tears. Thank you.

11 CHAIR GOODMAN: Thank you, Vice Chair
12 Hewlett. Commissioner Tunstall-Williams.

13 MS. TUNSTALL-WILLIAMS: No real
14 additional comments, other than I know this has
15 been a long time coming, so congratulations to
16 the applicant and to the staff for bringing this
17 to a close. Thank you.

18 CHAIR GOODMAN: Thank you,
19 Commissioner Tunstall-Williams. Commissioner
20 Dixon. Commissioner Dixon. I'm going to move
21 on to Commissioner Cash, and we'll catch up with
22 Commissioner Dixon if he gets back online.

1 MR. CASH: No additional questions or
2 comments, but thanks so much for the
3 presentation.

4 CHAIR GOODMAN: Thank you,
5 Commissioner Cash. And Commissioner McGowan.

6 MS. MCGOWAN: No additional comments.
7 Thank you for the presentation.

8 CHAIR GOODMAN: Thank you,
9 Commissioner McGowan, and I want to thank the
10 Daughters of the Republic of Texas for working
11 with the National Park Service to update the
12 memorial design with a larger font size so that
13 the memorial is legible to visitors and with the
14 appropriate plant selection that's relevant to
15 the memorial's commemorative intent, and I look
16 forward to seeing the memorial realized and
17 visiting it when it is completed.

18 Are there any further comments or
19 questions? Hearing none, can the secretary
20 please confirm the motion and the second and
21 take the vote by roll call?

22 MS. HOTTEL-COX: Yes. The motion was

1 made by Vice Chair Hewlett and seconded by
2 Commissioner Stidham. Commissioner Cozart.

3 MS. COZART: Yes.

4 MS. HOTTEL-COX: Commissioner Stidham.

5 MS. STIDHAM: Yes.

6 MS. HOTTEL-COX: Commissioner Argo.

7 MS. ARGO: Yes.

8 MS. HOTTEL-COX: Vice Chair Hewlett.

9 VICE CHAIR HEWLETT: Yes.

10 MS. HOTTEL-COX: Chair Goodmann.

11 CHAIR GOODMAN: Yes.

12 MS. HOTTEL-COX: Commissioner Tunstall-
13 Williams.

14 MS. TUNSTALL-WILLIAMS: Yes.

15 MS. HOTTEL-COX: Commissioner Dixon.
16 Commissioner Cash.

17 MR. CASH: Yes.

18 MS. HOTTEL-COX: Commissioner McGowan.

19 MS. MCGOWAN: Abstain.

20 CHAIR GOODMAN: The motion has
21 carried. Thank you, Meghan.

22 Agenda item 5B is a request to approve

1 preliminary site and building plans for the
2 Heritage Men's Emergency Shelter, and we're
3 going to hear today from Michael Weil. Michael,
4 thank you.

5 MR. WEIL: Thank you very much. Good
6 afternoon, Chair Goodmann and members of the
7 Commission. The District Department of General
8 Services has submitted plans to construct a new
9 men's shelter located along New York Avenue in
10 Northeast Washington, D.C., and this would
11 replace the existing shelter, which suffers from
12 limited floor space, a failing HVAC system, and
13 outdated electrical and plumbing infrastructure.

14 Here's the project site located on the
15 outskirts of the Ivy City neighborhood just to
16 the north of Gallaudet University and east of
17 the National Park Service's Brentwood
18 Maintenance Facility. The project site is part
19 of a larger land parcel, which is owned by the
20 federal government outlined here in red, and
21 this was transferred to the District for its use
22 in 2010.

1 The project site is currently developed with
2 surface parking and an animal shelter with an
3 existing forest conservation easement area along
4 its west side.

5 Here are two ground view photos, one
6 looking directly south across New York Avenue,
7 and then the other view here faces west, looking
8 approximately parallel to New York Avenue.

9 The main entrance to the new facility
10 would be through the Welcome Center located in
11 the northeast corner of the site, and then the
12 new building would have two offset multi-level
13 dormitory wings, as illustrated here in this 3D
14 massing model of the project.

15 The new shelter design has a
16 distinctive modern look with stepped facades
17 with space for over 400 beds and 80 to 100
18 additional cots during colder weather. The new
19 men's facility will also provide medical
20 services, educational programs, recreational
21 activities, dining, and counseling.

22 The project would construct on-site

1 parking for staff and visitors, a loading dock
2 area, connecting access roads, and a rear patio
3 area with vehicular access to the site provided
4 only from Fairview Avenue in the future. In
5 addition, the District is currently working with
6 the National Park Service to modify the existing
7 forest conservation easement area in order to
8 accommodate the project, and we note that NPS
9 will submit the revised transfer agreement to
10 NCPC for review and approval in the future as
11 part of our executive director's comments.

12 The building design takes several
13 architectural cues from the nearby historic
14 Hecht Warehouse Apartments, which are located
15 just up the street from the project site,
16 including the new shelter's stepped facade, its
17 punched openings, and its glass and masonry
18 exterior.

19 Here's the project's landscape plan,
20 which shows approximately 25 new trees on the
21 site, and the district is considering additional
22 trees along the street frontage as they continue

1 to refine their plans. And NCPC staff supports
2 a more robust streetscape here so as to enhance
3 the visual quality of the corridor as an
4 important gateway into downtown Washington,
5 D.C., and we also reflect this point in our
6 executive director's recommendation comments.

7 The landscape plan shows separate,
8 mostly native planting palettes for the
9 bioretention and non-bioretention areas, with a
10 variety of meadow and pollinator species and two
11 species of milkweed, swamp milkweed and
12 butterfly milkweed. And we do have one person
13 who has signed up to testify here at today's
14 meeting who would like to urge the district to
15 add common milkweed to their plan, as well, and
16 to use all native plants and parent species.
17 However, staff has reviewed the landscape plans,
18 and we find it to be consistent with our best
19 practices guidance, and we note this as part of
20 our executive director's comments.

21 So here is our preliminary approval
22 recommendation of the Commission, and our

1 comments have all been included in my
2 presentation here today. And before I conclude,
3 I would like to note that we do have the
4 project's land use attorney, Ms. Meredith
5 Moldenhauer, who is here in person, as well as
6 several of the design team members who are at
7 today's meeting virtually, and they are all
8 available for any questions that you may have
9 after the testimony. Thank you.

10 CHAIR GOODMAN: Thank you, Michael.
11 Are there any questions from commissioners in
12 the chambers or online? Any questions for
13 Michael? Yes, we have one question. Is there a
14 reason, I know it is in your regular site, but
15 why the buildings don't hold the straight edge?
16 Is that a programmatic choice, or is it just a
17 design choice?

18 MR. WEIL: I believe it's a design
19 choice, but I would like someone from the design
20 team to respond.

21 MS. STIDHAM: Yes. Hi. This is Suman
22 Sorg, and I'm the lead designer from Sorg

1 Architects. You know, the grid on this part of
2 Ivy City is orthogonal shifting to radial, so
3 the property lines become radial as you go east
4 on Fairview Avenue. So one of the wings
5 parallels New York Avenue, and then the other
6 one becomes a radial wing as you go east.

7 The other reason for it not following
8 all along New York Avenue is that the community
9 and the client, DHS, did not want a long block
10 institutional-looking building. They wanted
11 smaller-scale residential buildings scattered in
12 a garden, so it gives a protected courtyard
13 space both between the two wings in the front
14 and the back for outdoor gathering.

15 CHAIR GOODMAN: Okay. Thank you.
16 Thank you very much. Are there any additional
17 questions? Yes, Commissioner Cash.

18 MR. CASH: As long as we're talking
19 about design, I guess I'll bite. So one of the
20 things that really kind of leapt out to me here,
21 the patios. Like, I haven't seen that design in
22 any of the other shelters that we've done

1 lately, and it seems like for an institutional
2 use like this, I mean, I would love to have a
3 patio. I've been living in D.C. for 25 years
4 and haven't, but it's taking away a lot of
5 square footage that could otherwise be used for,
6 like, program space or for shelter space. I'm
7 just wondering what the idea behind these large
8 patios were for a use such as this.

9 MS. SORG: Well, if I may answer, the
10 COVID taught us that being an outdoor space
11 contiguous to the residential space without
12 going through the building mixing with other
13 people was very important. So this shelter is
14 designed with only 50 beds per floor, only 10
15 beds per dorm. And so each end of each floor is
16 a lounge space and a quiet space, and off the
17 lounge space is a small terrace, which is open
18 to the sky so that people can use the terrace in
19 small groups you know, and it's a supervised
20 terrace. And so each dorm of 10 people or so
21 can be let into the lounge and into the patio in
22 a secure way.

1 CHAIR GOODMAN: Thank you very much.
2 Commissioner Cash, did you have any additional
3 questions? I see another comment coming. I
4 can't read it though, so perhaps someone could
5 help.

6 MR. CASH: I think it was someone from
7 DHS that was raising their hand.

8 CHAIR GOODMAN: From DHS who had
9 raised their hand online, is there someone who
10 wanted to comment an answer to that question?
11 No.

12 MR. GENTRY: I'm sorry.

13 CHAIR GOODMAN: Yes?

14 MR. GENTRY: No, my apologies. I
15 recently joined as a panelist. But just to
16 answer or add more context to the previous
17 question, my name is Dwayne Gentry. I'm the
18 facilities operations manager for the Department
19 of Human Services.

20 CHAIR GOODMAN: Okay. Welcome.

21 MR. GENTRY: Thank you. Thank you very
22 much for having us.

1 There's another example where we've
2 utilized a patio at the short-term family
3 housing site at The Terrell, which is at 1400
4 Clifton Avenue, and it does allow us the
5 flexibility to be able to offer or to allow for
6 more entertaining within the space rather than
7 congregating outside the space.

8 CHAIR GOODMAN: Thank you for sharing
9 that information. We appreciate that.

10 Okay. Are there any further questions
11 from commissioners in the chambers or online?
12 Hearing none, we're going to now turn to public
13 testimony, and we do have one person signed up
14 to speak today, Mr. Bernard Berne, who is
15 attending the meeting virtually. You have three
16 minutes to provide your testimony. Could you
17 please -- first of all, are you there, Mr.
18 Berne? Mr. Berne, are you online?

19 MR. BERNE: Oh, now can you hear me?

20 CHAIR GOODMAN: Yes, sir, we can hear
21 you. It's good to hear your voice. Go for it.

22 MR. BERNE: I was muted for some

1 reason. I said this before to you, but I'll
2 repeat it again. The landscape project plan for
3 this project, as many others, does not radically
4 conform to the NCPC's Pollinators Best Practices
5 Resource Guide. The guide states common
6 milkweed is clearly an important species that is
7 critical to the survival of the monarch
8 butterflies. This is important because now it
9 is being considered as a designation as a
10 threatened species by the Fish and Wildlife
11 Service.

12 Within meadows, landscapes, designed
13 landscapes, common milkweed should be planted,
14 along with diversity of other milkweed species,
15 on federal landscape plans to the fullest extent
16 possible and as appropriate for the site
17 conditions. Nevertheless, the landscaping does
18 not contain any information and, for some
19 strange reason, staff didn't consider this a
20 major deficiency. It is.

21 Ditches are within a broad array of
22 natural habitats of common milkweed, which also

1 thrives in meadows. Common milkweed is adapted
2 to standing water, which often accumulates in
3 ditches. The agency should, therefore, install
4 common milkweed in the project's planned
5 stormwater retention management or bioretention
6 facilities. The bioretention plant schedule
7 contains swamp milkweed. However, this is an
8 early successful plant that tends to disappear
9 as vegetative densities increase and habitats
10 dry out. The planters should, therefore,
11 contain swamp milkweed only if the soil area
12 soil will not dry out, which is not likely.

13 The native plant or grass wildfire
14 mixes contain butterfly weed, *Asclepias*
15 *terriburum tuberosa*. However, the guide states
16 that studies have shown that monarch butterflies
17 lay fewer eggs on *Asclepias tuberosa* than on
18 other milkweeds. The agency should replace all
19 butterfly milkweed plugs with similar numbers of
20 common milkweed plugs. The agency should also
21 replace containers of swamp milkweed in the
22 bioretention plan schedule with similar numbers

1 of common milkweed containers. These are simple
2 changes, but they don't seem to be done.

3 The plant schedules and mixes for this
4 phase project will contain eight species of
5 plants that are either not native to North
6 America or native to North America but are not
7 native to the National Capital Region. Three of
8 these are already known to be invasive. Two of
9 the native grass wildflower mixes contain one of
10 these plants, purple cauliflower. The agency
11 should replace all non-native species with
12 species that are native to the National Capital
13 Region.

14 My written testimony could say more
15 information on this and some other things too.
16 Thank you.

17 CHAIR GOODMAN: Thank you very much,
18 Mr. Berne. We appreciate your input. Thank you
19 for testifying today.

20 Is there a motion to approve the
21 preliminary site and building plans for the
22 Heritage Men's Emergency Shelter?

1 VICE CHAIR HEWLETT: So moved, Madam
2 Chair.

3 CHAIR GOODMAN: Okay. It's been moved
4 by Vice Chair Hewlett. Is there a second?

5 MS. STIDHAM: Second.

6 CHAIR GOODMAN: It's been seconded by
7 Commissioner Stidham. And now I'm going to open
8 this up for commission discussion. So I will
9 start deliberations with Commissioner Cozart.

10 MS. COZART: I don't have any comments.
11 Thanks to the staff for your work on this.

12 CHAIR GOODMAN: Thank you,
13 Commissioner Cozart. Commissioner Stidham.

14 MS. STIDHAM: Thank you for the
15 presentation. We are very supportive of this
16 work. We are working with the district to re-
17 transfer this property for this use and feel
18 like it's a very good project to move forward.
19 Thank you.

20 CHAIR GOODMAN: Thank you,
21 Commissioner Stidham. Commissioner Argo online.

22 MS. ARGO: Yes. I'm very supportive of

1 this and the work that's been done. Appreciate
2 the presentation. Looking forward with our
3 approval to have this get underway. It's
4 overdue. Thank you.

5 CHAIR GOODMAN: Thank you,
6 Commissioner Argo. Vice Chair Hewlett.

7 VICE CHAIR HEWLETT: Yes. Thank you,
8 Mr. Weil, for the presentation. And I concur
9 with my colleagues for their very positive
10 response to this initiative. I truly applaud
11 the mayor's Homeward DC initiative to begin
12 with, and these new beds and these new
13 facilities will be a tremendous asset and much
14 needed asset for people. And I just thank you
15 for that.

16 CHAIR GOODMAN: Thank you, Vice Chair
17 Hewlett. Commissioner Tunstall-Williams.

18 MS. TUNSTALL-WILLIAMS: Thank you for
19 the presentation. And I, too, am very
20 supportive of the project. I do, I think, share
21 Commissioner Cash's concern that are we leaving
22 some development on the table for a much needed

1 resource, right? Is there a way to get
2 additional rooms and beds here? Obviously,
3 there's budgetary and other implications, but I
4 think it's worth exploring because there is, I
5 think, additional development capacity on the
6 site while still providing the outdoor sort of
7 respite that you're looking to provide them.

8 Because I can't help myself, I know
9 we're at preliminary design, the facade
10 expression feels very checkerboardy to me. So I
11 would -- it feels a little, I don't know, you
12 don't want to have the connotation of people
13 being pawns. So just thinking about how that
14 expression sort of evolves over time to soften a
15 little bit. It kind of seems incongruous with
16 the soft landscape around it.

17 So just something to think about as the
18 design develops. I know we're very early days,
19 but very supportive of the project and welcome
20 to see how it evolves.

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

1 Dixon online. Commissioner Dixon, I think we've
2 lost you. We'll come back if Commissioner Dixon
3 reappears. Commissioner Cash.

4 MR. CASH: Thank you. Not to beat a
5 dead horse, but I thank Commissioner Tunstall-
6 Williams for her comments.

7 So, I mean, just looking at the 1400
8 Clifton property, I mean, they seem to have a
9 decent size roof area. I think it's great to
10 have that outdoor space. I know when we were
11 looking at the shelter up on Idaho Avenue, there
12 was a lot of pushback from the neighbors about
13 having congregating space outdoors, and I'm
14 hoping this is kind of a response to that where
15 we're just going to say, okay, we're going to
16 keep it on the site so people won't circulate
17 the neighborhood because I think those concerns
18 have turned out to be kind of unfounded.

19 So when we're talking about a
20 constrained site that we're kind of have a lot
21 of untapped development potential for a really
22 huge patio for a 10-person dorm and especially,

1 as you're saying, there's going to be supervised
2 program space on each floor. I'm just thinking
3 that's extra DHS staff on each floor. I just
4 think that, while you're still at the
5 preliminary design phase, if we get, like, two
6 more beds in per floor with some of this
7 reclaimed space and have a lot more communal
8 space that will maximize the number of beds we
9 can get in here to make still a very comfortable
10 and great facility, I think it's just something
11 to look at.

12 So I'll just leave it there. So thanks.

13 CHAIR GOODMAN: Thank you,
14 Commissioner Cash. Appreciate your comments. I
15 want to thank Mr. Berne. Again, he's always
16 prepared to share thoughtful comments with us,
17 and we do appreciate that, Mr. Berne. And it
18 does help shape our approach to these projects.

19 Obviously, this is a very worthwhile
20 project, and I would like to associate myself
21 with those who have said that perhaps there's a
22 way to get a few more rooms into the design.

1 But I also want to congratulate the team for
2 identifying a living residential space for
3 vulnerable individuals that is surrounded by
4 beauty because I do think that it's very
5 important for all of us to be surrounded by
6 nature and to have spaces where we can just be
7 in direct contact with nature. So I'm reading
8 this report, found that that was significant.
9 It jumped out at me, and I thought, wow, that's
10 a powerful, that's a powerful location. I love
11 it.

12 So I do understand that we need,
13 there's a great need. So I just want to
14 congratulate the team and look forward to seeing
15 the final designs returned back to the
16 commission.

17 Are there any further questions or
18 comments? Hearing none, we'll move on. Can the
19 secretary please confirm the motion and the
20 second and take the vote by roll call?

21 MS. HOTTEL-COX: Yes. The motion was
22 made by Vice Chair Hewlett and seconded by

1 Commissioner Stidham. Commissioner Cozart?

2 MS. COZART: Yes.

3 MS. HOTTEL-COX: Commissioner Stidham?

4 MS. STIDHAM: Yes.

5 MS. HOTTEL-COX: Commissioner Argo?

6 MS. ARGO: Yes.

7 MS. HOTTEL-COX: Vice Chair Hewlett?

8 VICE CHAIR HEWLETT: Yes.

9 MS. HOTTEL-COX: Chair Goodman?

10 CHAIR GOODMAN: Yes.

11 MS. HOTTEL-COX: Commissioner Tunstall-
12 Williams?

13 MS. TUNSTALL-WILLIAMS: Yes.

14 MS. HOTTEL-COX: Commissioner Cash?

15 MR. CASH: Yes.

16 MS. HOTTEL-COX: Commissioner McGowan?

17 MS. MCGOWAN: Abstain.

18 CHAIR GOODMAN: Thank you very much.

19 That motion has carried.

20 Agenda item 5C is a request to approve
21 final site and building plans for joint base
22 Myer-Henderson Hall unaccompanied enlisted

1 personnel barracks. And Jamie Herr returns and
2 is going to give this report. Jamie, welcome
3 back.

4 MS. HERR: Yes. I hope you're not
5 tired of me yet. All right. Good afternoon
6 again, Chair Goodmann and members of the
7 commission.

8 The U.S. Army Corps of Engineers, on
9 behalf of the U.S. Army, has submitted the final
10 site and building plans for the unaccompanied
11 enlisted personnel barracks project at Joint
12 Base Myer-Henderson Hall in Fort Myer, Virginia
13 for commission review and approval. The
14 commission's final review of projects focuses on
15 whether the applicant addressed the comments and
16 recommendations made during preliminary review
17 on topics such as landscape design, stormwater
18 management, programming, and consistency with
19 the comprehensive plan.

20 Joint Base Myer-Henderson Hall includes
21 two locations, the joint base in Fort Myer,
22 Virginia, and Fort McNair in southwest

1 Washington, D.C. Joint Base Myer-Henderson Hall
2 is 272 acres that is home to several Army and
3 U.S. Marine units, including the headquarters
4 for the joint base, command battalion, and U.S.
5 Marine Corps, as well as the U.S. Army Band, the
6 Old Guard, the Radar U.S. Army Clinic, and the
7 Commander-in-Chief's Guard. The northern
8 portion of the base is primarily Army-focused
9 missions, and the southern portion is Marine
10 Corps missions.

11 The project site is in the center of
12 the base along Sheridan Avenue, as shown here.
13 The applicant is also proposing a site for
14 habitat restoration as part of the tree
15 replacement requirements northeast of the
16 project site, noted here.

17 The existing site contains several
18 buildings, including historic residential
19 duplexes, garages, and a decommissioned pool
20 facility planned for demolition as part of the
21 project. As a reminder, the applicant is able
22 to demolish these buildings by complying with

1 the process outlined in the program comment for
2 Department of the Army Inter-War Historic
3 Housing Associated Buildings and Structures and
4 Landscape Features from 1919 to 1940, also
5 referred to as the program comment, which was
6 enacted in 2020.

7 The applicant has finalized the details
8 of the barracks with only minimal changes since
9 preliminary review. The main updates are to the
10 landscape plans, the courtyards, dormers,
11 roofing material, and front porches, which I
12 will now go into in more detail.

13 As noted, here are the final proposed
14 materials. The applicant is proposing brick and
15 stone to match existing buildings, faux slate
16 roofing, and standing seam metal on the porches.

17 This is the design approved by the
18 commission at the preliminary review last year.
19 As you can see here, the buildings are almost
20 unchanged from the preliminary review at this
21 view and include historic massing and scale to
22 coordinate with existing buildings and historic

1 districts in the area. This is a view of the
2 building from the east at the preliminary review
3 a year ago. And this is the updated view of the
4 courtyard as viewed from the landscape area to
5 the east. The applicant has made minor changes
6 to the porches and courtyards.

7 In more detail, here's a close-up of
8 one of the courtyards from the preliminary
9 review and the final review, the courtyard
10 treatment where you can see the updates,
11 including terracing and additional seating.
12 Here's a bird's-eye view of the updated
13 buildings. Given the updates, staff commends
14 the applicant for finalizing the design to
15 respect the historic integrity of the site.
16 Specifically, the applicant has maintained the
17 overall scale, materials, fenestration, and
18 design of the architecture from the preliminary
19 review to continue to be compatible with the
20 Fort Myer National Historic District. They've
21 updated the courtyard spaces to create restful
22 space for enlisted personnel. They've ensured

1 that the security standoff requirements are met
2 without sacrificing design quality. And they've
3 preserved existing street trees by providing a
4 greater setback and adding landscaping to create
5 a campus environment that blends with the
6 existing context.

7 The applicant has also made minor
8 changes to the landscape plans. The proposed
9 plant selections are focused on non-invasive and
10 hardy species as pictured here. Many of the
11 proposed plants will be used in the bioswale
12 plantings to the east of the buildings or in the
13 habitat restoration zone.

14 In addition to the site plantings, the
15 applicant designated a habitat restoration area
16 northeast of the site for tree replacement. The
17 area will include a walking path and a mixture
18 of plants, some of which are pictured here, and
19 staff commends the applicant for updating the
20 habitat restoration area to create a high-
21 quality and inviting space.

22 In regards to the overall landscape

1 plan, the commission has received public comment
2 indicating concern about a lack of native
3 pollinator species and the use of non-native
4 species in the planting palette. The applicant
5 has responded that some of the suggested changes
6 were incorporated into the design of the
7 landscape plan and the offsite habitat
8 restoration area, including the use of milkweed
9 and buttonbush.

10 The applicant has also indicated,
11 however, that some of the suggestions were not
12 appropriate for the landscape or location.
13 Staff notes the applicant has updated the plans
14 with some plants they deemed appropriate and
15 believes the plans comply with the Comprehensive
16 Plan for the National Capital and guidance in
17 NCPC's Pollinator Best Practices Resource Guide.

18 In conclusion, staff recommends the
19 commission approve the final site development
20 plans for the unaccompanied enlisted personnel
21 barracks at Joint Base Myer-Henderson Hall. This
22 concludes my presentation. I have incorporated

1 the executive director's recommendations into my
2 presentation, but I've included them here for
3 your reference. I'm available to answer any
4 questions you may have, and the project team is
5 available to answer any questions as well.

6 Thank you.

7 CHAIR GOODMAN: Thank you, Jamie. Do
8 commissioners online or in the chambers have any
9 questions for our presenter today? Any
10 questions?

11 Hearing none, we'll turn now to public
12 testimony. We have one person signed up to
13 speak today, Mr. Bernard Berne. You have three
14 minutes to provide your testimony. Please
15 proceed when you are ready.

16 MR. BERNE: Hello. Can you hear me?

17 CHAIR GOODMAN: Yes, we can. Thank
18 you.

19 MR. BERNE: I can't work this time.
20 Most of my comments for this project are similar
21 to the ones that I made for the previous
22 projects. I have to repeat them, unfortunately.

1 The landscape plan for this project
2 does not adequately conform to the NCPC's
3 Pollinator Best Practices Resource Guide. As I
4 previously noted, the guide states, within
5 meadows and designed landscapes, common milkweed
6 should be planted along with a diversity of
7 other milkweed species on federal landscape
8 plans to the fullest extent possible and as
9 appropriate for the site conditions.

10 Nevertheless, the landscape for this
11 project also does not contain any common
12 milkweed, although it is appropriate for the
13 site conditions. As I stated previously,
14 ditches are within the broad array of natural
15 habitats of common milkweed, which also thrives
16 in meadows. Common milkweed is adapted to
17 standing water, which often accumulates in
18 ditches.

19 As I stated in the previous project,
20 the agency should install common milkweed in the
21 project's planned stormwater management and
22 bioretention facilities. I have to repeat this

1 often. The landscape will contain swamp
2 milkweed. However, as I also stated previously,
3 this is an early successional plant that is not
4 a good vegetative competitor and tends to
5 disappear as habitats dry out.

6 The planting should therefore include
7 swamp milkweed only if the site soil will not be
8 able to dry out. This is not likely because
9 they do dry out, even at bioretention
10 facilities.

11 The agency will border a paved outdoor
12 plaza with Ginkgo trees. That non-native tree,
13 although not invasive, does actually hosts few
14 or no native pollinators. You won't see chewed
15 up leaves on the Ginkgo trees. The agency
16 should replace the Ginkgos with willow oaks,
17 which were planted in similar areas within the
18 project.

19 The proposed landscape plantings
20 include Valley Forge American elm. This
21 cultivar has only limited resistance to Dutch
22 elm disease. At my request, the agency proposed

1 to consider Jefferson and Princeton American elm
2 as a substitute for Valley Forge. However, the
3 parent tree of Jefferson, which was on the
4 national wall, was dying in 2023 because of
5 Dutch Elm disease. It's not a good tree to
6 plant, considering that.

7 The agency should, therefore, install
8 New Harmony and Princeton rather than Valley
9 Forge or Jefferson. A national elm trials
10 cooperators chose those two as their favorite
11 American Elm cultivars. That's New Harmony and
12 Princeton. Please make that change that to
13 those trees. Thank you.

14 CHAIR GOODMAN: Thank you, Mr. Berne.
15 Are there any questions from commissioners
16 online or in the chambers for our witness today?

17 Hearing none, thank you again, Mr.
18 Berne, and we will move on. Is there a motion
19 to approve final site and building plans for
20 Joint Base Myer-Henderson Hall unaccompanied
21 enlisted personnel barracks?

22 VICE CHAIR HEWLETT: So moved, Madam

1 Chair.

2 CHAIR GOODMAN: There's been a motion
3 by --

4 MS. ARGO: Second.

5 CHAIR GOODMAN: -- Vice Chair Hewlett,
6 second by Commissioner Argo, and I'll open this
7 up to the commission for discussion. And I'm
8 going to start with -- Commissioner Green is not
9 here, so we're going to move on to Commissioner
10 Tunstall-Williams.

11 MS. TUNSTALL-WILLIAMS: I don't have
12 any questions, but I would like to commend the
13 design team on this careful contextual design.
14 I mean, I remember touring the site a couple
15 years ago early on, and that wasn't at all a
16 given. So I do commend the team for great
17 progress. I think it looks great.

18 My only question is whether those
19 courtyards will get any sun so the beautiful
20 plants can grow. But, otherwise, great project.
21 I look forward to it moving forward.

22 CHAIR GOODMAN: Thank you,

1 Commissioner Tunstall-Williams. Commissioner
2 Dixon. No, is he not on? Okay. Commissioner
3 Cash?

4 MR. CASH: I was also going to thank
5 the team for the tour a couple years ago. I
6 think it was good to get the context of the site
7 and walk around, especially the buildings with
8 the courtyards. I remember walking by them, so
9 I think that designs landed in a good place, and
10 I look forward to moving forward.

11 CHAIR GOODMAN: Great. Thank you.
12 Commissioner McGowan?

13 MS. MCGOWAN: No comments. Thank you
14 for the presentation.

15 CHAIR GOODMAN: Thank you,
16 Commissioner McGowan. Commissioner Cozart?

17 MS. COZART: Thanks to the staff for
18 their work on this project, and it's turned out
19 to be in a really good place. No other comments
20 from me.

21 CHAIR GOODMAN: Thank you,
22 Commissioner Cozart. Commissioner Stidham?

1 MS. STIDHAM: I also thank you, and I
2 think it looks great, so nothing further from
3 me.

4 CHAIR GOODMAN: Thank you,
5 Commissioner Stidham. Commissioner Argo?

6 MS. ARGO: I have aligned myself with
7 other commissioners' comments. It looks really
8 good and something that I think we're, at least
9 those of us I've heard from, are happy to
10 support, so thank you. No other comments.

11 CHAIR GOODMAN: Thank you,
12 Commissioner Argo. Vice Chair Hewlett?

13 VICE CHAIR HEWLETT: Thank you, Ms.
14 Herr, for your presentation, and I, too, align
15 myself with the comments of my colleagues and
16 applaud the design team for the continued
17 refinement as well. Thank you.

18 CHAIR GOODMAN: Thank you, Vice Chair
19 Hewlett. Mr. Berne, I would just like to say
20 thank you again for sharing your comments with
21 the commission, and thank you to the applicant
22 team for the inspired design. I am also very

1 impressed. And after touring the site but also
2 seeing the great work that was done in the
3 design, just very, very nice. And it's so
4 important to provide quality housing for service
5 members and also to ensure that these projects
6 contribute to the base as a whole.

7 So thank you very much.

8 Congratulations all around.

9 Are there any further comments or
10 questions? Hearing none, can the secretary
11 please confirm the motion and take the roll?

12 MS. HOTTEL-COX: Yes. The motion was
13 made by Vice Chair Hewlett and seconded by
14 Commissioner Argo. Commissioner Cozart?

15 MS. COZART: Yes.

16 MS. HOTTEL-COX: Commissioner Stidham?

17 MS. STIDHAM: Yes.

18 MS. HOTTEL-COX: Commissioner Argo?

19 MS. ARGO: Yes.

20 MS. HOTTEL-COX: Vice Chair Hewlett?

21 VICE CHAIR HEWLETT: Yes.

22 MS. HOTTEL-COX: Chair Goodmann?

1 CHAIR GOODMAN: Yes.

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

4 MS. TUNSTALL-WILLIAMS: Yes.

5 MS. HOTTEL-COX: Commissioner Cash?

6 MR. CASH: Yes.

7 MS. HOTTEL-COX: Commissioner McGowan?

8 MS. MCGOWAN: Abstain.

9 CHAIR GOODMAN: Thank you very much,
10 Meghan, and now we're going to move on to the
11 last two agenda items. The first is Agenda Item
12 6A, and this is an information presentation on
13 the Pennsylvania Avenue Initiative update.
14 Karin Schierhold will introduce the update on
15 new Pennsylvania Avenue plan from the design
16 team, David Rubin Land Collective.

17 I'm very excited about our federal and
18 District partners' progress to develop a new
19 plan that will beautify the avenue's public
20 spaces, upgrade the aging infrastructure, and
21 create efficient stewardship to improve
22 maintenance operations and programming. I just

1 want to say this is an incredibly exciting
2 project. It is going to be a legacy project.
3 It's going to define the next half century in
4 Washington, D.C., and it's a rare opportunity to
5 be participating in this.

6 And from reading the reports and
7 following this, I just want to say thank you for
8 all the work in advance on this because it's
9 breathtaking in scope, and it's a very important
10 project. So thank you.

11 So, Karin, if you'd like to proceed,
12 please, you and David. David, thank you so much
13 for being here in person today. Your legacy
14 sort of precedes you, too, so thank you for
15 being a part of it. Okay. Thank you. Karin?

16 MS. SCHIERHOLD: Thank you, and good
17 afternoon, Chair Goodmann and members of the
18 Commission. I'm very happy to be here today
19 with David Rubin from our consultant team to
20 share a progress update on the new Pennsylvania
21 Avenue Plan Public Space Master Plan. For those
22 that may be tuning in for the first time, I'll

1 briefly cover some background information.

2 Our project area is focused on the 1.2-
3 mile segment of Pennsylvania Avenue between the
4 White House and the U.S. Capitol and includes
5 the intersecting streets, adjacent blocks, and
6 about 40 acres of public space. The avenue is
7 currently guided by a 50-year-old 1974 plan
8 developed by the Pennsylvania Avenue Development
9 Corporation. This plan is administered through
10 a complex jurisdictional structure with several
11 federal and District agencies responsible for
12 different aspects of planning and operations
13 within the corridor.

14 In 2023, NCPC, the National Park
15 Service, the U.S. General Services
16 Administration, District of Columbia government,
17 Downtown D.C. Business Improvement District, and
18 Events DC formed a partnership to prepare a new
19 Pennsylvania Avenue plan. Federal and local
20 stakeholders agree on a new vision that the
21 avenue should be a beautiful street designed for
22 people first, and that its highest and best use

1 is as a venue, elevated as America's stage for
2 events of regional and national significance.
3 And the avenue needs to be a better place for
4 daily life, a memorable destination that
5 balances pedestrian, bikes, vehicles, and
6 transit with beautiful and engaging public
7 spaces for people to enjoy every day, all day,
8 and into the evening.

9 Two teams are leading the development
10 of this new plan. David Rubin Land Collective
11 is leading the Public Space Master Plan, which
12 is the subject of today's presentation. This is
13 a physical public space plan that will address
14 the alignment and configuration of the street
15 and public spaces and the infrastructure needs
16 to realize the vision of the avenue as a venue.
17 Improvements to the avenue's corridor and public
18 spaces will make them safe, beautiful, and
19 event-ready.

20 HR&A Advisors is leading the
21 implementation program, which will address
22 governance, including administration,

1 operations, and maintenance, all critical to the
2 avenue's use, upkeep, enjoyment, and long-term
3 success. The consultant teams are working
4 closely with our partners, both senior
5 executives and their technical experts, as well
6 as NCPC's internal planning and design staff.

7 The design team, Land Collective, shown
8 in the green bars, started in December. They're
9 currently working towards preliminary design
10 alternatives that will be part of the new plan.
11 This is where we are now.

12 The next phase of work will be to begin
13 NEPA in Section 106 later this fall. Once we
14 initiate NEPA in 106, we have a year to complete
15 the design development and required
16 documentation. That year includes going to this
17 commission and the Commission of Fine Arts for
18 review, comment, and ultimately approval of the
19 new plan. We will have several opportunities
20 for public comment during this phase.

21 We hope to have the new plan
22 substantially complete by America's 250th

1 anniversary of independence, though we
2 anticipate approval of the final plan to be
3 sometime in early 2027. Once approved, certain
4 aspects of the new plan will require legislative
5 actions before implementation, after which
6 another entity, and not NCPC, will lead final
7 design and construction.

8 And now I'm very excited to turn it
9 over to David Rubin from David Rubin Land
10 Collective, who will share his team's initial
11 findings and initial ideas.

12 MR. RUBIN: Thank you, Karin. I wanted
13 to extend my appreciation for NCPC and the
14 partnership they put together. It continues to
15 be an honor to explore this exciting project
16 with all of the partners associated with the
17 project.

18 As Karin made reference, our project
19 outline is here identified in red. I call your
20 attention to the dashed areas to the southeast,
21 one on 4th Street between buildings associated
22 with the National Gallery of Art and the other

1 that extends to the Peace Memorial on the
2 Capitol, which is under jurisdiction of the
3 Architect of the Capitol. I want to say that
4 both entities have been extremely cooperative
5 with us and are working in alignment and
6 complementing the work that we're doing.

7 I also want to acknowledge the fact
8 that the red line is abhorrent to landscape
9 architects, like myself, who recognize that
10 systems move in and out freely, both
11 sociologically, anthropologically, and
12 ecologically. So we tend to go beyond that, and
13 we've been having a good time extending and
14 pulling in aspects of adjacencies into this
15 project.

16 We've been in a data-gathering mode for
17 this and have had many project partner technical
18 meetings. These are meetings where staff from
19 the associated agencies with oversight have been
20 joining us to discuss the challenges of the
21 site. Our topics are listed here. There are
22 also many more, and these meetings are ongoing.

1 They happen biweekly throughout our tenure on
2 the project.

3 I also want to acknowledge once again
4 that we have many stakeholders associated with
5 the project that we are working in collaboration
6 with, in particular, the National Gallery of
7 Art, the Architect of the Capitol, and also the
8 Military District of Washington, who are in
9 charge of the inaugural parade which proceeds up
10 Pennsylvania Avenue and has very specific
11 requirements associated with that.

12 We are not starting from scratch. It's
13 very important to understand that we have a lot
14 of work that has taken place in advance, and it
15 is a great starting point for us.

16 So you know many of these studies.
17 They have preceded us in our efforts. And, in
18 addition to that, we have been building upon the
19 work that was undertaken previously, the expert
20 focus groups, the three-vision concepts, and the
21 public comments, as well. I'll come back to the
22 three-vision concepts in just a second.

1 In addition, we've had the great
2 pleasure of working with adjacent properties,
3 those who are affected by Pennsylvania Avenue
4 and the north-south quarters associated with
5 that. We are under a mandate from ourselves to
6 do no harm to anybody who is adjacent. We want
7 to respect their ownership of property. We want
8 to acknowledge the infrastructure associated
9 with making them successful, and we do not want
10 to do anything that would be to the detriment of
11 their own success. So we are really working
12 with them, and I believe Monday we're actually
13 having another meeting with adjacency owners.

14 In addition, we're coordinating with
15 other public space projects associated with the
16 downtown area. They're represented here. We
17 are not working in isolation but in complement
18 to all of these ongoing efforts for public space
19 review.

20 There are a few baseline conditions
21 that are associated with the project. We want
22 to create an avenue that is welcoming and

1 available to all Americans and visitors. We
2 want to retain the view quarters toward the U.S.
3 Capitol. Those should be prioritized, and we
4 are utilizing the adjacent arboriculture as
5 framing devices associated with that.

6 We also want to acknowledge that this
7 will be a multimodal transportation avenue that
8 includes pedestrians, cyclists, share vehicles,
9 private vehicles, that we will be working with
10 loading and public and private buses but also
11 the pickups and drop-offs associated with the
12 avenue and the success of the retail and
13 commercial establishments adjacent.

14 The avenue is host to many events. We
15 want to respect that and actually increase the
16 capacity of the avenue to relieve some of the
17 stress that is on the National Mall for large
18 events and to recognize that these events that
19 we might host on the avenue are anything from
20 intimate farmers' markets that might happen on a
21 daily basis to significant events that take up
22 the entirety of the avenue itself, and that is a

1 broad range. We're working hard to acknowledge
2 that there will be infrastructure needs
3 associated with that and that they would be in
4 place to reduce operations and maintenance costs
5 and the challenges associated with putting up a
6 variety of events.

7 The avenue is also hooked to the
8 inaugural parade that is overseen by the
9 Military District of Washington, and they have
10 very specific requirements for the success of
11 that event that takes place every four years,
12 and we are working diligently to ensure their
13 success as well. And that the plan should
14 integrate north-south connections. There are 35
15 million visitors that come to the National Mall
16 every year, and there's an opportunity to stitch
17 that experience into the downtown experience of
18 Washington, D.C. so that they are complementary
19 and that what is presently could be seen as an
20 abyss in the breadth of the avenue could be made
21 to be very much more humane and habitable while
22 still being monumental, therefore, pulling

1 people up to the downtown and also in reverse.
2 And that there are existing retail spaces along
3 the way and they should be prioritized, but the
4 avenue itself should comprise a retail component
5 that is in complement, not in competition, to
6 the downtown's economic efforts. So we are
7 working strategically with the downtown to
8 ensure that type of complementary relationship.

9 Indeed, we are pulling from past ideas.
10 We are testing the concepts and are pulling
11 forward the best ideas from each of the
12 iterations associated with previous studies.
13 They are extraordinary studies, and we are
14 building upon them, pulling from them the best
15 aspects of it.

16 So we have acknowledged several assets
17 that we think are important: that the street
18 itself should be multimodal but not a linear
19 park, per se, or a transit-only street; that we
20 should be prioritizing pedestrian promenade
21 experiences, though putting people at the center
22 of the avenue would be very challenging, so we

1 are trying to find other means by which to do
2 that; and that we are avoiding significant
3 circulation changes to the eastern end.
4 Previously, they were acknowledged as the tunnel
5 associated with Constitution and going
6 underneath the avenue or reverting Constitution
7 Avenue back to its original alignment, which in
8 its original format was causing significant
9 traffic challenges. So we are going to do no
10 harm there in the context of that.

11 In the current direction, and based on
12 the input from partners and senior leadership,
13 we are considering changes to the western end
14 with an aspiration to not only maintain the
15 First Amendment rights but also establish better
16 support for events, both large and small, and
17 those of daily use. We also want to celebrate
18 the framed Capitol View and shaded walk
19 associated with that but diversify prospectively
20 the canopy and the experiences associated with
21 that.

22 We also want to increase the

1 accessibility and amenities that make for a
2 successful avenue. Something wonderful
3 happening every walking minute is the definition
4 of a great street, and we aspire that this
5 should be the great street. And that we want to
6 focus on the north-south connections, as I
7 stated, to stitch downtown to the mall so that
8 they are working in complement with each other.

9 I want to acknowledge that any ideas
10 that we have are ideas still. They are in
11 development. Nothing has been solidified.
12 There is a lot of flexibility exploration that
13 will continue to take place, but the work-to-
14 date has focused on the general design intent
15 and testing for all of those elements that are
16 listed here and many more. Those are part of
17 our studies with the steering group. And that
18 these ideas are tested across the breadth of the
19 avenue, so starting from the western end, new
20 ideas for that area, the potential for expanding
21 the northern sidewalk, ideas for Market Square
22 and Indiana Avenue, as well as new ideas for

1 John Marshall Park.

2 And, in addition to that, a capacity to
3 change the breadth of the avenue. So we're
4 considering opportunities to expand the northern
5 sidewalk and exploring realignment of the
6 cartways for cars and buses, the bike lanes, and
7 the sidewalk areas to create an extraordinary
8 experience along the length and breadth of the
9 avenue.

10 In the context of the existing
11 conditions, the breadth of the avenue is
12 represented here in two extremes. These are the
13 bookends associated with that, the largest
14 section being represented on the left, the
15 narrowest on the right.

16 In all cases, our goal is to give
17 everyone the dramatic view towards the Capitol,
18 not just cyclists who are presently at the
19 center of the road, and also to do that safely
20 so that everybody that wants to see the Capitol
21 and experience that great and dramatic
22 monumental view can do so without risk.

1 The components associated with the
2 corridor include views and alignment, as well as
3 accessibility and, as always, the recognition
4 that the inaugural parade and other events have
5 to be successful along the length of the avenue,
6 that the roadway is intended to be multimodal
7 transportation, which includes travel lanes,
8 cycle track, pedestrian spaces, bus stops,
9 pickups, and drop-offs. As well, the sidewalks
10 should be experiential along its length,
11 comprised of different tree species and their
12 placement and patterning, creating shade in the
13 context of a very warm climate during the
14 summer, particularly today. Sidewalk
15 programming opportunities, building access and
16 activation, events and support infrastructure,
17 as well as security and utilities. It is a very
18 complex street.

19 Beyond the cartways, our aspiration
20 would be to create a pedestrian travel zone that
21 includes views to the Capitol. This is pulling
22 forward ideas from the concepts, integrating

1 that notion of a pedestrian-focused corridor but
2 also accommodates multimodal transportation
3 beyond the cars and trucks to include buses and
4 bike travel, as well.

5 That then addresses or leaves the
6 programmable sidewalk spaces on the north and
7 south sides, as well as the need along the area
8 of the Federal Triangle to recognize security
9 and security buffers associated with that, which
10 should be integrated in a manner that is capable
11 without being fortified, so that it reads
12 seamlessly in the context of the urban
13 environment.

14 There are three significant rooms along
15 the length of the avenue here represented by the
16 western end, which is comprised of the World War
17 I Memorial in Pershing Park, as well as Freedom
18 Plaza; in the middle by Market Square, which
19 holds the Navy Memorial and Indiana Avenue; and
20 then at the eastern end, John Marshall Park and
21 Constitution and the Fourth Street, which moves
22 north-south from the Mall to the courthouse.

1 I want to call your attention to the
2 eastern end and the middle, as well, because
3 what's fascinating about this space of the U.S.
4 Navy Memorial and Market Square and its
5 adjacency with Indiana Avenue, the remnant of
6 that avenue, and John Marshall Park, is that
7 these can be considered of holistic interest,
8 that they should not be designed as two parts of
9 the avenue and its adjacency but actually
10 recognize that they can complement each other,
11 support each other, and offer opportunities to
12 scale up or scale down the experiences that
13 people have along the avenue.

14 In addition, particularly at Market
15 Square, this is where the city tends to engage
16 very specifically the federal construct of the
17 avenue. It's where we have the most number of
18 residents presently, although that is growing.
19 And so recognizing an opportunity to create a
20 room holistically in the Market Square area,
21 here outlined in black but also a recognition
22 that this is the gateway to downtown, that there

1 is an opportunity to extend our influence all
2 the way down to the Hirshhorn and beyond, and
3 north up to the Portrait Gallery, as well stitch
4 together John Marshall Park across C and D
5 Streets and Indiana Avenue to ensure that this
6 is truly a living, breathing, connective tissue
7 of the city.

8 Just to remind you, this is the
9 existing conditions of that particular area. At
10 the center of the focus here is John Marshall
11 Park, and these are the existing conditions of
12 the park. The image on the upper right, I'm
13 standing at Pennsylvania Avenue looking up
14 towards the courtyard. It's an extraordinary
15 facade, but you'll see also an extent of lawn
16 and mature trees. And at the lower right, you
17 can see midway up to the courthouses that
18 expanse of lawn that leads down 4th Street
19 beyond the National Gallery.

20 We have an opportunity here to really
21 create a living, thriving park. It is an
22 opportunity to increase its programming, to

1 utilize the mature trees, to insert daily life
2 programming, but also recognize that it could be
3 used in more heraldic events and greater civic
4 events in the context of the expanded lawn and
5 the north-south corridor. It's also an area of
6 changing topography. It rises as you go north,
7 so it makes it easier to either see somebody
8 performing in the distance either way. Whether
9 you're to the north or to the south where a
10 stage might be set up, it increases the capacity
11 for people to see.

12 One of our precedent studies of many is
13 Bryant Park in New York City. If you know this
14 park, it is a traditional Beaux Arts park. It
15 has a formality not unlike John Marshall Park.
16 It also has an expanse of lawn that's used for
17 flexible programming, from movie nights and
18 performances to just the daily life of urban
19 living. And underneath the sycamore trees that
20 surround the park, there are assorted program
21 elements that are there on a daily basis,
22 everything from a reading library to a carousel

1 to bocce courts. These are the things that
2 enhance daily living in an urban context and
3 have a great opportunity to show themselves in
4 the context of John Marshall as well.

5 Now we're moving to Market Square.
6 These are the existing conditions associated
7 with that. You can identify the globe that is
8 the Navy Memorial. You'll see the Archives on
9 the lower left along the length of 8th Street
10 and Indiana Avenue, as well. And, again, I want
11 to point out the relationship of this space in
12 the context of Pennsylvania Avenue and its
13 relationship to the east with John Marshall.

14 So Market Square also has varied assets
15 associated with its existing conditions. The
16 memorial is represented in the upper left
17 drawing. You can see in the distance the
18 Portrait Gallery, that wonderful facade. If I
19 were to turn around in that photograph and look
20 across the street, you see the facade of the
21 Archives talking back to it, so it's one of
22 those corridors that we really should be

1 thinking strategically about, both for its value
2 as adjacency to Pennsylvania Avenue, but also
3 its value to the downtown as an extraordinary
4 street.

5 On the lower right, in addition to the
6 memorial that you just heard earlier on with the
7 Texas litigation, you can see Indiana Avenue and
8 its expanse. Important here is the vision of
9 the Washington Monument in the distance beyond
10 the Federal Triangle buildings.

11 So this room that we're trying to
12 construct that marks the area is really meant to
13 be thought of comprehensively as one great
14 space, though comprised of many different
15 experiences. And it is, as I said, the overlap
16 between this great monumental federal gesture
17 and daily living associated with the downtown.
18 That's where we see an opportunity to engage
19 Indiana Avenue in its capacity to have flexible
20 programming but, as well, the capacity of C
21 Street to be extended physically by walking to
22 John Marshall, as well as the connections north-

1 south where 7th and 8th become integral to the
2 economic benefits of the downtown.

3 We're looking to precedence, this one
4 being Franklin Park, also in Washington, D.C.
5 It's a five-acre park with many different
6 programming assets associated with it and a
7 central fountain. But I also want to remind
8 ourselves that this is called Market Square
9 because there used to be this substantial market
10 historically in this area. And so, again, this
11 overlap between assets needed for living, such
12 as food and market elements, and the capacity to
13 engage the downtown and the residents associated
14 with this really gives us an opportunity to
15 create an environment that is both complex and
16 enriching.

17 And then to the west end, the existing
18 conditions seen here. You'll see Freedom Plaza
19 here, as well as the World War I Memorial
20 Pershing Park construct. Pennsylvania Avenue
21 deflects here, and, in many respects, this
22 becomes the terminus to the avenue.

1 The existing conditions here are
2 represented in photographs. You'll see Freedom
3 Plaza in the upper left there, a significant
4 open space with views to the Capitol. Also, on
5 the lower right, the World War I Memorial and
6 Pershing Park renovation that acts both as urban
7 park and thoughtful memorial.

8 There are many opportunities here that
9 we're exploring. In particular, how this space
10 will support great events associated with First
11 Amendment issues, but also events of various
12 scales associated with the avenue. And, in
13 addition, how the National Theater might be able
14 to utilize this space more effectively, as well
15 as the Wilson Building have its identity placed
16 in this zone.

17 So there are many ways in which we're
18 thinking about the alignments, in particular,
19 the north-south connections that take advantage
20 of using Wilson Plaza as a space that connects
21 Pennsylvania Avenue back down to the National
22 Mall and the Smithsonian Museums.

1 One of the precedents that we've been
2 looking at is of a comparable scale. It is in
3 Paris, the Place de la République. It is
4 almost, foot-to-foot, the same dimensions as
5 Freedom Plaza. It is a space that has a central
6 component in the form of a statue of the
7 Republic and also a significant shade associated
8 with the bosque of trees but enough paving to
9 allow for significant events to take place here.
10 It's where the French protest and express their
11 First Amendment rights, just as we might do at
12 Freedom Plaza.

13 It also has a pavilion and a skim
14 fountain associated with play. These are
15 images, both of gatherings in that space. You
16 can see how people are using that space. But on
17 a daily basis, it becomes this rich, urban,
18 urbane condition, dappled lights, extensive
19 paving, pavilions, and water.

20 So the next steps for us include
21 development of potential design alternatives in
22 collaboration with these project partners.

1 Again, I want to express my sincere thanks to
2 all of them. It has been an extraordinary
3 collaboration and continues to be such and also
4 our collaborations with HR&A and the
5 implementation aspects of this.

6 We'll be moving forward with the NEPA
7 Section 106 process anticipated for late 2025,
8 and we have a final plan documentation approval,
9 hopefully, by late '26 - '27.

10 So with that, I'd like to extend it
11 back to Karin.

12 MS. SCHIERHOLD: Great. Thank you,
13 David. And before we conclude, I want to share
14 that, in addition to this information
15 presentation, we are hosting two online public
16 briefings this month on June 12th and on June
17 24th. David and I will share the same
18 presentation as we did today. And registration
19 for these is on our website at ncpc.gov.

20 So, Madam Chair, that concludes our
21 presentation, and David and I are here for any
22 questions.

1 CHAIR GOODMAN: Thank you very much,
2 Karin. And thank you, David. That was a
3 breathtaking presentation, and I will ask the
4 commission now online or in person if you have
5 any questions for the presenters today. Yes,
6 Commissioner. Yes, Commissioner Cozart.

7 MS. COZART: Thank you. So I'm curious
8 -- good to see you.

9 MR. RUBIN: Good to see you, too.

10 MS. COZART: I'm curious about the
11 example you were just talking about, the Place
12 de la République.

13 MR. RUBIN: Yes.

14 MS. COZART: If you could talk about
15 kind of the, all I can call them is security
16 measures, given that, you know, a lot of
17 pedestrians and it's in the middle of a busy
18 city. And then if you could kind of
19 characterize what you're hearing from nearby
20 property owners at a high level, that would be
21 great.

22 MR. RUBIN: Sure. Thank you for your

1 question. And, Karin, please step in if there's
2 anything that I should miss.

3 What's fascinating about Place de la
4 République is that it has been established at
5 grade in the context of its adjacencies. So it
6 is a six-inch step-up curb height, and it has a
7 periphery of seating components and other assets
8 that act both for receiving the tush graciously,
9 but also for fortification. So the notion being
10 that people can inhabit the space, feel safe
11 about it, that there is visible fortification
12 without being overwhelming.

13 In addition to the north, and that's
14 the image on the left, you can't quite see it
15 there, but there's actually a one type of
16 street, so it's accessible to the adjacent
17 buildings. It expands the breadth of that
18 particular precedent to engage the adjacent
19 sidewalk. The paving pattern continues. It is
20 elevated to be contiguous with the adjacent
21 plaza, but it is confined by a bollarded
22 condition so that slow cars will understand that

1 it's a pedestrian forward space.

2 Owners. Okay. Sorry. I was trying to
3 remember the second question. We've actually
4 had one significant public meeting with them.
5 Actually, my scratch is the red documentation.
6 In this particular case, we called in folks
7 essentially by block so that we could work, they
8 could meet their neighbors for one, that they
9 would work with us independently, meaning that
10 each owner had an opportunity to speak with us
11 and express their concerns without their
12 neighbors being presence, but also then in
13 conjunction with their neighbors so that each
14 could hear the other, the goal being that active
15 listening on our part and with each other would
16 facilitate a commonality towards success.

17 We have been working with them
18 strategically to ensure, as I said, that we
19 would do no harm. The idea is either to leave
20 things as they are or to improve them, but never
21 to purposefully stymie them in their ownership.

22 So that's a very high level. I would

1 say that we heard also from apartment renters
2 and apartment owners who, particularly around
3 the Navy Memorial, expressed their love of the
4 dynamism and relative cacophony of the city but
5 didn't want a lot of big events happening
6 immediately in front of them. So that has also
7 helped us frame what we think about John
8 Marshall Park versus what we think about the
9 Navy Memorial area.

10 So this is the nature of working in a
11 very diverse urban context. Active listening
12 becomes incredibly important and threading that
13 needle of design intent so that everybody sees
14 success.

15 MS. SCHIERHOLD: And I would just add
16 to that that we've been very grateful to the
17 Downtown DC BID for helping facilitate these
18 conversations with the property owners. Our
19 dialogue so far has really focused on
20 operational requirements, verifying where they
21 need to load and where they need access to
22 things like parking garages. And, of course, we

1 will continue to be in dialogue with them as
2 direct properties on the avenue and important
3 stakeholders; but also, during the public
4 process, they'll be invited to weigh in.

5 CHAIR GOODMAN: Thank you very much.
6 And thank you for the good question,
7 Commissioner Cozart. Are there any other
8 questions from commissioners online or in the
9 chamber?

10 Hearing none, we will move now on to
11 discussion of this project. I'm going to start
12 deliberations with Commissioner Stidham.

13 MS. STIDHAM: Thank you, and thank you
14 for all of the hard work. We have been
15 participating and really are quite proud of how
16 things are moving along and the amount of
17 consideration being made as part of the project.
18 And, you know, in thinking about improvements to
19 the city and the city becoming a more beautiful
20 space, you know, this really ties right into
21 that, improving this as the, you know, America's
22 main street as it's to be. You know, right now

1 it's a little underwhelming, I'd say. You know,
2 you hear all this hype about Pennsylvania Avenue
3 and then you show up and you're just like, wow,
4 okay, now where am I going? So this really
5 provides an opportunity to make this a great
6 space again. So thank you for your efforts.

7 CHAIR GOODMAN: Thank you,
8 Commissioner Stidham. Commissioner Argo.

9 MS. ARGO: Yes. I have no additional
10 questions. I think this is exciting and look
11 forward to the continued development. I
12 appreciate the attention that the team is paying
13 to a number of the aspects that they talked to
14 us about today and the consultation with
15 residents and neighbors, as well. Thank you.

16 CHAIR GOODMAN: Thank you,
17 Commissioner Argo. Vice Chair Hewlett.

18 VICE CHAIR HEWLETT: Thank you. And
19 thank you for the presentations. This is
20 tremendously exciting. I echo the comments of
21 my colleagues thus far. I think you're
22 balancing so many interests, so it's very

1 complicated; that's very, very clear. Yet,
2 you're doing it and I just hope to be around to
3 see it all come to fruition. Thank you so much.

4 CHAIR GOODMAN: Thank you, Vice Chair
5 Hewlett. And now we'll hear from Commissioner
6 Tunstall-Williams.

7 MS. TUNSTALL-WILLIAMS: Yes. Thank you
8 for the presentation. And many of my comments
9 are already reflected in here, so I'd like to
10 thank the staff and the design team, all the
11 consultants that have been a part of this, for
12 your openness to hearing feedback. We've had
13 very, very robust conversation with all the
14 different stakeholders and your willingness to
15 sort of respond to feedback when we push back
16 and say, hey, what are you thinking? Okay.
17 And, honestly, just your excitement and
18 engagement and the sense of awe, maybe is the
19 right word, that you bring to this. And I think
20 that, at the end of the day, we'll have a really
21 great project that I hope we can find some sort
22 of implementing agency to put it into. But the

1 work has been tremendous, and I look forward to
2 continuing the dialogue.

3 CHAIR GOODMAN: Thank you,
4 Commissioner Tunstall-Williams. Commissioner
5 Cash.

6 MR. CASH: Thanks so much. I did love
7 seeing the idea of creating more of a sidewalk
8 space in front of the FBI headquarters. I
9 remember that being controversial a few years
10 ago about how much sidewalk space we should
11 really support versus how much more envelope we
12 should have for the buildings there. So it was
13 great seeing that.

14 I just want to say that I think the
15 presentation here was great and it's really
16 focused on the design work. But I think that we
17 also have to remember that a big part of this
18 initiative, as I remember, was supposed to be
19 talking about the governance, and that's one of
20 the big problems that we have here. So I know
21 if anyone's been down, so I went to the Jimmy
22 Carter funeral, the processional that was down

1 there. It was like you had to stand in line, go
2 through a security gate, you got onto the
3 street. And the whole point of a lot of these
4 big events that we do now, they put all the
5 security fencing up and the priority is keeping
6 all of those retail businesses open to the
7 people outside of the security perimeter. But
8 as soon as you're inside you're cut off because
9 of some of the security concerns we have, and it
10 seems like we always default to those security
11 concerns being let's put up the fences, let's
12 make you go through a checkpoint. So moving
13 forward with the governance, I think it's really
14 important to look at how we can make some of
15 these events kind of more open.

16 And I think that your point about this
17 being kind of an extension of what we can do on
18 the Mall is a great thing, but it's also, I
19 think, Pennsylvania Avenue is just fundamentally
20 a different thing. So this weekend, for anyone
21 that's going to be down here, there's going to
22 be the World Pride events going on, which is

1 going to take up the whole Pennsylvania Avenue
2 from 3rd Street all the way up to 9th Street.
3 It's going to be mostly open, I think, but there
4 is some of the areas that are going to be
5 fenced, like I said, but it's just a good
6 demonstration of kind of like the more urban
7 D.C. centric what we can be doing on
8 Pennsylvania Avenue that just wouldn't make as
9 much sense on the Mall.

10 So I think that looking at governance
11 issues, looking at tying us into what already
12 exists there so that it's not something that you
13 have on the Mall, like the National Book
14 Festival or something, but like something that's
15 integrated into D.C., I think that's one of the
16 really great things about this initiative.

17 So thanks for the ongoing work you've
18 done, and thanks for the presentation.

19 CHAIR GOODMAN: Thank you very much,
20 Commissioner Cash. Commissioner McGowan online.

21 MS. MCGOWAN: I don't have any
22 comments, but thank you so much for the

1 presentation.

2 CHAIR GOODMAN: Thank you,
3 Commissioner McGowan. Commissioner Cozart.

4 MS. COZART: I really appreciate the
5 presentation and just NCPC's overall leadership
6 as it relates to this and want to associate
7 myself with Commissioner Cash's comments and
8 appreciate him for reminding us how important
9 that is and we really need to start thinking
10 about that.

11 I do think that what we have so far in
12 terms of designs can kind of help inspire us for
13 the harder things that we have to do around
14 governance so appreciate that very much. And I
15 also just want to appreciate the chair's very
16 inspiring comments about how important this is
17 of an initiative.

18 That's all I've got.

19 CHAIR GOODMAN: Well, thank you.
20 Thank you, Commissioner Cozart. And it is
21 inspiring work, and I do want to thank our
22 staff, Karin, and thank our partners. Thank you

1 very much, Mr. Rubin. This is the beginning of
2 a long journey, as was just pointed out, because
3 I do want to associate myself with Mr. Cash and
4 Ms. Cozart's comments, as well, because you do
5 forget about the hard work of integrating real
6 events that occur in places like Washington,
7 D.C., and the kinds of security measures that
8 have taken place. And having attended some of
9 those myself, I would agree that that's next.
10 But, right now, I just want to congratulate you
11 on the work and on the vision and the
12 excitement.

13 I, too, think this integration is
14 critically important. And while it is important
15 to them all, I'm really glad you're working with
16 BID and working with, you know, all the partners
17 that are working in this project because, to be
18 able to integrate that, I was just in town, I
19 don't know, a couple weeks ago and again looked
20 at that whole Market Square view myself and
21 thought, gosh, what a great place to have a
22 market, you know, and real active, an active

1 space and activated space. And there's so many
2 little places you can go that would incorporate
3 more of downtown D.C. into that avenue.

4 So I'm excited about the whole damn
5 thing. I think, you know, there's a lot of work
6 ahead, but there's so much excitement. And,
7 now, you know, they say you have arrived, you're
8 there, you know, now I'm here. And it would be
9 great to be able to say that when you're on
10 Pennsylvania Avenue and not be in a cab, you
11 know, or a car, to be able to say we're here and
12 feel that sense of arrival in that very special
13 place.

14 So I'm looking forward to the work
15 ahead. And, again, I want to congratulate, you
16 know, General Services Administration and the
17 National Park Service, the District, Defense
18 D.C., and BID, and all the partners that are
19 working on this. And we'll find the money
20 somehow, but thank you very much for your work.

21 And our last agenda item, we're going
22 to have another information presentation. This

1 is a fun meeting on the changing federal
2 footprint. And so we have Melissa Lindsjo who's
3 presenting today on this changing federal
4 footprint. And this, too, is a very exciting
5 opportunity. These two projects are just so
6 inspiring, and it's really we're looking forward
7 to it.

8 So, Melissa, did you want to introduce
9 your team now or at the end of your part of your
10 presentation?

11 MS. LINDSJO: I'm going to do it at the
12 beginning and then at the end actually.

13 CHAIR GOODMAN: Okay. All right.
14 Good. Let's proceed. Thank you.

15 MS. LINDSJO: So good afternoon, Chair
16 and commissioners. I'm happy to share an update
17 on the Changing Federal Footprint project.

18 Last summer, NCPC partnered with Public
19 Buildings Reform Board, PBRB, to jointly study
20 the opportunities to consolidate, redevelop, and
21 dispose of federal properties adjacent to the
22 National Mall and understand the impacts of the

1 changing federal footprint in Washington, D.C.
2 as part of the Changing Federal Footprint
3 project. This is a preliminary map of
4 opportunity properties and areas that were
5 analyzed last year. PBRB is an independent
6 federal agency tasked to identify opportunities
7 for the federal government to significantly
8 reduce its inventory of civilian real property
9 and reduce costs.

10 First, I'd like to introduce Paul
11 Walden, PBRB's executive director, to say a few
12 words before my presentation.

13 MR. WALDEN: Thank you, Melissa, and
14 good afternoon, commission. My honor to be
15 here.

16 Again, Paul Walden. I'm the executive director
17 of the Public Buildings Reform Board. And we
18 were, just so you understand, we were
19 established by special legislation in 2016, and
20 we are tasked, as Melissa said, to identify
21 underutilized properties that can be sold or
22 consolidated to reduce the overall cost to the

1 American taxpayer. And, evidently, Congress is
2 very appreciative of our work because just
3 recently they extended us to another year and a
4 half. We were supposed to sunset last month,
5 but Congress has demonstrated their great faith
6 in us to do another round of recommendations.

7 And one thing I always like to make
8 clear, the board is an independent commission,
9 essentially. We are not involved in making
10 decisions on terminating any agency missions,
11 reductions of personnel, or moving agencies out
12 of D.C. We're an independent bipartisan board
13 of six people appointed by the president with a
14 very diverse background in congressional
15 leadership, agency administration, and private
16 sector real estate. And the recommendations
17 we've made to date, we have a strong financial
18 feasibility analysis supporting those decisions,
19 and they're also feasible in terms of agency
20 relocations.

21 Our last round of recommendations,
22 which were just approved by OMB two weeks ago,

1 identified 11 properties. Three of them are up
2 there on the map. But, overall, they'll result
3 in \$5.4 billion in savings to the taxpayer.

4 And, last year, when we started looking
5 at the NCR portfolio in particular, we realized
6 there's a perfect timing now with the real
7 estate market conditions as they were and the
8 fact that a lot of these buildings were vastly
9 underutilized to actually look at repurposing
10 some of these buildings, putting them back on
11 the tax rolls, and reducing the overall
12 government cost.

13 So the board, you know, we are not
14 urban planners, but we look to the experts who
15 are, NCPC, to sort of look at what we can do to
16 sort of review the potential of some of these
17 sites, and also through our partnership with
18 HR&A to what sort of governance structure would
19 continue our work once we do sunset in December
20 of next year.

21 So, as a result, NCPC brought in the
22 Urban Land Institute to conduct a TAP study,

1 which the results were briefed just a couple of
2 weeks ago. And we received, I think, a very
3 resounding positive response from the media from
4 all the articles I've seen and all the phone
5 calls I've received.

6 So there's a lot of interest in what
7 we're doing. And, again, we looked at the
8 Forest Hall building as really being that
9 keystone to sort of re-energize that Southwest
10 area.

11 And, again, thanks to Mr. Acosta and
12 his staff for supporting us, and we look forward
13 to a continued partnership with NCPC. Thank
14 you.

15 MS. LINDSJO: Thank you, Paul. The
16 scale of dispositions in this area south of the
17 Mall that have been discussed over the last
18 eight months is unprecedented, as shown on the
19 map. It presents an enormous opportunity for
20 the nation's capital and Washington, D.C.

21 In 2024, PBRB and NCPC began meeting to
22 understand how both of our interests and goals

1 could come together. The partnership, as Paul
2 mentioned, began working with the Urban Land
3 Institute of Washington, ULI. ULI Washington
4 brings access to thought leadership and
5 impartial and market-driven feedback from the
6 private sector.

7 Together, we outlined the following:
8 Host a series of focus group discussions; a
9 technical assistance panel (TAP) and a public
10 forum around the topic Changing the Federal
11 Footprint. This all helped inform PBRB's second
12 round of submission, which did include the
13 Forrestal Building, as Paul mentioned, for a
14 disposition, and OMB has now accepted.

15 Let me share a little bit more on these
16 key events over the last year and how they
17 implement planning work that NCPC has done in
18 this area. ULI Washington, in partnership with
19 NCPC and PBRB, organized a series of four focus
20 groups in November of 2024 with key stakeholders
21 from the public, private, and non-profit
22 sectors. Each group focused on one of four

1 topics related to the changing federal footprint
2 in the National Capital Region: economic
3 development, identification of potential
4 opportunity sites and new catalysts, historic
5 preservation, open space infrastructure needs,
6 implementation strategies, and managing
7 organizational structure.

8 Four themes came from the discussions
9 over the two days listed here on the screen.

10 I'd like to emphasize the first one: There must
11 be a phased disposition schedule for federal
12 properties.

13 NCPC has advocated for dramatic changes
14 to this area south of the National Mall for
15 decades. One key example is NCPC's Southwest
16 Eco-District Plan from 2013, which guides
17 property disposal, reuse, redevelopment, and
18 infrastructure planning. A vision of south of
19 Independence Avenue is shown on the top left
20 image.

21 The linchpin to implementing this
22 vision is the James V. Forrestal Building, also

1 known as the U.S. Department of Energy DOE
2 Headquarters or the Forrestal Complex. PBRB and
3 NCPC made a very deliberate decision to focus
4 the TAP on the Forrestal Complex and sponsor
5 this TAP to connect ongoing planning studies in
6 Southwest Washington with efforts to identify
7 federal assets for disposal.

8 In February 2025, ULI assembled a TAP
9 to develop a roadmap for redevelopment of the
10 Forrestal Building, shown in the bottom left
11 image. The Forrestal Complex is a three-
12 building brutalistic structure constructed in
13 1969 at 1000 Independence Avenue S.W. It's
14 outlined in green on the map on the right side
15 of the screen. The Forrestal Complex has 1.8
16 million rentable square feet and sits on 11
17 acres. L'Enfant Plaza, or 10th Street S.W.,
18 bisects the study area terminating to the north
19 at Independence Avenue S.W. and the Smithsonian
20 Council and to the south at Banneker Park
21 overlooking the Southwest Waterfront.

22 During the first day, the panelists

1 received the assignment, took a tour of the
2 building and surrounding area, had stakeholder
3 group discussions, and then worked together to
4 come up with a strategy, which they presented at
5 the end of day two. The sponsor team presented
6 the panel with a briefing book that gave them
7 background information as well as the TAP goals
8 and key questions to consider. The TAP goals,
9 shown here, focused on making sure what they
10 produced was financially viable, have a flexible
11 timeline, identified key stakeholders, and made
12 sure the redevelopment could unlock additional
13 redevelopment within the monumental core.

14 To achieve the TAP goals, the panelists
15 also had some questions to answer to help
16 formulate their plan and strategy. The goals
17 and questions came mostly from discussions that
18 happened in the fall with the focus groups. We
19 really wanted to make sure that everything
20 analyzed was data-driven and helped achieve
21 goals from all stakeholders. Speaking of
22 stakeholders, this is a comprehensive list of

1 stakeholders that were engaged with during the
2 TAP, again, wanting to get the full picture of
3 what could happen with this site.

4 The panel, shown in the photo here,
5 recognized that the study area presents a unique
6 and timely opportunity to become a gateway
7 between the Southwest Waterfront and the
8 National Mall with realization of the
9 opportunity hinging on the redevelopment of the
10 Forrestal Building.

11 To guide its deliberations, the panel
12 first created a roadmap of five major activities
13 that would be required to fully maximize the
14 redevelopment potential of the Forrestal
15 Building and its surrounding submarket. You can
16 see them listed on the screen, and now I'll walk
17 through the five.

18 The panel discussed four options for
19 the DOE headquarters. Option 1, status quo,
20 keeping DOE in place, the panel rejected this
21 option, as have PBRB and the White House in
22 their recent approvals to sell the building.

1 Option 2, constructing a new headquarters, and
2 this was deemed too costly and not necessary,
3 given the amount of unused office space on the
4 market and also in the federal inventory.

5 Option 3 and Option 4, relocating to existing
6 federal space or leased space, were seen as
7 viable options. These have the potential to
8 provide long-term cost savings to taxpayers and
9 provide modern and efficient spaces for DOE
10 employees.

11 Next, the panel looked at the site
12 potential and making it a gateway to the
13 waterfront. The panel recommended a
14 coordinating entity to champion the
15 redevelopment of the Forrestal Complex and the
16 adjacent areas in Southwest with a key focus on
17 guiding the disposition and redevelopment
18 process of federal assets. This entity does not
19 necessarily have to be a new agency or
20 authority. The panel also recommends an MOU
21 with expectations and agreements for
22 development.

1 There are several issues to address in
2 determining the site potential, as listed on the
3 screen, including identifying desired cultural
4 uses, infrastructure needs, Virginia Avenue
5 question which I'll touch on later, and
6 resolving inflated assessments. Also listed are
7 the key stakeholders that would need to be
8 involved in the process.

9 I wanted to share that, during the
10 winter, NCPC had Perkins&Will work on renderings
11 of a re-imagined area south of the National
12 Mall. The renderings build on past planning
13 efforts and will be updated as additional
14 planning for the area takes place. As the
15 previous slide discussed, there will be some
16 topics that will need to be resolved during the
17 MOU and entitlement process, one of them being
18 infrastructure needs and expanding the right-of-
19 way.

20 This rendering showcases public space
21 along the extended C Street, S.W., right-of-way
22 from 10th Street looking west from the Forrestal

1 Building currently where the cafeteria sits.

2 The next stop on the roadmap is the
3 transaction and redevelopment. The panel
4 recognized that one possibility would be to
5 divest at least a portion of the site for public
6 benefit users, including cultural institutions
7 such as the Smithsonian, health care
8 organizations, universities, or nonprofits. The
9 panel recommended that the intended public
10 benefit user be identified during the
11 predisposition process.

12 Based on prior studies, the panel
13 proposed a redevelopment program for the
14 Forrestal Complex, totaling 3.7 million square
15 feet, with uses likely to succeed based on
16 current market factors. As you see on the
17 graphic, the redevelopment would consist of
18 residential, museum, cultural, hotel, office,
19 and retail.

20 The panel recognized there is a
21 possibility that redevelopment of the Forrestal
22 Complex into a 3.7 million square feet mixed-use

1 project is not financially viable on its own as
2 a variety of factors, as listed on the screen,
3 can escalate costs beyond the level that the
4 project can work or be viable without public
5 financing assistance. The redevelopment efforts
6 could potentially be financed publicly with the
7 District government or the federal government or
8 with the use of creative financing tools or a
9 combination of funding sources.

10 The panel also looked at new versus
11 conversions, as well, and determined that the
12 existing building does not fully occupy the site
13 and the current layout of the building does not
14 work well for residential, so conversion is not
15 viable. The panel also looked at the northwest
16 corner of the site as basis for much of their
17 analysis.

18 The last stop on the roadmap answered
19 the question, what will be the catalytic impact?
20 Based on the panel's proposed redevelopment
21 program, it projected the Forrestal Complex
22 would contribute \$45.3 million in annual tax

1 revenue at full build-out. The panel compared
2 the site and study area to the Capitol
3 Riverfront BID, as it presents many similarities
4 and they had access to the data around that.

5 Once the Forrestal Complex is
6 redeveloped, the panel anticipated an impact on
7 development in Southwest, including the
8 disposition and redevelopment of other federal
9 assets resulting in a net increase of 1.9
10 million square feet and \$150.9 million in new
11 tax revenue.

12 On May 22nd, ULI Washington with NCPC
13 and PBRB hosted a public forum for over 200
14 people who gathered on top of the Spy Museum
15 with views of the Forrestal Building. Norman
16 Dong moderated the event where three of the
17 panelists presented the findings of the TAP and
18 then had a catalytic impact discussion with
19 NCPC's Diane Sullivan, Steve Moore with the
20 Southwest BID, and consultant Andrew Trueblood,
21 former D.C. planning director.

22 The TAP report was also released that

1 day, and you can find the full report on our
2 website at ncpc.gov.

3 One of the main discussion points at
4 the public forum was the uncertainty regarding
5 which streets need to be reintroduced, and this
6 impacts the overall value of development. For
7 example, the panel debated whether the value of
8 reintroducing Virginia Avenue as shown on the
9 plans on the left side of the slide, and then,
10 ultimately, the panel thought the impact of
11 development by square footage was too great and
12 supported a plan similar on the right side
13 without Virginia Avenue. This issue and
14 questions regarding historic preservation will
15 need to be addressed for all of the sites the
16 federal government is planning on selling.

17 This is a rendering showing the
18 potential if Virginia Avenue were to be
19 introduced and what the gateway and viewshed
20 would look like. Washington is extremely
21 fortunate to having such incredible viewsheds
22 from the L'Enfant plan, but we also need to have

1 discussions about what is feasible. Lastly, the
2 panel recommended developing an updated vision
3 plan for the Southwest planning area that builds
4 upon the NCPC's Southwest Ecodistrict Plan.

5 In terms of next steps, NCPC is excited
6 to move quickly with local and federal partners
7 to better determine property entitlements for
8 land and buildings that the federal government
9 wants to dispose of in Southwest D.C., creating
10 certainty and maximizing value for the federal
11 government and also ensuring that the private
12 redevelopment of federally-disposed land south
13 of the National Mall and directly across the
14 street from the National Mall is of the highest
15 quality and respectful of its location in the
16 heart of the nation's capital.

17 This rendering is showing how the 10th
18 Street transformation could really connect the
19 waterfront to the Mall. As I said at the
20 beginning of my presentation, NCPC has advocated
21 for dramatic changes to the area south of the
22 National Mall for decades, and we're excited to

1 be working with our federal partners in the
2 District to make this area a place where people
3 want to visit and live.

4 This partnership with PBRB and ULI
5 Washington was very successful, and I'd be
6 remiss if I didn't thank Gail Fisher from PBRB,
7 Mark Gazda with ULI Washington, and Will Rich
8 from Calvary Real Estate Advisors, as well as
9 the NCPC team. Thank you.

10 And, with that, I would like to invite
11 Norman Dong, the panel chair, to say a few
12 words. Norman has experience not only in the
13 private-sector real estate but also served as
14 commissioner for GSA's Public Building Service
15 and an OMB as a controller. Norman also serves
16 as the chair of the Federal Real Property
17 Association.

18 Thank you, Norm.

19 MR. DONG: Good afternoon, everyone,
20 Madam Chair, members of the commission. I am
21 thrilled to be here. First, I wanted to start
22 just by expressing my gratitude and appreciation

1 to NCPC and the PBRB for sponsoring the ULI TAP
2 on the Forrestal Building. As you saw, and for
3 those of you who were with us at the public
4 forum, we had a great group of panelists,
5 including Katie Crystal and Josh Olson and Vicki
6 Davis. And for anybody who knows those folks,
7 you know that they bring a significant amount of
8 energy and enthusiasm, as well as subject matter
9 expertise, to the conversation. And as Melissa
10 was saying, our charge was to consider the
11 redevelopment potential of the Forrestal site.

12 Where we are today, you've got to step
13 back and think about kind of this moment in time
14 because we've been having this conversation
15 about what to do with the Forrestal Building for
16 a while now, right? I think it began with the
17 Southwest Ecodistrict Plan back in 2013. And
18 even as recently as last year, Diane and I were
19 on a panel over at the arena stage, and I am
20 thinking about, all right, why are we not moving
21 forward on issues like the Forrestal Building?
22 What can we do to get the federal government to

1 be more proactive in disposing of some of these
2 underutilized federal assets? And here we are
3 today and the world has changed dramatically
4 over the past 12 months.

5 There's been a lot of conversation, a
6 lot in the news about how this administration
7 has got a little bit more spring in their step
8 in terms on this issue of underutilized federal
9 buildings, and you're seeing examples of GSA
10 moving far more assertively on this question to
11 dispose of underutilized assets.

12 So the panel was charged with not just
13 looking at the Forrestal site and the
14 redevelopment potential of those 11 acres, but
15 really considering the question of how Forrestal
16 can serve as a proof of concept for redeveloping
17 other underutilized properties, particularly in
18 Southwest D.C. And for us and for all of us, it
19 really is thinking about, okay, how do we
20 maximize the redevelopment potential of
21 Forrestal, but also how do we capitalize on this
22 opportunity to have much more of a neighborhood

1 transformation impact?

2 So as we think about the two days that
3 we spent together as a panel, job one for us was
4 to think about what you do with the Department
5 of Energy headquarters. And I think, as you
6 look back at the conversations that we've been
7 having for more than a decade on redeveloping
8 the Forrestal site, the conversation has largely
9 gone nowhere because we could never figure out
10 what to do with the Department of Energy. And
11 the conversation would often go to, well, you
12 need to get Congress to appropriate a lot of
13 money to build a new Department of Energy
14 headquarters. And when you think about what
15 that would cost, anywhere between \$750 million
16 to a \$1 billion, that becomes a showstopper.
17 And you think about how difficult it is for the
18 federal government to get capital funds to
19 renovate and modernize any of the buildings that
20 we see here in the National Capital Region. And
21 then when you talk about the FBI Headquarters
22 and what that costs, then you talk about, okay,

1 we need another billion dollars for the
2 Department of Energy. We don't live in that
3 world where Congress is appropriating billions
4 of dollars for new federal buildings or to
5 modernize and upgrade existing federal
6 buildings.

7 So we had to take much more of a
8 practical approach to say, all right, if you've
9 got to live within your existing budget, what do
10 you do to solve this problem? So, as Melissa
11 talked about, we looked at four different
12 options. Status quo was not an option.
13 Constructing a new smaller facility we looked
14 at; but, again, that comes with a big price tag,
15 as well.

16 So then we looked at two other options.
17 One was relocating to existing federally-owned
18 buildings, and there's been a lot of
19 conversation about how these federally-owned
20 buildings are significantly underutilized. And
21 then we also talked about potentially moving to
22 a lease. And I think the Department of

1 Transportation, the Security and Exchange
2 Commission, those are examples of cabinet
3 entities or independent agencies that are in not
4 own space but lease space.

5 So I think the precedent has been set
6 where not every agency has to be in a federally
7 owned building. So we thought, wait, maybe we
8 could do that, as well. And, granted, when you
9 look at the existing lease inventory in
10 Washington, D.C., you don't have a single large
11 block of space that could handle the entire
12 Department of Energy requirement, but you could
13 split it up. And I think we've seen examples
14 with the Department of Justice, for example,
15 where you don't have to put everybody in one
16 building. You can spread them, different
17 functions in different buildings, and it makes
18 it an easier space problem to resolve.

19 So I think the headline for us is, if
20 you have to live within existing budget
21 constraints, there are ways to solve for this
22 headquarters requirement that we may not have

1 fully recognized in the past. And if we're
2 serious about redeveloping the Forrestal site,
3 then we're going to take a closer look and give
4 more serious consideration to those other
5 options.

6 Okay. So, as I said, it's not just
7 about redeveloping the Forrestal site. It
8 really is achieving the full potential of what
9 Southwest D.C. can and should be. And as we
10 look at the properties that are slated for
11 disposition in Southwest D.C., you've got the
12 HUD Headquarters, you've got the Liberty Loan
13 Building, you've got the Wilbur Cohen Building,
14 you've got the former regional headquarters for
15 GSA at 301 7th Street, S.W. You've got like
16 five different buildings that have already been
17 slated for disposal. How do we avoid a
18 situation where GSA is just really just dumping
19 these properties on the market, and
20 I think there was consensus among us that we
21 want a thoughtful redevelopment plan that
22 sequences the redevelopment of these sites over

1 time. And we kind of look back to the past, and
2 we saw Southeast Federal Center as being kind of
3 a model for what we might want to do here.

4 So as we think about kind of the path
5 forward, A, there's some planning activities,
6 and Melissa talked about kind of the planning
7 work between NCPC and the D.C. Office of
8 Planning that has already begun here. But I
9 think there's also a conversation with GSA that
10 needs to take place where you're looking at the
11 proposed vision and the proposed reuse of these
12 sites, and you're thinking about potential
13 transaction structures that might make sense
14 here that would allow for a thoughtful
15 development sequence over time.

16 There's been a lot of conversation
17 about disposition and focus on selling the
18 property. Well, maybe we could do that, but
19 maybe there are other transaction structures
20 like a ground lease, for example. There are
21 examples where the federal government didn't
22 sell a property but did a ground lease instead

1 or some other transfer of administrative control
2 that may allow for a more thoughtful, holistic
3 approach to sequence the redevelopment of these
4 properties over time and to maximize the
5 neighborhood transformation potential and impact
6 as we saw on the Capitol Riverfront with the
7 Southeast Federal Center.

8 So I think we've got a clear path
9 forward on the planning side and on the federal
10 engagement side. And, again, think about where
11 we are today. I think it really is, if you take
12 a moment to celebrate the progress that has been
13 made. Some of us were a little bit doubtful of
14 whether we'd ever get here in our lifetime, but
15 I think I'm feeling energized and inspired in
16 terms of where we are today and where this could
17 go. So thank you very much.

18 CHAIR GOODMAN: Thank you. Thank you
19 very much, Norm, and appreciate your input.
20 And, also, thank you, Paul, and thank you, as
21 well. We really appreciate everything that
22 you've done, Melissa, on this project and all

1 the work that's gone into it with our partners.

2 So, with that, I'm going to ask are
3 there any questions for our speakers now from
4 the commissioners online or in person? Any
5 questions?

6 Hearing none, we're going to move on
7 then with deliberations, and I'm going to begin
8 with Commissioner Tunstall-Williams.

9 MS. TUNSTALL-WILLIAMS: Okay. Well,
10 I've had sort of a front-row seat for all of
11 this for many, many years and agree with Norm
12 that there's been a lot of conversation and
13 everyone's focused on this Forrestal site. And
14 I will say, when we started this back in the
15 fall, I don't think any of us could have
16 imagined the momentum that this would take on
17 with the current administration. And so I think
18 that that is great and to PBRB's great credit to
19 continuing to push it.

20 I still have great concern that the
21 complexity of getting particularly the
22 Department of Energy out of that site in a

1 timely manner to allow the momentum to keep
2 going. I think I'm very concerned about that.
3 I'm also concerned about the huge infrastructure
4 cost that it will take to remove the building
5 and prepare those parcels for development.

6 So I think, to the extent that PBRB can
7 continue to push and NCPC to build those
8 connections, the District, this is going to take
9 everyone to make this happen. And I think,
10 right now, we are at this critical point that
11 the momentum is there and I don't want to lose
12 it. So what all of us, how we can partner to
13 move that forward, is good.

14 I do also have concern, as Norm said, a
15 lot of the other buildings that we're talking
16 about are moving faster than this one. And I
17 worry that, if they get too far ahead, there
18 could be a glut and then the interest in the
19 Forrestal site might diminish. So I think the
20 phasing is very important, and so the advocacy
21 that you can do with GSA leadership, certainly
22 way above me, is important because I think the

1 long-term impacts on the District and the
2 partnership that GSA can bring shouldn't be
3 detrimental if we get too far ahead. So looking
4 to everyone to kind of support those efforts.

5 But, otherwise, I think it's a great
6 project. I look forward to, fingers crossed,
7 something actually happening.

8 CHAIR GOODMAN: Thank you very much,
9 Commissioner Tunstall-Williams. Commissioner
10 Cash, please.

11 MR. CASH: Great. Thanks. So one of
12 the things I think we forget about sometimes is,
13 whenever the Smithsonian comes here to talk to
14 us about a new museum site, we bang our heads
15 against this dais for days and days and days
16 saying why do you want to take this piece of
17 land? We will give them empty land for free.
18 But when it comes to something like one of these
19 buildings, they have to pay for it and all this
20 stuff.

21 So if there's any way we can come up
22 with some new regime where anything north of C

1 Street, it's just an automatic we're going to
2 give it to the Smithsonian. If we're going to
3 extend the Mall, we're going to modify the
4 Ecodistrict to bring them all down there and get
5 them all the space they will ever need.

6 So I think the economics, especially
7 what's going on in D.C. right now, I mean, we're
8 not going to build another wharf. We're not
9 going to build another Capitol Riverfront down
10 there. We don't have enough, like, commercial
11 office space right now to support what we need
12 here.

13 So I think, in light of a lot of what's
14 gone on in the last year and in light of the
15 Smithsonian coming to us every couple of years
16 for a new museum and us just going crazy, I
17 think that there's a tremendous opportunity. We
18 can talk about agriculture, especially right
19 there on the Mall. But, I mean, extending that
20 Mall down, I think that there's a tremendous
21 opportunity if we can get out of the mind set of
22 we're selling this building like a commercial

1 development project. This is already federal
2 land. We have a lot of uses for it down there,
3 so I think that changing the paradigm down there
4 and really -- I know you're partnering with
5 Smithsonian, but see if we can do it to even
6 more of an extent and solve their problems for
7 the next hundred years. I think that that's a
8 tremendous opportunity that we couldn't miss if
9 we think about this and too much of a market-
10 driven economics.

11 So that's my two cents. But I really
12 thank the team for all the work that's been
13 going on this. I think it's really exciting
14 regardless to re-imagine these large swaths of
15 D.C. land and what can become of it if we kind
16 of taper it down to the federal interest. So
17 thanks.

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

20 MS. MCGOWAN: I have no questions.
21 Thank you for the presentation.

22 CHAIR GOODMAN: Thank you,

1 Commissioner McGowan. Commissioner Cozart.

2 MS. COZART: Thanks for the
3 presentation. I really thank the NCPC team
4 because this has been -- you all have had to
5 shift very much like a conversation about the
6 federal footprint, you know, 18 months ago was
7 completely different and the things that we were
8 looking at were completely different. So
9 appreciate how entrepreneurial you all have been
10 and kind of building partnerships and both
11 entrepreneurial and also strategic. So
12 appreciate that.

13 And I, too, am hopeful that what came
14 out of the TAP can be a blueprint and really
15 appreciate the support for the kind of phased
16 disposition approach and strategy that is
17 really, really important to the District. And
18 so appreciate alignment and consensus around
19 that.

20 CHAIR GOODMAN: Thank you,
21 Commissioner Cozart. Commissioner Stidham.

22 MS. STIDHAM: I cannot agree with

1 Commissioner Cash more. Every memorial sponsor
2 that I work with I pitch this area. No one will
3 bite. They can't see a vision. They can't be
4 the first ones to take that leap. So having
5 this study that shows the potential and the
6 potential for the building to change or move and
7 open up the extension of the Mall with the
8 Commemorative Works Act and the reserve being
9 complete, we need to extend the mall. And this
10 is an opportunity and it's a space for
11 Smithsonian, it's a space for memorial sponsors,
12 it can be a great connection. We just need
13 someone to see that vision and take the chance.

14 And I know any memorial sponsor that is
15 listening is, like, tired of hearing me say
16 this, but it is a huge opportunity and it's a
17 great space. So really appreciate this work and
18 showing a vision and the potential. I think it
19 goes a long way; and, hopefully, we'll continue
20 that momentum. So thank you.

21 CHAIR GOODMAN: Thank you,
22 Commissioner Stidham. Commissioner Argo, are

1 you still online?

2 MS. ARGO: I'm coming. Here I am.

3 CHAIR GOODMAN: Okay. We're here.

4 MS. ARGO: I appreciate very much the
5 presentation. I love Commissioner Stidham's
6 comments and would align myself with them. And
7 it's not just a matter of vision. It's a matter
8 of resources and logistics. And I just hope we,
9 you know, I don't know how much we can be a part
10 of it, but I hope, you know, we can move the
11 forces together to make some of the things
12 happen that we were provided with today, you
13 know, the vision and the opportunity. Thank
14 you.

15 CHAIR GOODMAN: Thank you very much,
16 Commissioner Argo. Vice Chair Hewlett.

17 VICE CHAIR HEWLETT: Yes. Thank you so
18 very much for the presentation, Ms. Lindsjo and
19 Mr. Dong and Mr. Walden. Appreciate it and for
20 our NCPC team for working so very hard on this.

21 I, too, would like to associate myself
22 with the comments of Commissioner Cash and

1 Commissioner Stidham about the museums, the
2 Smithsonian Museums. And it's referenced in the
3 report from the February, the TAP report from
4 February of 2025. I understand that they're
5 made, the concern was the market value, the
6 market value to some extent. But that can be
7 waived, perhaps. But it just makes sense. It
8 just makes sense. You're so right that the
9 Smithsonian comes to us on a regular basis.
10 There's a new museum proposed, a new museum
11 proposed, and they're all worthwhile. But we're
12 so limited on the space and this is opportunity
13 knocking, and I think we should find a way to
14 seize it. Thank you.

15 CHAIR GOODMAN: Thank you, Vice Chair
16 Hewlett. And I just want to thank, again, NCPC
17 staff. Thank you very much. Melissa and Paul,
18 thank you for bringing your partnership. And,
19 Norm, thank you for bringing your expertise, I
20 mean, for continuing to contribute to this place
21 we call the Capitol, and it's a big job.

22 I also want to recognize Marcel because

1 it was months and months ago when Marcel first
2 suggested to me your leadership is and you're
3 just invaluable. I just want to say that,
4 Marcel. We don't ever thank you for a hell of a
5 great job you do. But you said look at this
6 building, and I said, oh, I know this building
7 because we come and visit Department of Energy
8 every year and it's kind of a nightmare building
9 of all the buildings. It's one of a few, I will
10 say.

11 In terms of the interface that the
12 person coming to the building has, you know,
13 their top secret floor is on the top and you're
14 running around in these hallways that look like
15 a labyrinth out of The Matrix, you know. And it
16 really is, it's time to go. And the space and
17 the real estate is so powerfully located and
18 situated for other purposes.

19 So I guess, with every new
20 administration, there are new blessings and new
21 challenges. And this one, this new
22 administration is not without those. And,

1 certainly, the opportunity is there, I think.
2 You know, we have to find those opportunities,
3 you know, to see a path forward to reuse this
4 space and to perhaps do something different in
5 that location. And it finds its similarity,
6 this plan, I think, to the Pennsylvania Avenue
7 plan in that it's trying to bring this all
8 together to incorporate downtown into
9 Pennsylvania Avenue and all these other nodes
10 and opportunities.

11 But the same for the beautiful, that
12 beautiful visual we have of a viewshed that
13 could be, you know, what the Forrestal Building
14 blocks right now into, you know, into the Wharf,
15 but also to the Smithsonian Capitol. That is
16 just, that's another powerful node that I think
17 can be redeveloped.

18 Now, I have to say that Commissioner
19 Stidham, or, yes, Commissioner Tunstall-Williams
20 brings me right down to reality. And I think
21 that's, you know, so no, no, but, you know, you
22 work with it every day. It's like you're living

1 and breathing it. So, you know, I don't know
2 what the answers are, but I hope, as we talked
3 about, again, many times in our strategic
4 planning as a commission, that NCPC with its
5 partners, not alone, but with our partners could
6 be thought leaders in some of these areas. And
7 there's no better time than now in America to be
8 thought leaders, and I think, you know, it's a
9 possibility now, perhaps, but, at the same time,
10 it's not going to come without hard work. So we
11 should try, is my opinion.

12 So I just, again, want to thank all of
13 those who participated and look at this as an
14 opportunity for a generational re-evaluation,
15 re-envisioning of the capital city. And so I'm
16 just grateful to all those who took part in
17 this. I'm grateful, especially, Marcel, for
18 your leadership because I know that you've been
19 looking at this and imagining things for some
20 time.

21 So, with that, are there any further
22 comments or questions?

1 Hearing none, this concludes our open
2 session for June. And our next regular
3 commission meeting will be July, I'm sorry, will
4 be Thursday, July 10th, so not on the 4th
5 weekend, the week of the 4th. It is going to be
6 on July 10th at 1 p.m.

7 And August is our month off, so we have
8 a big meeting, I'm sure, that was planned for
9 us, Diane, next month, but we'll be ready.

10 So thank you all. And if there's no
11 further business, this meeting stands adjourned.

12 (Whereupon, the above-entitled matter
13 went off the record at 3:08 p.m.)
14
15
16
17
18
19
20
21
22

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 matter was taken;
9 and further that I am not a relative nor an
10 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 Lauren Fridley
21
22

\$	12th 79:16	2025 4:5 6:3 79:7 100:8 127:4	4
\$1 113:16	1400 29:3 36:7	2027 59:3	4 103:5
\$150.9 107:10	15 7:3	22nd 107:12	40 56:6
\$45.3 106:22	18 124:6	24 8:20	400 22:17
\$5.4 96:3	1919 42:4	24th 79:17	45 18:5
\$750 113:15	1940 42:4	25 23:20 27:3	4th 59:21 72:18 131:4,5
1	1969 100:13	250th 58:22	5
1 102:19 131:6	1974 56:7	26 7:16 79:9	5 4:5
1.2- 56:2	1991 6:22	27 79:9	50 27:14
1.8 100:15	1997 7:1	272 41:2	50-year-old 56:7
1.9 107:9	1:00 4:2	28 6:21	5A 10:11
10 27:14,20	2	28th 12:5 18:4,5,8	5B 20:22
10-person 36:22	2 103:1	3	5C 39:20
100 22:17	200 107:13	3 103:5	6
1000 100:13	2010 21:22	3.7 105:14,22	6 6:3
106 58:13,14 79:7	2013 99:16 111:17	301 116:15	6A 54:12
10th 100:17 104:22 109:17 131:4,6	2016 94:19	35 64:14	7
11 96:1 100:16 112:14	2020 11:20 42:6	360 6:6	7th 76:1 116:15
11- 13:10	2021 11:8	3:08 131:13	8
116-248 11:20	2022 7:16	3D 22:13	80 22:17
12 8:20 112:4	2023 49:4 56:14	3rd 89:2	8th 74:9 76:1
	2024 11:9 97:21 98:20		

9	112:14	adjacency 62:13 71:5,9 75:2	22 49:7 86:22 94:6 95:10,15,19 103:19 115:6
9th 89:2	act 11:11 18:2 81:8 125:8	adjacent 12:18 56:5 62:2,6 63:4, 13 81:16,18,20 93:21 103:16	agenda 5:15,20 8:13 9:18 10:11 20:22 39:20 54:11 92:21
A	action 6:1	adjourned 131:11	aging 54:20
abhorrent 60:8	actions 59:5	administered 56:9	agree 56:20 91:9 119:11 124:22
above-entitled 131:12	activated 92:1	administration 56:16 57:22 92:16 95:15 112:6 119:17 128:20,22	agreement 23:9
Abstain 20:19 39:17 54:8	activation 69:16	administrative 118:1	agreements 103:21
abyss 64:20	active 82:14 83:11 91:22	adopted 5:15 6:2	agriculture 122:18
accepted 98:14	activities 22:21 102:12 117:5	advance 55:8 61:14	ahead 92:6,15 120:17 121:3
access 12:16,17 14:9 23:2,3 69:15 83:21 98:4 107:4	acts 77:6	advantage 77:19	Airy 13:10
accessibility 67:1 69:3	adapted 31:1 47:16	adventure 8:1,11	align 52:14 126:6
accessible 81:16	add 24:15 28:16 83:15	Advisors 57:20 110:8	aligned 52:6
accommodate 23:8	adding 44:4	advisory 11:1,3	alignment 57:14 60:5 66:7 69:2 124:18
accommodates 70:2	addition 17:5,14 23:5 44:14 61:18 62:1,14 68:2 71:14 75:5 77:13 79:14 81:13	advocacy 120:20	alignments 77:18
accomplishments 9:4	additional 18:14 19:1,6 22:18 23:21 26:16 28:2 35:2,5 43:11 85:9 101:12 104:13	advocated 99:13 109:20	Allegiance 5:18,19
accumulates 31:2 47:17	address 57:13,21 104:1	affected 62:3	alternatives 58:10 78:21
achieve 101:14,20	addressed 40:15 108:15	African 7:12	Amendment 66:15 77:11 78:11
achieving 116:8	addresses 70:5	afternoon 4:3 8:16 10:16 21:6 40:5 55:17 93:15 94:14 110:19	amenities 67:1
acknowledge 7:14 9:8 60:7 61:3 62:8 63:6 64:1 67:9	adequately 47:2	agencies 56:11 60:19 95:11 115:3	America 32:6 130:7
acknowledged 65:16 66:4	adjacencies 60:14 81:5	agency 6:21 7:1 9:7 31:3,18,20 32:10 47:20 48:11,15,	America's 57:1 58:22 84:21
Acosta 5:6 8:14,15 97:11			American 7:12 48:20 49:1,11 95:1
acres 41:2 56:6 100:17			

Americans 63:1	appointed 95:13	109:3,21 110:2 125:2	asset 34:13,14
amount 84:16 103:3 111:7	appreciation 59:13 110:22	areas 24:9 48:17 59:20 68:7 89:4 94:4 103:16 130:6	assets 7:8 65:16 74:14 76:6,11 81:7 100:7 103:18 107:9 112:2,11
analysis 95:18 106:17	appreciative 95:2	arena 111:19	assignment 101:1
analyzed 94:5 101:20	approach 37:18 114:8 118:3 124:16	Argentine 12:13	assistance 98:9 106:5
Andrew 107:20	appropriating 114:3	Argo 4:13,14 17:12,13,19 20:6,7 33:21,22 34:6 39:5,6 50:4,6 52:5,6,12 53:14,18,19 85:8,9,17 125:22 126:2,4,16	associate 37:20 90:6 91:3 126:21
animal 22:2	approval 10:19 11:5,12 16:14 23:10 24:21 34:3 40:13 58:18 59:2 79:8	Army 7:15 9:9 40:8,9 41:2,5,6 42:2	Association 110:17
annexation 12:5	approvals 102:22	Army-focused 41:8	assorted 73:20
anniversary 59:1	approve 10:12 14:18 16:11 20:22 32:20 39:20 45:19 49:19	array 30:21 47:14	asymmetrical 14:5
announcing 6:18	approved 6:3 11:3 42:17 59:3 95:22	arrival 92:12	Attaché 12:13
annual 106:22	approximately 22:8 23:20	arrived 92:7	attended 91:8
answers 130:2	arboriculture 63:4	Art 59:22 61:7	attending 29:15
anthropologically 60:11	architect 15:21 60:3 61:7	articles 97:4	attention 59:20 71:1 85:12
anticipate 59:2	architects 26:1 60:9	Arts 11:2 15:15 58:17 73:14	attorney 25:4
anticipated 79:7 107:6	architectural 23:13	Asclepias 31:14,17	August 131:7
anyone's 87:21	architecture 43:18	aspects 56:12 59:4 60:14 65:15 79:5 85:13	authority 6:2 11:5 103:20
apartment 83:1,2	Archives 74:8,21	aspiration 66:14 69:19	authorized 11:21
Apartments 23:14	area 12:10 22:3 23:2,3,7 31:11 36:9 43:1,4 44:15,17,20 45:8 56:2 62:16 67:20 70:7 71:20 72:9 73:5 75:12 76:10 83:9 97:10,16 98:18 99:14 100:18 101:2 102:5 104:11,14 107:2	aspire 67:4	automatic 122:1
apologies 28:14		assembled 100:8	avenue 8:18 12:7,15 21:9 22:6, 8 23:4 26:4,5,8 29:4 36:11 41:12 54:13,15 55:21 56:3,6,8,19,21 57:3,16 61:10 62:3,22 63:7,12,14,16,19,22 64:7,20 65:4,22 66:6,7 67:2,19,22 68:3,9,11 69:5 70:15,19 71:5,6,9, 13,17 72:5,13 74:10,12
applaud 34:10 52:16		assertively 112:10	
applicant 12:9 13:8,14,19 18:16 40:15 41:13,21 42:7,14 43:5,14,16 44:7,15,19 45:4,10,13 52:21		assessments 104:6	
applications 10:10			

75:2,7,19 76:20,22 77:12,21 84:2 85:2 88:19 89:1,8 92:3,10 99:19 100:13,19 104:4 108:8,13,18 129:6,9	baseline 62:20	37:15,17 46:13,16,19 49:14,18 52:19	26:9 82:7 115:11
avenue's 54:19 57:17 58:2	basis 63:21 73:21 78:17 106:16 127:9	Beyer 15:18	blocks 56:5 129:14
avoid 116:17	basketball 6:13	BID 83:17 91:16 92:18 107:3,20	blueprint 124:14
avoiding 66:2	battalion 41:4	big 8:6 83:5 87:17,20 88:4 114:14 127:21 131:8	board 93:19 94:17 95:8,12 96:13
awe 86:18	beat 36:4	bike 68:6 70:4	bocce 74:1
axis 14:11	beautiful 17:5 50:19 56:21 57:6, 18 84:19 129:11,12	bikes 57:5	bollarded 81:21
<hr/>			
B			
<hr/>			
back 18:22 26:14 36:2 38:15 40:3 61:21 66:7 74:21 77:21 79:11 86:15 96:10 111:13,17 113:6 117:1 119:14	beautify 54:19	billion 96:3 113:16 114:1	book 89:13 101:6
background 56:1 95:14 101:7	beauty 38:4	billions 114:3	bookends 68:13
balances 57:5	Beaux 73:14	bioretention 24:9 31:5,6,22 47:22 48:9	border 48:11
balancing 85:22	beds 22:17 27:14,15 34:12 35:2 37:6,8	bioswale 44:11	bosque 78:8
Band 41:5	began 97:21 98:2 111:16	bipartisan 95:12	bottom 100:10
bang 121:14	begin 34:11 58:12 119:7	bird's-eye 43:12	breadth 64:20 67:18 68:3,8,11 81:17
Banneker 100:20	beginning 91:1 93:12 109:20	bisects 100:18	breathing 72:6 130:1
barracks 40:1,11 42:8 45:21 49:21	begun 117:8	bit 18:9 35:15 98:15 112:7 118:13	breathtaking 55:9 80:3
bars 58:8	behalf 9:1 40:9	bite 26:19 125:3	Brentwood 21:17
base 13:5,9 39:21 40:12,20, 21 41:1,4,8,12 45:21 49:20 53:6	believes 45:15	biweekly 61:1	brick 42:14
based 66:11 105:12,15 106:20	Belle 15:19	black 71:21	briefed 97:1
	benefit 105:6,10	Blender 15:19	briefing 101:6
	benefits 76:2	blends 44:5	briefings 79:16
	Bernard 29:14 46:13	blessings 128:20	briefly 56:1
	Berne 29:14,18,19,22 32:18	block	bring 18:8 86:19 111:7 121:2 122:4 129:7

bringing 18:16 127:18,19	buses 63:10 68:6 70:3	11:1 15:12 32:7,12 45:16 97:20 99:2 109:16 113:18,20 130:15	catch 18:21
brings 98:4 129:20	business 5:16 56:17 131:11		cauliflower 32:10
broad 30:21 47:14 64:1	businesses 88:6	capitalize 112:21	causing 66:8
brought 96:21	busy 80:17	Capitol 56:4 60:2,3 61:7 63:3 66:18 68:17,20 69:21 77:4 107:2 118:6 122:9 127:21 129:15	celebrate 66:17 118:12
brutalistic 100:12	butterflies 30:8 31:16		center 22:10 41:11 65:21 68:19 72:10 117:2 118:7
Bryant 73:13	butterfly 24:12 31:14,19	car 92:11	central 76:7 78:5
budget 114:9 115:20	buttonbush 45:9	care 105:7	centric 89:7
budgetary 35:3	<hr/> C <hr/>	careful 50:13	cents 123:11
buffers 70:9	cab 92:10	Carolyn 15:18	century 55:3
build 11:22 104:12 113:13 120:7 122:8,9	cabinet 115:2	carousel 73:22	certainty 109:10
build-out 107:1	cacophony 83:4	carried 20:21 39:19	CFA 11:4
building 21:1 22:12 23:12 26:10 27:12 32:21 39:21 40:10 43:2 49:19 61:18 65:14 69:15 77:15 97:8 98:13 99:22 100:10,12 101:2 102:10,15,22 105:1 106:12,13 107:15 110:14 111:2,15,21 115:7,16 116:13 120:4 122:22 124:10 125:6 128:6,8,12 129:13	cafeteria 105:1	cars 68:6 70:3 81:22	chair 4:3,15,16,17,18 5:10, 20,21 7:20 8:5,15 9:3, 14 10:4,16 15:7 16:4, 14,15,16,17,20 17:10, 18,19,20 18:11,18 19:4, 8 20:1,8,9,10,11,20 21:6 25:10 26:15 28:1, 8,13,20 29:8,20 32:17 33:1,2,3,4,6,12,20 34:5, 6,7,16 35:21 37:13 38:22 39:7,8,9,10,18 40:6 46:7,17 49:14,22 50:1,2,5,22 51:11,15,21 52:4,11,12,13,18 53:13, 20,21,22 54:1,9 55:17 79:20 80:1 84:5 85:7, 16,17,18 86:4 87:3 89:19 90:2,19 93:13,15 110:11,16,20 118:18 121:8 123:18,22 124:20 125:21 126:3,15,16,17 127:15
buildings 25:15 26:11 41:18,22 42:3,15,19,22 43:13 44:12 51:7 59:21 75:10 81:17 87:12 93:19 94:17 96:8,10 109:8 112:9 113:19 114:4,6, 18,20 115:17 116:16 120:15 121:19 128:9	call 4:7 5:11 19:21 38:20 59:19 71:1 80:15 127:21	Carter 87:22	
builds 109:3	called 76:8 82:6	cartways 68:6 69:19	
bus 69:8	calls 97:5	case 82:6	
	Calvary 110:8	cases 68:16	
	campus 44:5	Cash 5:2,3 18:21 19:1,5 20:16,17 26:17,18 28:2, 6 36:3,4 37:14 39:14,15 51:3,4 54:5,6 87:5,6 89:20 91:3 121:10,11 123:19 125:1 126:22	
	canopy 66:20	Cash's 34:21 90:7	
	capable 70:10	catalysts 99:4	
	capacity 35:5 63:16 68:2 73:10 75:19,20 76:12	catalytic 7:10 8:8 106:19 107:18	
	capital 4:4 7:5,9 8:9,10 10:18		chair's 90:15

chairperson 15:4	84:19 130:15	106:9	20:2,4,6,12,15,16,18 26:17 28:2 33:7,9,13,21 34:6,17,21 35:22 36:1, 2,3,5 37:14 39:1,3,5,11, 14,16 50:6,8,9 51:1,2, 12,16,22 52:5,12 53:14, 16,18 54:2,5,7 80:6 84:7,12 85:8,17 86:5 87:4 89:20 90:3,7,20 110:14 119:8 121:9 123:19 124:1,21 125:1, 22 126:5,16,22 127:1 129:18,19
challenges 60:20 64:5 66:9 128:21	civic 73:3	comfortable 37:9	commissioners 9:15 10:5 16:8,9 25:11 29:11 46:8 49:15 84:8 93:16 119:4
challenging 65:22	civilian 94:8	command 41:4	commissioners' 52:7
chamber 84:9	clear 86:1 95:8 118:8	Commander-in-chief's 41:7	commitment 9:6
chambers 9:15 10:6 16:9 25:12 29:11 46:8 49:16	client 26:9	commemorate 12:1	Committee 15:4,17
champion 103:14	Clifton 29:4 36:8	Commemoration 7:6	common 24:15 30:5,13,22 31:1, 4,20 32:1 47:5,11,15, 16,20
chance 125:13	climate 69:13	commemorative 10:21 11:4,11,22 19:15 125:8	commonality 82:16
change 49:12 68:3 125:6	Clinic 41:6	commend 50:12,16	communal 37:7
changed 12:22 112:3	close 18:17	commends 43:13 44:19	community 26:8
changing 73:6 93:1,3,17 94:1,2 98:10 99:1 123:3	close-up 43:7	comment 28:3,10 42:1,5 45:1 58:18,20	comparable 78:2
characterize 80:19	closely 58:4	comments 15:9 16:7 18:14 19:2,6, 18 23:11 24:6,20 25:1 33:10 36:6 37:14,16 38:18 40:15 46:20 51:13,19 52:7,10,15,20 53:9 61:21 85:20 86:8 89:22 90:7,16 91:4 126:6,22 130:22	compared 107:1
charge 61:9 111:10	closer 116:3	commercial 63:13 122:10,22	compatible 43:19
charged 112:12	closest 13:14	commission 6:3 7:19,20 8:5,17 10:1, 17,18 11:2,7 13:19 14:18 15:10,13,15 17:16 21:7 24:22 33:8 38:16 40:7,13 42:18 45:1,19 50:7 52:21 55:18 58:17 80:4 94:14 95:8 110:20 115:2 130:4 131:3	competition 65:5
checkerboardy 35:10	Cohen 116:13	commission's 4:5 40:14	competitor 48:4
checkpoint 88:12	colder 22:18	commissioner 4:8,11,13,19,22 5:2,4 16:21 17:1,11,19 18:12, 19,20,21,22 19:5,9	complement 62:17 65:5 67:8 71:10
chewed 48:14	collaboration 61:5 78:22 79:3		complementary 64:18 65:8
choice 25:16,17,19	collaborations 79:4		
chose 49:10	colleagues 34:9 52:15 85:21		
circulate 36:16	Collective 54:16 57:10 58:7 59:10		
circulation 12:16 66:3	colonel 7:16 9:8		
city 17:5 21:15 26:2 71:15 72:7 73:13 80:18 83:4	Columbia 6:6 12:3 56:16		
	combat 7:17		
	combination		

complementing 60:6	concludes 14:20 45:22 79:20 131:1	connective 72:6	contact 38:7
complete 58:14,22 125:9	conclusion 14:17 45:18	connects 77:20	containers 31:21 32:1
completed 19:17	concur 34:8	connotation 35:12	context 12:10 28:16 44:6 51:6 66:10 68:10 69:13 70:12 73:4 74:2,4,12 81:5 83:11
completely 124:7,8	condition 78:18 81:22	consensus 116:20 124:18	contextual 50:13
complex 56:10 69:18 76:15 100:2,4,11,15 103:15 105:14,22 106:21 107:5	conditions 30:17 47:9,13 62:20 68:11 72:9,11 74:6,15 76:18 77:1 96:7	conservation 22:3 23:7	contiguous 27:11 81:20
complexity 119:21	conduct 96:22	considered 30:9 71:7	continue 8:10 23:22 43:19 67:13 84:1 96:19 120:7 125:19
complicated 86:1	configuration 57:14	consist 105:17	continued 52:16 85:11 97:13
comply 45:15	confined 81:21	consistency 40:18	continues 59:14 79:3 81:19
complying 41:22	confirm 19:20 38:19 53:11	consistent 24:18	continuing 87:2 119:19 127:20
component 65:4 78:6	conform 30:4 47:2	consolidate 93:20	contribute 8:10 53:6 106:22 127:20
components 69:1 81:7	congratulate 38:1,14 91:10 92:15	consolidated 94:22	contributed 16:2
comprehensive 7:5 40:19 45:15 101:22	congratulations 18:15 53:8	Constitution 66:5,6 70:21	control 118:1
comprehensively 75:13	congregating 29:7 36:13	constrained 36:20	controller 110:15
comprise 14:13 65:4	Congress 11:21 95:1,5 113:12 114:3	constraints 115:21	controversial 87:9
comprised 69:11 70:16 75:14	congressional 95:14	construct 21:8 22:22 71:16 75:12 76:20	conversation 86:13 111:9,14 112:5 113:8,11 114:19 117:9, 16 119:12 124:5
concept 112:16	conjunction 82:13	constructed 13:9 100:12	conversations 83:18 113:6
concepts 61:20,22 65:10 69:22	connect 100:5 109:18	constructing 103:1 114:13	conversion 106:14
concern 34:21 45:2 119:20 120:14 127:5	connecting 23:2	construction 12:21 17:7 59:7	conversions 106:11
concerned 120:2,3	connection 125:12	consultant 55:19 58:3 107:20	cooperative 60:4
concerns 36:17 82:11 88:9,11	connections 64:14 67:6 75:22 77:19 120:8	consultants 86:11	
conclude 25:2 79:13		consultation 85:14	

cooperators 49:10	cover 56:1	Culture 7:12	Daughters 11:21 13:6,11 15:4,16 19:10
coordinate 42:22	COVID 27:10	curb 81:6	David 54:16 55:12,19 57:10 59:9 79:13,17,21 80:2
coordinating 62:14 103:14	Cozart 4:9,10 20:2,3 33:9,10, 13 39:1,2 51:16,17,22 53:14,15 80:6,7,10,14 84:7 90:3,4,20 124:1,2, 21	curious 80:7,10	Davis 111:6
core 101:13	Cozart's 91:4	current 5:8 66:11 105:16 106:13 119:17	day 57:7 86:20 100:22 101:5 108:1 129:22
corner 14:6 22:11 106:16	crazy 122:16	cut 88:8	days 5:13 35:18 99:9 113:2 121:15
Corporation 56:9	create 43:21 44:4,20 54:21 62:22 68:7 69:20 71:19 72:21 76:15	cycle 69:8	DC 34:11 56:18 83:17
Corps 40:8 41:5,10	created 102:12	cyclists 63:8 68:18	de 78:3 80:12 81:3
corridor 24:3 56:13 57:17 69:2 70:1 73:5	creating 69:12 87:7 109:9	D	dead 36:5
corridors 74:22	creative 106:8	D.C. 6:8 12:1 13:18 14:14,20 21:10 24:5 27:3 41:1 55:4 56:17 64:18 76:4 89:7,15 91:7 92:3,18 94:1 95:12 97:20 107:21 109:9 112:18 115:10 116:9,11 117:7 122:7 123:15	debated 108:7
cost 94:22 96:12 103:8 113:15 120:4	credit 119:18	daily 57:4 63:21 66:17 73:1, 18,21 74:2 75:17 78:17	decade 113:7
costly 103:2	criteria 11:11	dais 121:15	decades 9:5 99:15 109:22
costs 64:4 94:9 106:3 113:22	critical 30:7 58:1 120:10	damn 92:4	December 11:8 58:8 96:19
cots 22:18	critically 91:14	dappled 78:18	decent 36:9
Council 100:20	crossed 121:6	dashed 59:20	decision 100:3
counseling 22:21	Crystal 111:5	data 107:4	decisions 95:10,18
couple 10:19 50:14 51:5 91:19 97:1 122:15	cues 23:13	data-driven 101:20	decommissioned 41:19
courthouse 70:22	cultivar 48:21	data-gathering 60:16	dedication 9:7
courthouses 72:17	cultivars 49:11	date 67:14 95:17	deemed 45:14 103:2
courts 6:13 74:1	cultural 7:8 11:17 104:3 105:6, 18		deepest 15:12
courtyard 26:12 43:4,9,21 72:14			default 88:10
courtyards 42:10 43:6,8 50:19 51:8			Defense

92:17	designed 27:14 30:12 47:5 56:21 71:8	diameter 13:11	dispose 93:21 109:9 112:11
deficiency 30:20	designer 15:19 25:22	Diane 5:7 107:19 111:18 131:9	disposing 112:1
define 55:3	designs 38:15 51:9 90:12	difficult 113:17	disposition 98:14 99:11 103:17 107:8 116:11 117:17 124:16
definition 67:3	desired 104:3	diligently 64:12	dispositions 97:16
deflects 76:21	destination 57:4	dimensions 78:4	distance 73:8 74:17 75:9
delegated 5:22	detail 42:12 43:7	diminish 120:19	distinctive 22:16
delegations 6:2	details 13:13 42:7	dining 22:21	district 6:5 8:8 12:3 21:7,21 23:5,21 24:14 33:16 43:20 54:18 56:11,16, 17 61:8 64:9 92:17 106:7 110:2 120:8 121:1 124:17
deliberate 100:3	determine 109:7	diplomats 12:4 13:18	districts 43:1
deliberations 17:1 33:9 84:12 102:11 119:7	determined 106:11	direct 38:7 84:2	ditches 30:21 31:3 47:14,18
demolish 41:22	determining 104:2	direction 66:11	diverse 83:11 95:14
demolition 41:20	detriment 62:10	directly 22:6 109:13	diversify 66:19
demonstrated 95:5	detrimental 121:3	director 5:7 7:4 8:14 94:11,16 107:21	diversity 30:14 47:6
demonstration 89:6	develop 54:18 100:9	director's 14:22 23:11 24:6,20 46:1	divest 105:5
densities 31:9	developed 22:1 56:8	disappear 31:8 48:5	Division 5:8 7:3
Department 21:7 28:18 42:2 100:1 113:4,10,13 114:2,22 115:12,14 119:22 128:7	developing 109:2	discuss 60:20	Dixon 4:22 5:1 18:20,22 20:15 36:1,2 51:2
design 7:11 11:6,9,12 12:8 13:4 14:3 19:12 22:15 23:12 25:6,17,18,19 26:19,21 35:9,18 37:5, 22 40:17 42:17 43:14, 18 44:2 45:6 50:13 52:16,22 53:3 54:15 58:6,7,9,15 59:7 67:14 78:21 83:13 86:10 87:16	development 10:12 14:18 16:12 34:22 35:5 36:21 45:19 56:8 57:9 58:15 67:11 78:21 85:11 99:3 103:22 107:7 108:6,11 117:15 120:5 123:1	discussed 97:17 102:18 104:15	dock 23:1
designated 44:15	develops 35:18	discussion 16:22 33:8 50:7 84:11 107:18 108:3	documentation 58:16 79:8 82:5
designation 30:9	devices 63:5	discussions 98:8 99:8 101:3,17 109:1	DOE 100:1 102:19,20 103:9
	DHS 26:9 28:7,8 37:3	disease 48:22 49:5	Dog 6:12
	dialogue 83:19 84:1 87:2	disposal 99:17 100:7 116:17	

dollars 114:1,4	83:4	elements 13:2 67:15 73:21 76:12	enjoy 57:7
Dong 107:16 110:11,19 126:19	E	elevated 57:1 81:20	enjoyment 58:2
dorm 27:15,20 36:22	earlier 75:6	elm 48:20,22 49:1,5,9,11	enlisted 39:22 40:11 43:22 45:20 49:21
dormers 42:10	early 31:8 35:18 48:3 50:15 59:3	Emergency 21:2 32:22	enormous 97:19
dormitory 22:13	easement 22:3 23:7	emphasize 99:10	enriching 76:16
doubtful 118:13	easier 73:7 115:18	employees 103:10	ensure 53:5 64:12 65:8 72:5 82:18
Downing 15:20	east 21:16 26:3,6 43:2,5 44:12 74:13	empty 121:17	ensured 43:22
downtown 24:4 56:17 62:16 64:17 65:1,7 67:7 71:22 75:3, 17 76:2,13 83:17 92:3 129:8	eastern 66:3 70:20 71:2	enacted 42:6	ensuring 109:11
downtown's 65:6	echo 85:20	end 27:15 66:3,13 67:19 70:16,20 71:2 76:17 86:20 93:9,12 101:5	entertaining 29:6
dramatic 68:17,21 99:13 109:21	Eco-district 99:16	endeavor 7:22	enthusiasm 111:8
dramatically 112:3	Ecodistrict 109:4 111:17 122:4	energized 118:15	entire 115:11
drawing 74:17	ecologically 60:12	energy 100:1 111:8 113:5,10, 13 114:2 115:12 119:22 128:7	entirety 63:22
driven 123:10	economic 65:6 76:2 99:2	engage 71:15 75:18 76:13 81:18	entities 60:4 115:3
drop-offs 63:11 69:9	economics 122:6 123:10	engaged 102:1	entitlement 104:17
dry 31:10,12 48:5,8,9	edge 25:15	engagement 86:18 118:10	entitlements 109:7
dumping 116:18	educational 6:9 22:20	engaging 57:6	entity 59:6 103:14,18
duplexes 41:19	effectively 77:14	Engineers 40:8	entrance 22:9
Dutch 48:21 49:5	efficient 54:21 103:9	engraving 13:22	entrepreneurial 124:9,11
Dwayne 28:17	efforts 61:17 62:18 65:6 85:6 100:6 104:13 106:5 121:4	engravings 13:15	envelope 87:11
dying 49:4	eggs 31:17	enhance 7:8 24:2 74:2	environment 44:5 70:13 76:15
dynamism	electrical 21:13		escalate 106:3

essentially 82:7 95:9	executives 58:5	expressed 83:3	facilitate 82:16 83:17
establish 66:15	existing 6:10 11:15,17 12:9,11, 16,19 21:11 22:3 23:6	expressing 110:22	facilities 6:11 28:18 31:6 34:13 47:22 48:10
established 81:4 94:19	41:17 42:15,22 44:3,6 65:2 68:10 72:9,11	expression 35:10,14	facility 21:18 22:9,19 37:10 41:20 114:13
establishments 63:13	74:6,15 76:17 77:1	extend 15:11 59:13 72:1 79:10 122:3 125:9	fact 60:7 96:8
estate 95:16 96:7 110:8,13 128:17	103:5 106:12 114:5,9, 17 115:9,20	extended 75:21 95:3 104:21	factors 105:16 106:2
evening 57:8	exists 89:12	extending 60:13 122:19	failing 21:12
event 64:11 107:16	expand 68:4	extends 60:1	Fairview 23:4 26:4
event-ready 57:19	expanded 6:8 73:4	extension 88:17 125:7	faith 95:5
events 56:18 57:2 63:14,18,21 64:6 66:16 69:4,16 73:3,4 77:10,11 78:9 83:5 88:4,15,22 91:6 98:16	expanding 67:20 104:18	extensive 78:18	fall 58:13 101:18 119:15
evergreen 14:8	expands 81:17	extent 30:15 47:8 72:15 120:6 123:6 127:6	family 29:2
everyone's 119:13	expanse 72:18 73:16 75:8	exterior 23:18	farmers' 63:20
evidently 95:1	expectations 103:21	extra 37:3	fascinating 71:3 81:3
evolves 35:14,20	experience 64:17 68:8,21 110:12	extraordinary 65:13 68:7 72:14 75:3 79:2	faster 120:16
examples 112:9 115:2,13 117:21	experiences 65:21 66:20 71:12 75:15	extremely 60:4 108:20	faux 42:15
Exchange 115:1	experiential 69:10	extremes 68:12	favorite 49:10
excited 54:17 59:8 92:4 109:5, 22	expert 61:19	F	FBI 87:8 113:21
excitement 86:17 91:12 92:6	expertise 111:9 127:19	facade 23:16 35:9 72:15 74:18, 20	feasibility 95:18
exciting 55:1 59:15 85:10,20 93:4 123:13	experts 58:5 96:14	facades 22:16	feasible 95:19 109:1
executive 5:7 8:14 14:21 23:11 24:6,20 46:1 94:11,16	exploration 67:12	face 13:22	Features 42:4
	explore 59:15	faces 22:7	February 100:8 127:3,4
	exploring 35:4 68:5 77:9		federal 7:5,8,20 21:20 30:15 47:7 54:17 56:11,19
	express 9:2 78:10 79:1 82:11		

70:8 71:16 75:10,16 93:1,3,17,21 94:1,2,6,7 98:10 99:1,11 100:7 103:4,6,18 106:7 107:8 108:16 109:6,8,10 110:1,16 111:22 112:2, 8 113:18 114:4,5 117:2, 21 118:7,9 123:1,16 124:6	59:2,6 79:8	87:16 98:22 101:9 119:13	Fort 40:12,21,22 43:20
federally 115:6	finalized 42:7	focuses 40:14	fortification 81:9,11
federally-disposed 109:12	finalizing 43:14	folks 82:6 111:6	fortified 70:11
federally-owned 114:17,19	financed 106:6	font 19:12	fortunate 108:21
feedback 86:12,15 98:5	financial 95:17	food 76:12	forum 98:10 107:13 108:4 111:4
feel 33:17 81:10 92:12	financially 101:10 106:1	foot-to-foot 78:4	forward 17:6,17 19:16 33:18 34:2 38:14 50:21 51:10 65:11 69:22 79:6 82:1 85:11 87:1 88:13 92:14 93:6 97:12 111:21 117:5 118:9 120:13 121:6 129:3
feeling 118:15	financing 106:5,8	footage 27:5 108:11	found 8:21 38:8
feels 35:10,11	find 24:18 66:1 86:21 92:19 108:1 127:13 129:2	footprint 93:2,4,17 94:1,2 98:11 99:1 124:6	fountain 76:7 78:14
feet 100:16 105:15,22 107:10	findings 59:11 107:17	forces 126:11	Fourth 70:21
fenced 89:5	finds 129:5	foreground 14:8	frame 83:7
fences 88:11	Fine 11:2 15:15 58:17	forest 22:3 23:7 97:8	framed 66:18
fencing 88:5	fingers 121:6	Forge 48:20 49:2,9	framing 63:5
fenestration 43:17	Fish 30:10	forget 91:5 121:12	Francis 6:7,12,16
Festival 89:14	Fisher 110:6	form 78:6	Franklin 76:4
fewer 31:17	five-acre 76:5	formality 73:15	free 121:17
field 6:7,15 14:7,10	fixture 12:19	format 66:8	Freedom 70:17 76:18 77:2 78:5, 12
figure 113:9	flexibility 29:5 67:12	formed 56:18	freely 60:10
final 10:12,21 12:22 13:12, 21 14:4,18 16:12 17:7 38:15 39:21 40:9,14 42:13 43:9 45:19 49:19	flexible 73:17 75:19 101:10	formulate 101:16	French 78:10
	floor 21:12 27:14,15 37:2,3,6 128:13	Forrestal 98:13 99:22 100:2,4,10, 11,15 102:10,14 103:15 104:22 105:14,21 106:21 107:5,15 111:2, 11,15,21 112:13,15,21 113:8 116:2,7 119:13 120:19 129:13	front 26:13 42:11 83:6 87:8
	focus 61:20 67:6 72:10 98:8, 19 100:3 101:18 103:16 117:17		
	focused 44:9 56:2 67:14 83:19		

front-row 119:10	gathered 107:14	Goodmann 4:3,17,18 5:10,20 8:15 9:14 10:4,17 15:7 16:4, 16,20 17:10,18 18:11, 18 19:4,8 20:10,11,20 21:6 25:10 26:15 28:1, 8,13,20 29:8,20 32:17 33:3,6,12,20 34:5,16 35:21 37:13 39:9,10,18 40:6 46:7,17 49:14 50:2,5,22 51:11,15,21 52:4,11,18 53:22 54:1,9 55:17 80:1 84:5 85:7,16 86:4 87:3 89:19 90:2,19 93:13 118:18 121:8 123:18,22 124:20 125:21 126:3,15 127:15	89:16 91:21 92:9 95:5 108:11 111:4 119:18,20 121:5,11 125:12,17 128:5	
frontage 23:22	gathering 26:14		greater 44:4 73:3	
fruition 18:8 86:3	gatherings 78:15		green 50:8 58:8 100:14	
full 9:11 102:2 107:1 108:1 116:8	gave 101:6		grid 26:1	
fullest 30:15 47:8	Gazda 110:7		ground 22:5 117:20,22	
fully 102:13 106:12 116:1	general 21:7 56:15 67:14 92:16		group 67:17 98:8,22 101:3 111:4	
fun 93:1	generational 130:14	gosh 91:21	groups 27:19 61:20 98:20 101:18	
functions 115:17	Gentry 28:12,14,17,21	governance 57:22 87:19 88:13 89:10 90:14 96:18	grow 50:20	
fundamentally 88:19	Geographic 7:1	government 21:20 56:16 94:7 96:12 106:7 108:16 109:8,11 111:22 113:18 117:21	growing 71:18	
funding 106:9	gesture 75:16		GSA 112:9 116:15,18 117:9 120:21 121:2	
funds 113:18	Ginkgo 48:12,15	graciously 81:8	GSA's 110:14	
funeral 87:22	Ginkgos 48:16	grade 81:5	Guard 41:6,7	
future 23:4,10	give 40:2 68:16 116:3 121:17 122:2	granite 7:13 13:10	guess 18:5 26:19 128:19	
<hr/>				
G				
<hr/>				
Gail 110:6	glad 91:15	granted 115:8	guidance 24:19 45:16	
Gallaudet 21:16	glass 23:17	graphic 105:17	guide 30:5 31:15 45:17 47:3,4 102:11	
Gallery 59:22 61:6 72:3,19 74:18	globe 74:7	grass 31:13 32:9	guided 56:7	
garages 41:19 83:22	glut 120:18	grateful 83:16 130:16,17	guides 99:16	
garden 26:12	goal 68:16 82:14	gratitude 9:2 15:12 110:22	guiding 103:17	
gate 88:2	goals 97:22 101:7,8,14,16,21	great 17:5,6 36:9 37:10 38:13 50:16,17,20 51:11 52:2 53:2 61:15 62:1 67:4,5 68:21 74:3 75:13,16 77:10 79:12 80:21 85:5 86:21 87:13,15 88:18	<hr/>	
gateway 24:4 71:22 102:6 103:12 108:19	good 4:3 8:5,16 10:4,16 12:17 21:5 29:21 33:18 40:5 48:4 49:5 51:6,9, 19 52:8 55:16 60:13 80:8,9 84:6 89:5 93:14, 15 94:14 110:19 120:13		H	
<hr/>				
habitable				

64:21	health 105:7	high- 44:20	hoping 36:14
habitat 41:14 44:13,15,20 45:7	hear 21:3 29:19,20,21 46:16 82:14 85:2 86:5	high-profile 7:10	horse 36:5
habitats 30:22 31:9 47:15 48:5	heard 52:9 75:6 83:1	highest 56:22 109:14	host 63:14,19 98:8
half 55:3 95:4	hearing 9:16 10:7,14 16:11 19:19 29:12 38:18 46:11 49:17 53:10 80:19 84:10 86:12 119:6 125:15 131:1	highly 8:7	hosted 107:13
Hall 39:22 40:12,20 41:1 45:21 49:20 97:8	heart 109:16	hinging 102:9	hosting 79:15
hallways 128:14	Hecht 23:14	Hirshhorn 72:2	hosts 48:13
hand 28:7,9	height 7:13 81:6	historic 13:12 23:13 41:18 42:2, 21,22 43:15,20 99:4 108:14	hotel 105:18
handle 115:11	hell 128:4	historically 76:10	Hottel-cox 4:6,8,11,13,15,17,19,22 5:2,4,6 9:19,21 10:7 19:22 20:4,6,8,10,12, 15,18 38:21 39:3,5,7,9, 11,14,16 53:12,16,18, 20,22 54:2,5,7
happen 61:1 63:20 102:3 120:9 126:12	helped 83:7 98:11 101:20	history 7:12 17:9,22	House 56:4 102:21
happened 101:18	helpful 8:4	Hoeck 15:2,9,11	housing 29:3 42:3 53:4
happening 6:19 67:3 83:5 121:7	helping 83:17	hold 25:15	HR&A 57:20 79:4 96:18
happy 9:12 10:1 52:9 55:18 93:16	heraldic 73:3	holds 70:19	HUD 116:12
hard 18:7 64:1 84:14 91:5 126:20 130:10	Heritage 21:2 32:22	holistic 71:7 118:2	huge 36:22 120:3 125:16
harder 90:13	Herr 10:14,16 17:21 40:1,4 52:14	holistically 71:20	Human 28:19
hardy 44:10	Hewlett 4:15,16 16:14,17 17:19, 20 18:12 20:1,8,9 33:1, 4 34:6,7,17 38:22 39:7, 8 49:22 50:5 52:12,13, 19 53:13,20,21 85:17, 18 86:5 126:16,17 127:16	home 41:2	humane 64:21
harm 62:6 66:10 82:19	hey 86:16	Homeward 34:11	hundred 123:7
Harmony 49:8,11	high 80:20 82:22	honestly 86:17	HVAC 21:12
headline 115:19		honor 12:1 59:15 94:14	hype 85:2
headquarters 41:3 87:8 100:2 102:19 103:1 113:5,14,21 115:22 116:12,14		hooked 64:7	
heads 121:14		hope 18:9 40:4 58:21 86:2,21 126:8,10 130:2	Idaho 36:11
		hopeful 124:13	

idea 27:7 82:19 87:7	18:3,6,7 24:4 27:13 30:6,8 38:5 53:4 55:9 61:13 65:17 75:8 83:12 84:2 88:14 90:8,16 91:14 120:20,22 124:17	independence 59:1 99:19 100:13,19	inspire 90:12
ideas 59:11 65:9,11 67:9,10, 18,20,21,22 69:22		independent 94:5 95:8,12 115:3	inspired 52:22 118:15
identification 99:3	impressed 53:1	independently 82:9	inspiring 90:16,21 93:6
identified 59:19 96:1 101:11 105:10	improve 13:21 54:21 82:20	Indian 18:2	install 31:3 47:20 49:7
identify 74:7 94:6,20 100:6	improvement 6:10 56:17	Indiana 12:7,14 67:22 70:19 71:5 72:5 74:10 75:7,19	Institute 96:22 98:3
identifying 38:2 104:3	improvements 7:6 57:17 84:18	indicating 45:2	institutional 27:1
identity 77:15	improving 84:21	individuals 38:3	institutional-looking 26:10
illustrated 22:13	inaugural 61:9 64:8 69:4	inflated 104:6	institutions 105:6
image 72:12 81:14 99:20 100:11	inch 13:11 14:1,2	influence 72:1	instrumental 6:20
images 78:15	include 42:21 44:17 48:6,20 69:2 70:3 78:20 98:12	inform 98:11	integral 76:1
imagined 119:16	included 14:21 25:1 46:2	information 7:1 8:21 10:10 29:9 30:18 32:15 54:12 56:1 79:14 92:22 101:7	integrate 64:14 91:18
imaging 130:19	includes 9:11 11:12 13:2,4 40:20 56:4 58:16 63:8 69:7,21	infrastructure 21:13 54:20 57:15 62:8 64:2 69:16 99:5,18 104:4,18 120:3	integrated 70:10 89:15
immediately 83:6	including 7:11 23:16 41:3,18 43:11 45:8 57:22 104:3 105:6 107:7 111:5	inhabit 81:10	integrating 69:22 91:5
impact 12:15 106:19 107:6,18 108:10 113:1 118:5	incongruous 35:15	initial 59:10,11	integration 91:13
impacts 93:22 108:6 121:1	incorporate 92:2 129:8	initiate 58:14	integrity 43:15
impartial 98:5	incorporated 45:6,22	initiative 8:18 34:10,11 54:13 87:18 89:16 90:17	intended 69:6 105:9
implement 98:17	increase 13:20 14:2 31:9 63:15 66:22 72:22 107:9	initiatives 7:7	intent 19:15 67:14 83:13
implementation 57:21 59:5 79:5 99:6	increases 73:10	input 32:18 66:12 118:19	Inter-war 42:2
implementing 86:22 99:21	incredible 108:21	insert 73:1	Interagency 8:17
implications 35:3	incredibly 55:1 83:12	inside 88:8	interest 17:15 71:7 97:6 120:18 123:16
important			interests 85:22 97:22
			interface 128:11

interfere 11:15	Ivy 21:15 26:2	jurisdictional 56:10	landed 51:9
intern 6:22	<hr/> J <hr/>	Justice 115:14	lands 6:4
internal 58:6	James 99:22	<hr/> K <hr/>	landscape 14:5 15:20 23:19 24:7, 17 30:2,15 35:16 40:17 42:4,10 43:4 44:8,22 45:7,12 47:1,7,10 48:1, 19 60:8
interplanted 14:10	Jamie 10:14,15 15:8 16:7 40:1,2 46:7	Karin 54:14 55:11,15 59:12, 18 79:11 80:2 81:1 90:22	landscapes 30:12,13 47:5
intersecting 56:5	Jefferson 49:1,3,9	Katie 111:5	landscaping 13:3 14:4,16 30:17 44:4
intimate 63:20	Jimmy 87:21	keeping 88:5 102:20	lanes 68:6 69:7
introduce 15:2 54:14 93:8 94:10	job 113:3 127:21 128:5	key 98:16,20 99:15 101:8, 11 103:16 104:7	large 27:7 63:17 66:16 115:10 123:14
introduced 108:19	John 68:1 70:20 71:6 72:4,10 73:15 74:4,13 75:22 83:7	keystone 97:9	largely 113:8
invaluable 128:3	join 5:17 16:2	kind 26:20 35:15 36:14,18, 20 80:15,18 88:15,17 89:6 90:12 111:13 117:1,2,4,6 121:4 123:15 124:10,15 128:8	larger 19:12 21:19
invasive 32:8 48:13	joined 6:22 28:15	kinds 91:7	largest 68:13
inventory 94:8 103:4 115:9	joining 16:5 60:20	Kitty 15:2,9 16:7	Lastly 109:1
invite 110:10	joint 39:21 40:11,20,21 41:1, 4 45:21 49:20	knocking 127:13	late 79:7,9
invited 84:4	jointly 93:19	<hr/> L <hr/>	Law 11:20
inviting 44:21	Josh 111:5	L'ENFANT 100:17 108:22	lawn 72:15,18 73:4,16
involved 95:9 104:8	journey 91:2	la 78:3 80:12 81:3	lay 31:17
isolation 62:17	joy 8:3	labyrinth 128:15	layout 106:13
issue 108:13 112:8	July 131:3,4,6	lack 45:2	lead 25:22 59:6
issues 77:11 89:11 104:1 111:21	jumped 38:9	land 21:19 25:4 54:16 57:10 58:7 59:9 96:22 98:2 109:8,12 121:17 123:2, 15	leaders 130:6,8
item 5:20 8:13 9:18 10:11 20:22 39:20 54:11 92:21	June 4:5 8:20 79:16 131:2		leadership 66:12 90:5 95:15 98:4 120:21 128:2 130:18
items 10:9 54:11	jurisdiction 6:4 60:2		leading 18:10 57:9,11,20
iterations 65:12			

leads 72:18	73:22	6:7 14:7,11 21:9,14 22:10 23:14 128:17	luck 7:21
leap 125:4	life 57:4 73:1,18	locating 11:13	<hr/> M <hr/>
leapt 26:20	lifetime 118:14	location 6:15 11:14,16 12:6 38:10 45:12 109:15 129:5	Madam 16:15 33:1 49:22 79:20 110:20
learn 17:9	light 12:19 122:13,14	locations 40:21	made 12:4 20:1 38:22 40:16 43:5 44:7 46:21 53:13 59:18 64:20 84:17 95:17 100:3 101:11 118:13 127:5
lease 114:22 115:4,9 117:20, 22	lights 78:18	logistics 126:8	magnolia 14:11
leased 103:6	limited 21:12 48:21 127:12	long 18:15 26:9,18 91:2 125:19	main 13:2 22:9 42:9 84:22 108:3
leave 37:12 82:19	linchpin 99:21	long-term 58:2 103:8 121:1	maintain 66:14
leaves 48:15 70:5	Lindsjo 93:2,11,15 97:15 126:18	longtime 9:4	maintained 43:16
leaving 34:21	linear 65:18	looked 91:19 97:7 103:11 106:10,15 114:11,13,16	maintaining 14:9
led 7:4	lines 26:3	lose 120:11	maintenance 21:18 54:22 58:1 64:4
left 13:22 68:14 74:9,16 77:3 81:14 99:19 100:10 108:9	list 101:22	lost 36:2	major 30:20 102:12
legacy 55:2,13	listed 14:22 60:21 67:16 99:9 102:16 104:2,6 106:2	lot 17:22 27:4 36:12,20 37:7 61:13 67:12 80:16 83:5 88:3 92:5 96:8 97:6 112:5,6 113:12 114:18 117:16 119:12 120:15 122:13 123:2	make 15:5,9 37:9 49:12 57:18 67:1 85:5 88:12,14 89:8 95:7 101:19 110:2 117:13 120:9 126:11
Legation 10:13 13:16 14:19 15:3, 17 16:13	listening 82:15 83:11 125:15	lounge 27:16,17,21	makes 14:8 73:7 115:17 127:7, 8
legible 19:13	litigation 75:7	love 27:2 38:10 83:3 87:6 126:5	making 62:9 95:9 101:9 103:12
legislation 9:22 10:2 94:19	live 5:12 110:3 114:2,9 115:20	lovely 17:13	mall 63:17 64:15 67:7 70:22 77:22 88:18 89:9,13 93:22 97:17 99:14 102:8 104:12 109:13, 14,19,22 122:3,19,20 125:7,9
legislative 9:19 59:4	living 27:3 38:2 72:6,21 73:19 74:2 75:17 76:11 129:22	low 12:12	management 31:5 40:18 47:21
length 68:8 69:5,10 70:15 74:9	load 83:21	low-growing 14:7	
level 80:20 82:22 106:3	loading 23:1 63:10	lower 72:16 74:9 75:5 77:5	
Levins 15:18	Loan 116:12		
Liberty 116:12	local 56:19 109:6		
library	located		

manager 7:2 28:18	material 42:11	4:5 5:9,12 24:14 25:7 29:15 62:13 82:4 93:1 97:21 131:3,8,11	21:3 25:10,13
managing 99:6	materials 42:14 43:17	meetings 60:18,22	Michael's 7:15
mandate 62:5	Matrix 128:15	Meghan 9:19,20 10:6,8 20:21 54:10	Mid-atlantic 14:14
manner 70:10 120:1	matter 111:8 126:7 131:12	Melissa 93:2,8 94:13,20 111:9 114:10 117:6 118:22 127:17	middle 70:18 71:2 80:17
map 13:16 94:3 96:2 97:19 100:14	mature 72:16 73:1	member 9:5	midway 72:17
Marcel 5:6 8:14 9:14,16,17 127:22 128:1,4 130:17	maximize 37:8 102:13 112:20 118:4	members 10:17 15:16 21:6 25:6 40:6 53:5 55:17 110:20	Mike 9:2,9
March 6:3 11:9	maximizing 109:10	memorable 57:4	mile 56:3
Marine 41:3,5,9	mayor's 34:11	memorial 10:13,18,22 11:1,3,8 12:6,8,11,15,21,22 13:2,3,4,6,15,20 14:3,4, 7,12,13,15,19 15:3,17, 20 16:1,3,13 18:3 19:12,13,16 60:1 70:17, 19 71:4 74:8,16 75:6 76:19 77:5,7 83:3,9 125:1,11,14	military 7:15,21 61:8 64:9
Mark 110:7	Mcgowan 5:4,5 19:5,6,9 20:18,19 39:16,17 51:12,13,16 54:7,8 89:20,21 90:3 123:19,20 124:1	memorial's 19:15	milkweed 24:11,12,15 30:6,13,14, 22 31:1,4,7,11,19,20,21 32:1 45:8 47:5,7,12,15, 16,20 48:2,7
market 67:21 70:18 71:4,14,20 74:5,14 76:8,9,12 91:20,22 96:7 103:4 105:16 116:19 127:5,6	Mcnair 40:22	memorials 10:20 12:9 17:14	milkweeds 31:18
market- 123:9	meadow 14:10 24:10	men's 21:2,9 22:19 32:22	million 64:15 100:16 105:14,22 106:22 107:10 113:15
market-driven 98:5	meadows 30:12 31:1 47:5,16	mentioned 8:7 9:4 98:2,13	mind 122:21
markets 63:20	meaning 82:9	Meredith 25:4	minimal 42:8
marks 75:12	means 66:1	met 44:1	minor 43:5 44:7
Marshall 68:1 70:20 71:6 72:4,10 73:15 74:4,13 75:22 83:8	meant 75:12	metal 42:16	minute 67:3
masonry 23:17	measures 80:16 91:7	mic 15:8	minutes 29:16 46:14
massing 22:14 42:21	medallion 13:7,12	Michael 6:18,20 7:2,18 8:1,3	missions 41:9,10 95:10
Master 7:13 55:21 57:11	media 97:3		mixed-use 105:22
match 42:15	medical 22:19		mixes 31:14 32:3,9
	meet 82:8		mixing 27:12
	meeting		mixture 44:17

mode 60:16	move 9:18 10:7 16:14 18:20 33:18 38:18 49:18 50:9 54:10 60:10 84:10 109:6 119:6 120:13 125:6 126:10	72:19 77:13,21 89:13 92:17 93:22 99:2,14 102:8 104:11 109:13, 14,22 113:20	neighbors 36:12 82:8,12,13 85:15
model 22:14 117:3			NEPA 58:13,14 79:6
moderated 107:16	moved 16:16 33:1,3 49:22	native 14:8,13 24:8,16 31:13 32:5,6,7,9,12 45:2 48:14	net 107:9
modern 22:16 103:9	moves 70:21	natural 7:9 11:18 30:22 47:14	news 112:6
modernize 113:19 114:5	movie 73:17	nature 38:6,7 83:10	nice 53:3
modify 23:6 122:3	moving 17:6 50:21 51:10 74:5 79:6 84:16 88:12 95:11 111:20 112:10 114:21 120:16	Naval 12:13	nightmare 128:8
Moldenhauer 25:5	multi-level 22:12	Navy 70:19 71:4 74:8 83:3,9	nights 73:17
moment 111:13 118:12	multimodal 63:7 65:18 69:6 70:2	NCMAC 11:3	node 129:16
momentum 119:16 120:1,11 125:20	museum 7:12 105:18 107:14 121:14 122:16 127:10	NCPC 5:14 6:22 9:1,5 11:5 23:10 24:1 56:14 59:6, 13 93:18 96:15,21 97:13,21 98:17,19 99:13 100:3 104:10 107:12 109:5,20 110:9 111:1 117:7 120:7 124:3 126:20 127:16 130:4	nodes 129:9
monarch 30:7 31:16	museums 77:22 127:1,2	NCPC's 7:3 8:21 30:4 45:17 47:2 58:6 90:5 99:15 107:19 109:4	non-bioretenction 24:9
Monday 62:12	muted 29:22	ncpc.gov. 79:19 108:2	non-invasive 44:9
money 92:19 113:13	Myer 40:12,21 43:20	NCR 96:5	non-native 32:11 45:3 48:12
month 6:1,19 10:1 79:16 95:4 131:7,9	Myer-henderson 39:22 40:12,20 41:1 45:21 49:20	nearby 23:13 80:19	non-profit 98:21
months 97:18 112:4 124:6 128:1		necessarily 103:19	nonprofits 105:8
Monument 75:9		needed 34:14,22 76:11	Norm 110:18 118:19 119:11 120:14 127:19
monumental 64:22 68:22 75:16 101:13	N	needle 83:13	Norman 107:15 110:11,12,15
Moore 107:19	N.W. 12:7	neighborhood 21:15 36:17 112:22 118:5	north 21:16 32:5,6 70:6 72:3 73:6,9 81:13 100:18 121:22
motion 16:11 19:20,22 20:20 32:20 38:19,21 39:19 49:18 50:2 53:11,12	narrowest 68:15		north- 75:22
MOU 103:20 104:17	nation's 7:9 97:20 109:16		north-south 62:4 64:14 67:6 70:22 73:5 77:19
Mount 13:9	national 4:4 6:5 7:11 10:18 11:1 15:12,14 19:11 21:17 23:6 32:7,12 43:20 45:16 49:4,9 56:14 57:2 59:22 61:6 63:17 64:15		northeast 21:10 22:11 41:15 44:16

northern 41:7 67:21 68:4	Olson 111:5	options 102:18 103:7 114:12,16 116:5	owner 82:10
northwest 6:7 14:6 106:15	OMB 95:22 98:14 110:15	order 5:12,16 23:7	owners 62:13 80:20 82:2 83:2, 18
note 8:2 23:8 24:19 25:3	on-site 22:22	organizational 99:7	ownership 62:7 82:21
noted 10:22 12:7 41:16 42:13 47:4	one-half 14:2	organizations 105:8	<hr/> P <hr/>
notes 45:13	ongoing 60:22 62:18 89:17 100:5	organized 14:5 98:19	P-R-O-C-E-E-D-I-N-G-S 4:1
Noting 5:10	online 9:15 10:5 16:8 18:22 25:12 28:9 29:11,18 33:21 36:1 46:8 49:16 79:15 80:4 84:8 89:20 119:4 126:1	oriented 14:6	p.m. 4:2 131:6,13
notion 70:1 81:9	open 4:5 10:9 11:16 16:21 27:17 33:7 50:6 77:4 88:6,15 89:3 99:5 125:7 131:1	original 66:7,8	packet 9:11
November 98:20	openings 23:17	orthogonal 26:2	palette 45:4
NPS 23:8	openness 86:12	outdated 21:13	palettes 14:6 24:8
number 5:20 8:13 9:18 37:8 71:17 85:13	operational 83:20	outdoor 6:14 26:14 27:10 35:6 36:10 48:11	panel 13:13 98:9 101:6 102:4, 11,18,20 103:11,13,20 105:3,9,12,20 106:10, 15 107:1,6 108:7,10 109:2 110:11 111:19 112:12 113:3
numbers 31:19,22	operations 28:18 54:22 56:12 58:1 64:4	outdoors 36:13	panel's 106:20
<hr/> O <hr/>	opinion 130:11	outline 59:19	panelist 28:15
oaks 48:16	opportunities 6:9 58:19 68:4 69:15 71:11 77:8 93:20 94:6 129:2,10	outlined 11:11 21:20 42:1 71:21 98:7 100:14	panelists 100:22 101:14 107:17 111:4
objection 5:15	opportunity 55:4 64:16 71:19 72:1, 20,22 74:3 75:18 76:14 82:10 85:5 93:5 94:4 97:19 99:4 102:6,9 112:22 122:17,21 123:8 125:10,16 126:13 127:12 129:1 130:14	outskirts 21:15	parade 61:9 64:8 69:4
occupy 106:12	option 102:19,21 103:1,5 114:12	overdue 34:4	paradigm 123:3
occur 91:6		overlap 75:15 76:11	parallel 22:8
offer 29:5 71:11		overlooking 100:21	parallels 26:5
offering 8:18		overseen 64:8	parcel 21:19
office 103:3 105:18 117:7 122:11		oversight 60:19	parcels 120:5
offset 22:12		overwhelming 81:12	
offsite 45:7		owned 21:19 115:7	

parent 24:16 49:3	path 44:17 117:4 118:8 129:3	Pennsylvania 8:17 54:13,15 55:20 56:3,8,19 61:10 62:3 72:13 74:12 75:2 76:20 77:21 85:2 88:19 89:1,8 92:10 129:6,9	photograph 74:19
Paris 78:3	patio 23:2 27:3,21 29:2 36:22	pentagon-shaped 13:5	photographs 77:2
park 6:5,12 15:14 19:11 21:17 23:6 56:14 65:19 68:1 70:17,20 71:6 72:4,11,12,21 73:13,14, 15,20 76:4,5,20 77:6,7 83:8 92:17 100:20	patios 26:21 27:8	people 18:7 27:13,18,20 34:14 35:12 36:16 56:22 57:7 65:1,21 71:13 73:11 78:16 81:10 88:7 95:13 107:14 110:2	photos 22:5
parking 22:2 23:1 83:22	pattern 81:19	perfect 96:6	physical 57:13
part 6:20 12:8,20 14:3 21:18 23:11 24:19 26:1 41:14, 20 55:15 58:10 67:16 82:15 84:17 86:11 87:17 93:9 94:2 126:9 130:16	patterning 69:12	performances 73:18	physically 75:21
participated 130:13	Paul 94:10,16 97:15 98:1,13 118:20 127:17	performing 73:8	pickups 63:11 69:9
participating 55:5 84:15	paved 48:11	perimeter 88:7	picture 102:2
partner 60:17 120:12	pavilion 78:13	periphery 81:7	pictured 44:10,18
partnered 93:18	pavilions 78:19	Perkins&will 104:10	piece 121:16
partnering 123:4	paving 78:8,19 81:19	Pershing 70:17 76:20 77:6	pitch 125:2
partners 58:4 59:16 66:12 78:22 90:22 91:16 92:18 109:6 110:1 119:1 130:5	pawns 35:13	person 24:12 25:5 29:13 46:12 55:13 80:4 119:4 128:12	place 6:1 51:9,19 57:3 61:14 64:4,11 67:13 78:3,9 80:11 81:3 91:8,21 92:13 102:20 104:14 110:2 117:10 127:20
partners' 54:18	pay 121:19	personal 8:2	placement 69:12
partnership 56:18 59:14 96:17 97:13 98:1,18 110:4 121:2 127:18	paying 85:12	personnel 40:1,11 43:22 45:20 49:21 95:11	places 91:6 92:2
partnerships 124:10	PBRB 93:19 94:5 97:21 98:19 100:2 102:21 107:13 110:4,6 111:1 120:6	phase 32:4 37:5 58:12,20	plan 7:5,13 23:19 24:7,15 30:2 31:22 40:19 45:1, 7,16 47:1 54:15,19 55:21 56:7,9,19 57:10, 11,13 58:10,19,21 59:2, 4 64:13 79:8 99:16 101:16 108:12,22 109:3,4 111:17 116:21 129:6,7
parts 71:8	PBRB's 94:11 98:11 119:18	phased 99:11 124:15	planned 31:4 41:20 47:21 131:8
past 65:9 104:12 112:4 116:1 117:1	Peace 60:1	phasing 120:20	planners 96:14
	pedestrian 12:16 57:5 65:20 69:8, 20 82:1	phone 97:4	planning 4:4 5:8 9:6 15:13 56:12 58:6 98:17 99:18 100:5
	pedestrian-focused 70:1	photo 102:4	
	pedestrians 63:8 80:17		
	pending 10:2		

104:12,14 107:21 108:16 109:3 117:5,6,8 118:9 130:4	points 108:3	precedent 73:12 81:18 115:5	preserved 44:3
plans 10:12 14:19 16:12 21:1, 8 24:1,17 30:15 32:21 39:21 40:10 42:10 44:8 45:13,15,20 47:8 49:19 108:9	Policy 7:3	precedents 78:1	president 95:13
plant 14:5 19:14 31:6,8,13 32:3 44:9 48:3 49:6	pollinator 24:10 45:3,17 47:3	precedes 55:14	pretty 18:1
planted 30:13 47:6 48:17	pollinators 30:4 48:14	predisposition 105:11	previous 14:2 28:16 46:21 47:19 65:12 104:15
planter 12:12,19	pool 6:12 41:19	preliminary 11:9 21:1 24:21 32:21 35:9 37:5 40:16 42:9, 18,20 43:2,8,18 58:9 94:3	previously 11:7 13:19 47:4,13 48:2 61:19 66:4
planters 31:10	porches 42:11,16 43:6	prepare 56:18 120:5	price 114:14
planting 24:8 45:4 48:6	portfolio 96:5	prepared 37:16	Pride 88:22
plantings 44:12,14 48:19	portion 6:6 41:8,9 105:5	presence 5:11 82:12	primarily 41:8
plants 14:10,12 24:16 32:5,10 44:11,18 45:14 50:20	Portrait 72:3 74:18	Present 5:5	Princeton 49:1,8,12
play 78:14	positive 34:9 97:3	presentation 14:21 17:4,22 19:3,7 25:2 33:15 34:2,8,19 45:22 46:2 51:14 52:14 54:12 57:12 79:15,18, 21 80:3 86:8 87:15 89:18 90:1,5 92:22 93:10 94:12 109:20 123:21 124:3 126:5,18	prior 13:1 105:12
plaza 48:12 70:18 76:18 77:3, 20 78:5,12 81:21 100:17	possibility 105:4,21 130:9	presentations 8:19 10:11 85:19	prioritized 63:3 65:3
pleasure 6:17 62:2	posted 5:15	presented 101:4,5 107:17	prioritizing 65:20
pledge 5:18,19	potential 36:21 67:20 78:21 96:16 99:3 102:14 103:7,12 104:2 108:18 111:11 112:14,20 116:8 117:12 118:5 125:5,6, 18	presenters 46:9	priority 88:5
plinth 13:6,9,13,14 14:9,12	potentially 106:6 114:21	presenting 93:3	private 63:9,10 95:15 98:6,21 109:11
plugs 31:19,20	powerful 38:10 129:16	presently 64:19 68:18 71:18	private-sector 110:13
plumbing 21:13	powerfully 128:17	presents 97:19 102:5 107:3	proactive 112:1
point 11:1 24:5 61:15 74:11 88:3,16 120:10	practical 114:8	preservation 99:5 108:14	problem 114:10 115:18
pointed 91:2	practices 24:19 30:4 45:17 47:3		problems 87:20 123:6
	preceded 61:17		proceed 46:15 55:11 93:14
	precedence 76:3		proceeds 61:9
			process 10:21 12:8 42:1 79:7

84:4 103:18 104:8,17 105:11	6:8	pulling 60:14 64:22 65:9,10,14 69:21	quiet 27:16
processional 87:22	proof 112:16	punched 23:17	quo 102:19 114:12
produced 101:10	properties 62:2 84:2 93:21 94:4,21 96:1 99:12 112:17 116:10,19 118:4	purple 32:10	quorum 5:11
profession 9:7	property 26:3 33:17 36:8 62:7 80:20 83:18 94:8 99:17 109:7 110:16 117:18,22	purposefully 82:21	<hr/> R <hr/>
program 7:6 27:6 37:2 42:1,5 57:21 73:20 105:13 106:21	proposed 12:6,15 13:21 14:1,16, 19 42:13 44:8,11 48:19, 22 105:13 106:20 117:11 127:10,11	purposes 128:18	Radar 41:6
programmable 70:6	proposing 13:8,15 41:13 42:14	pursuant 6:1	radial 26:2,3,6
programmatic 25:16	prospectively 66:19	push 86:15 119:19 120:7	radically 30:3
programming 6:11 40:18 54:22 69:15 72:22 73:2,17 75:20 76:6	protect 7:7 11:16	pushback 36:12	raised 28:9
programs 22:20	protected 26:12	put 59:14 86:22 88:4,11 115:15	raising 28:7
progress 50:17 54:18 55:20 118:12	protest 78:10	putting 64:5 65:21 96:10	range 64:1
project 10:14 16:6,22 21:14,18 22:1,14,22 23:8,15 30:2,3 32:4 33:18 34:20 35:19 37:20 40:11 41:11,16,21 46:4,20 47:1,11,19 48:18 50:20 51:18 55:2,10 56:2 59:15,17,18 60:15,17 61:2,5 62:21 78:22 84:11,17 86:21 91:17 93:17 94:3 106:1,4 118:22 121:6 123:1	protected 26:12	<hr/> Q <hr/>	rare 55:4
project's 23:19 25:4 31:4 47:21	provide 22:19 29:16 35:7 46:14 53:4 103:8,9	quality 24:3 44:2,21 53:4 109:15	re- 33:16
projected 106:21	provided 23:3 126:12	quarters 62:4 63:2	re-energize 97:9
projects 7:11 8:7,8 37:18 40:14 46:22 53:5 62:15 93:5	providing 35:6 44:3	question 25:13 28:10,17 50:18 81:1 82:3 84:6 104:5 106:19 112:10,15	re-envisioning 130:15
promenade 65:20	public 8:19 11:17,20 12:14,18 17:8 29:12 45:1 46:11 54:19 55:21 56:6 57:6, 11,13,15,17 58:20 61:21 62:15,18 63:10 79:15 82:4 84:3 93:18 94:17 98:9,21 104:20 105:5,9 106:4 107:13 108:4 110:14 111:3	questions 9:12,16 10:2,5,6 16:9, 10 19:1,19 25:8,11,12 26:17 28:3 29:10 38:17 46:4,5,9,10 49:15 50:12 53:10 79:22 80:5 84:8 85:10 101:8,15,17 108:14 119:3,5 123:20 130:22	re-evaluation 130:14
promote	publicly 106:6	quick 10:19 11:10	re-imagine 123:14
		quickly 109:6	re-imagined 104:11
			read 28:4
			reading 38:7 55:6 73:22
			reads 70:11
			ready 46:15 131:9
			real 18:13 91:5,22 94:8

95:16 96:6 110:8,13,16 128:17	recommended 13:19 103:13 105:9 109:2	refreshers 10:19	reminder 11:10 41:21
realignment 68:5	recommends 14:17 45:18 103:20	regime 121:22	reminding 90:8
reality 129:20	record 131:13	Region 8:9,11 32:7,13 99:2 113:20	remiss 110:6
realization 102:8	recreational 6:9,11,15 22:20	regional 57:2 116:14	remnant 71:5
realize 57:16	red 21:20 59:19 60:8 82:5	registration 79:18	Removal 18:2
realized 19:16 96:5	redevelop 93:20	regular 25:14 127:9 131:2	remove 120:4
reappears 36:3	redeveloped 107:6 129:17	reintroduced 108:5	removed 12:20
rear 23:2	redeveloping 112:16 113:7 116:2,7	reintroducing 108:8	rendering 14:15 104:20 108:17 109:17
reason 25:14 26:7 30:1,19	redevelopment 99:17 100:9 101:12,13 102:9,14 103:15,17 105:3,13,17,21 106:5, 20 107:8 109:12 111:11 112:14,20 116:21,22 118:3	rejected 102:20	renderings 104:10,12
received 45:1 97:2,5 101:1	reduce 64:4 94:8,9,22	related 99:1	renovate 113:19
receiving 81:8	reducing 96:11	relates 90:6	renovation 77:6
recent 102:22	reductions 95:11	relationship 65:8 74:11,13	rentable 100:16
recently 28:15 95:3 111:18	reference 15:1 46:3 59:18	relative 83:4	renters 83:1
recited 5:19	referenced 127:2	released 107:22	repeat 30:2 46:22 47:22
reclaimed 37:7	referred 42:5	relevant 11:14 19:14	replace 21:11 31:18,21 32:11 48:16
recognition 69:3 71:21	refine 24:1	relieve 63:16	replacement 41:15 44:16
recognize 60:9 63:18 70:8 71:10 73:2 127:22	refinement 52:17	relocating 103:5 114:17	report 5:21 8:13 9:11,22 38:8 40:2 107:22 108:1 127:3
recognized 102:5 105:4,20 116:1	reflect 24:5	relocations 95:20	reports 55:6
recognizing 71:19	reflected 86:9	remarks 15:6	representatives 12:2
recommendation 24:6,22	Reform 93:19 94:17	remember 50:14 51:8 82:3 87:9, 17,18	represented 62:16 68:12,14 70:15 74:16 77:2
recommendations 14:22 40:16 46:1 95:6, 16,21		remind 72:8 76:7	

Republic 11:22 12:2 13:6,11,17 15:3,5,16 19:10 78:7	109:15	reverting 66:6	42:11,16
repurposing 96:9	respects 76:21	review 10:18,21 13:1 17:7 23:10 40:13,14,16 42:9, 18,20 43:2,9,19 58:18 62:19 96:16	room 71:20 75:11
request 10:11 20:22 39:20 48:22	respite 35:7	reviewed 11:7 24:17	rooms 35:2 37:22 70:14
require 59:4	respond 25:20 86:15	revised 23:9	ropes 8:6
required 11:10 58:15 102:13	responded 45:5	rich 78:17 110:7	round 95:6,21 98:12
requirement 115:12,22	response 34:10 36:14 97:3	right-of- 104:18	Rubin 54:16 55:19 57:10 59:9, 12 80:9,13,22 91:1
requirements 41:15 44:1 61:11 64:10 83:20	responsible 56:11	right-of-way 104:21	running 128:14
Research 7:3	restful 43:21	rights 66:15 78:11	République 78:3 80:12 81:4
Reservation 6:6	restoration 41:14 44:13,15,20 45:8	rises 73:6	<hr/> S <hr/>
reserve 9:9 125:8	result 96:2,21	risk 68:22	S.W. 100:13,17,19 104:21 116:15
residential 26:11 27:11 38:2 41:18 105:18 106:14	resulting 107:9	Riverfront 107:3 118:6 122:9	sacrificing 44:2
residents 71:18 76:13 85:15	results 97:1	road 68:19	safe 57:18 81:10
resistance 48:21	retail 63:12 65:2,4 88:6 105:19	roadmap 100:9 102:12 105:2 106:18	safely 68:19
resolve 115:18	retain 63:2	roads 23:2	Sarah 15:20
resolved 104:16	retention 31:5	roadway 69:6	savings 96:3 103:8
resolving 104:6	retired 7:16	robust 24:2 86:13	scale 42:21 43:17 71:12 78:2 97:16
resounding 97:3	retirement 6:18,19 9:3	role 11:4	scales 77:12
resource 30:5 35:1 45:17 47:3	returned 38:15	roll 4:7 19:21 38:20 53:11	scattered 26:11
resources 7:9 11:18 126:8	returns 40:1	rolls 96:11	schedule 31:6,22 99:11
respect 43:15 62:7 63:15	reuse 99:17 117:11 129:3	roof 36:9	schedules 32:3
respectful	revenue 107:1,11	roofing	Schierhold 54:14 55:16 79:12 83:15
	reverse 65:1		

School 6:16	11:8 14:12 19:14	66:18	showstopper 113:16
scope 55:9	selections 44:9	shape 37:18	side 12:7,14 22:4 100:14 108:9,12 118:9,10
scratch 61:12 82:5	sell 102:22 117:22	shaped 13:5	sides 13:13 70:7
screen 99:9 100:15 102:16 104:3 106:2	selling 108:16 117:17 122:22	share 34:20 37:16 55:20 59:10 63:8 79:13,17 93:16 98:15 104:9	sidewalk 12:14,18 13:14 67:21 68:5,7 69:14 70:6 81:19 87:7,10
seam 42:16	senior 58:4 66:12	sharing 29:8 52:20	sidewalks 69:9
seamlessly 70:12	sense 86:18 89:9 92:12 117:13 127:7,8	shelter 21:2,9,11 22:2,15 27:6, 13 32:22 36:11	signed 24:13 29:13 46:12
seat 119:10	separate 24:7	shelter's 23:16	significance 57:2
seating 43:11 81:7	sequence 117:15 118:3	shelters 26:22	significant 38:8 63:21 66:2,8 70:14 77:3 78:7,9 82:4 111:7
seconded 16:20 20:1 33:6 38:22 53:13	sequences 116:22	Sheridan 41:12	significantly 13:1 94:7 114:20
secret 128:13	series 98:8,19	Sherman 9:2	similar 8:19 31:19,22 46:20 48:17 108:12
secretary 4:6 19:19 38:19 53:10	serve 112:16	Sherman's 6:19	similarities 107:3
section 58:13 68:14 79:7	served 7:17 12:3 110:13	shift 124:5	similarity 129:5
sector 95:16 98:6	serves 110:15	shifting 26:2	simple 32:1
sectors 98:22	service 6:5 7:15,21 9:8,10 15:14 19:11 23:6 30:11 53:4 56:15 92:17 110:14	short-term 29:2	sincere 79:1
secure 27:22	Service's 21:17	show 74:3 85:3	single 115:10
security 44:1 69:17 70:8,9 80:15 88:2,5,7,9,10 91:7 115:1	services 21:8 22:20 28:19 56:15 92:16	showcase 9:6	sir 29:20
sedge 14:8,10	session 10:9 131:2	showcases 104:20	site 10:12 11:5,7,12 12:11, 13,17 14:18 16:12 21:1, 14,18 22:1,11 23:3,15, 21 25:14 29:3 30:16 32:21 35:6 36:16,20 39:21 40:10 41:11,13, 16,17 43:15 44:14,16 45:19 47:9,13 48:7 49:19 50:14 51:6 53:1
sees 83:13	set 73:10 115:5 122:21	showing 8:6 108:17 109:17 125:18	
segment 56:3	setback 44:4	shown 31:16 41:12 58:7 97:18 99:19 100:10 101:9 102:4 108:8	
seize 127:14	shade 69:12 78:7	shows 23:20 24:7 125:5	
selection	shaded		

60:21 102:3 103:11 104:2 105:5 106:12,16 107:2 111:11 112:13 113:8 116:2,7 119:13, 22 120:19 121:14	soil 31:11,12 48:7	103:9	57:1 73:10 111:19
sites 13:12 96:17 99:4 108:15 116:22 117:12	sold 94:21	speak 29:14 46:13 82:10	stakeholder 101:2
sits 100:16 105:1	solidified 67:11	speakers 119:3	stakeholders 56:20 61:4 84:3 86:14 98:20 101:11,21,22 102:1 104:7
situated 128:18	solve 114:10 115:21 123:6	Speaking 101:21	stand 5:17 88:1
situation 116:18	Sorg 25:22 27:9	special 7:7 15:3 92:12 94:19	standing 31:2 42:16 47:17 72:13
six-inch 81:6	sort 35:6,14 55:14 86:15,21 96:15,16,18 97:9 119:10	species 24:10,11,16 30:6,10,14 32:4,11,12 44:10 45:3,4 47:7 69:11	standoff 44:1
size 13:20,22 19:12 36:9	sought 7:7	specific 9:22 61:10 64:10	stands 131:11
skim 78:13	sources 106:9	specifically 43:16 71:16	star 13:8
sky 27:18	south 12:7,14 22:6 70:7 73:9 76:1 97:16 99:14,18 100:20 104:11 109:12, 21	spent 113:3	star- 13:4
slate 42:15	southeast 59:20 117:2 118:7	split 115:13	start 17:1 33:9 50:8 84:11 90:9 110:21
slated 116:10,17	southern 41:9	sponsor 100:4 101:5 125:1,14	started 6:21 58:8 96:4 119:14
slide 104:15 108:9	southwest 40:22 97:9 99:15 100:6, 21 102:7 103:16 107:7, 20 109:3,4,9 111:17 112:18 116:9,11	sponsoring 111:1	starting 61:12,15 67:19
slow 81:22	space 6:14 11:16 17:5 21:12 22:17 26:13 27:6,10,11, 16,17 29:6,7 36:10,13 37:2,7,8 38:2 43:22 44:21 55:21 56:6 57:11, 13 62:15,18 71:3 74:11 75:14 77:4,9,14,20 78:5,15,16 81:10 82:1 84:20 85:6 87:8,10 92:1 99:5 103:3,6 104:20 115:4,11,18 122:5,11 125:10,11,17 127:12 128:16 129:4	sponsors 125:11	state 12:5 18:5,8
small 27:17,19 66:16	spaces 38:6 43:21 54:20 57:7, 15,18 65:2 69:8 70:6	spread 115:16	stated 47:13,19 48:2 67:7
smaller 114:13		spring 112:7	states 12:4 30:5 31:15 47:4
smaller-scale 26:11		Spy 107:14	statue 78:6
Smithsonian 77:22 100:19 105:7 121:13 122:2,15 123:5 125:11 127:2,9 129:15		square 27:5 67:21 70:18 71:4, 15,20 74:5,14 76:8 91:20 100:16 105:14,22 107:10 108:11	status 102:19 114:12
sociologically 60:11		staff 9:1,5 14:17 15:13,14,15 18:16 23:1 24:1,17 30:19 33:11 37:3 43:13 44:19 45:13,18 51:17 58:6 60:18 86:10 90:22 97:12 127:17	steering 67:17
soft 35:16		stage	step 81:1 111:12 112:7
soften 35:14			step-up 81:6
			stepped 22:16 23:16

steps 78:20 109:5	street 12:18 23:15,22 44:3 56:21 57:14 59:21 65:17,19 67:4,5 69:18 70:21 72:18 74:9,20 75:4,21 81:16 84:22 88:3 89:2 100:17 104:21,22 109:14,18 116:15 122:1	substantial 76:9	24:1
Steve 107:19		substantially 58:22	supposed 18:3 87:18 95:4
Stevens 6:16		substitute 49:2	surface 22:2
stewardship 54:21		succeed 105:15	surround 73:20
Stidham 4:11,12 16:19,21 17:2, 3,11 20:2,4,5 25:21 33:5,7,13,14,21 39:1,3, 4 51:22 52:1,5 53:16,17 84:12,13 85:8 124:21, 22 125:22 127:1 129:19	Street all 89:2	success 58:3 62:11 63:12 64:10, 13 82:16 83:14	surrounded 12:12 38:3,5
	streets 56:5 72:5 108:5	successful 31:8 62:9 67:2 69:5 110:5	surrounding 101:2 102:15
	streetscape 24:2	successional 48:3	surroundings 11:13
Stidham's 126:5	stress 63:17	suffers 21:11	survival 30:7
stitch 64:16 67:7 72:3	strong 95:17	suggested 45:5 128:2	swamp 24:11 31:7,11,21 48:1,7
stone 13:2,3,5 42:15	structure 56:10 96:18 99:7 100:12	suggestions 45:11	swaths 123:14
stone-clad 12:12	structures 42:3 117:13,19	Sullivan 5:7 107:19	Sweetbay 14:11
stop 105:2 106:18	studied 12:9	Suman 25:21	sycamore 73:19
stops 69:8	studies 31:16 61:16 65:12,13 67:17 73:12 100:5 105:12	summer 69:14 93:18	system 21:12
stormwater 31:5 40:17 47:21	study 93:19 96:22 100:18 102:5 107:2 125:5	sun 50:19	systems 7:2 60:10
story 13:16 18:4,6,9	stuff 121:20	sunset 95:4 96:19	<hr/> T <hr/>
straight 25:15	stymie 82:21	supervised 27:19 37:1	table 34:22
strange 30:19	subject 11:14 57:12 111:8	support 6:14 52:10 66:16 69:16 71:11 77:10 87:11 121:4 122:11 124:15	tag 114:14
strategic 124:11 130:3	submarket 102:15	supported 108:12	takes 23:12 64:11 104:14
strategically 65:7 75:1 82:18	submission 11:20 98:12	supporting 95:18 97:12	taking 27:4
strategies 99:6	submit 23:9	supportive 33:15,22 34:20 35:19	talk 80:14 113:21,22 121:13 122:18
strategy 101:4,16 124:16	submitted 21:8 40:9	supports	talked 85:13 114:11,21 117:6 130:2
streamed 5:13			talking

26:18 36:19 74:21 80:11 87:19 120:15	terminus 76:22	thought 38:9 75:13 91:21 98:4 108:10 115:7 130:6,8	29:14 32:19 46:9,13 49:16 55:13,18 69:14 79:18 80:5 85:14 93:3 111:12 112:3 118:11,16 126:12
TAP 96:22 98:9 100:4,5,8 101:7,8,14 102:2 107:17,22 111:1 124:14 127:3	terms 18:1 90:12 95:19 109:5 112:8 118:16 128:11	thoughtful 37:16 77:7 116:21 117:14 118:2	today's 5:12 24:13 25:7 57:12
taper 123:16	terrace 27:17,18,20	threading 83:12	tools 106:8
tasked 94:6,20	terracing 43:11	threatened 30:10	top 99:19 107:14 128:13
taught 27:10	Terrell 29:3	three- 100:11	topic 98:10
tax 96:11 106:22 107:11	terriburum 31:15	three-quarters 14:1	topics 40:17 60:21 99:1 104:16
taxpayer 95:1 96:3	tested 67:18	three-vision 61:20,22	topography 73:6
taxpayers 103:8	testify 24:13	thrilled 110:21	topped 13:5,10
team 7:4 8:16 25:6,20 38:1, 14 46:4 50:13,16 51:5 52:16,22 54:16 55:19 58:7 85:12 86:10 93:9 101:5 110:9 123:12 124:3 126:20	testifying 32:19	thrives 31:1 47:15	totaling 105:14
team's 59:10	testimony 25:9 29:13,16 32:14 46:12,14	thriving 72:21	touch 104:5
teams 57:9 58:3	testing 65:10 67:15	Thursday 8:20 131:4	tour 51:5 101:1
Tears 18:10	Texas 10:13 11:22 12:3,5 13:7,11,16,17 14:14,19 15:3,5,16 16:12 18:2,4 19:10 75:7	ties 84:20	touring 50:14 53:1
technical 58:5 60:17 98:9	text 13:20,21	time 18:15 35:14 46:19 55:22 60:13 111:13 117:1,15 118:4 128:16 130:7,9,20	tours 7:17
telling 13:15	Theater 77:13	timeline 101:11	town 91:18
tells 18:9	themes 99:8	timely 102:6 120:1	track 69:8
tend 60:12	thing 88:18,20 92:5 95:7	times 130:3	traditional 73:14
tennis 6:13	things 26:20 32:15 74:1 82:20 83:22 84:16 89:16 90:13 121:12 124:7 126:11 130:19	timing 96:6	traffic 66:9
tenure 61:1	thinking 35:13 37:2 75:1 77:18 84:18 86:16 90:9 111:20 112:19 117:12	tired 40:5 125:15	Trail 18:10
terminating 95:10 100:18		tissue 72:6	transaction 105:3 117:13,19
		today 8:16 9:16 10:7,10,13 16:5 17:1 21:3 25:2	transfer 6:4,8,13 23:9 33:17 118:1

transferred 21:21	4:20,21 18:12,13,19 20:14 34:17,18 35:22 39:13 50:10,11 51:1 54:4 86:6,7 87:4 119:8, 9 121:9 129:19	underwhelming 85:1	78:18
transformation 109:18 113:1 118:5		unfounded 36:18	urge 24:14
transit 57:6	turn 29:12 46:11 59:8 74:19	unique 102:5	user 105:10
transit-only 65:19	turned 36:18 51:18	United 12:4	users 105:6
transportation 63:7 69:7 70:2 115:1	tush 81:8	units 41:3	utilities 69:17
travel 69:7,20 70:4	tying 89:11	universities 105:8	utilize 73:1 77:14
treatment 43:10	type 65:8 81:15	University 21:16	utilized 29:2
tree 41:14 44:16 48:12 49:3, 5 69:11	<hr/> U <hr/>	unlike 73:15	utilizing 63:4
trees 12:20 23:20,22 44:3 48:12,15 49:13 72:16 73:1,19 78:8	U.S. 7:15 11:2 40:8,9 41:3,4, 5,6 56:4,15 63:2 71:3 100:1	unlock 101:12	<hr/> V <hr/>
tremendous 34:13 87:1 122:17,20 123:8	ULI 98:3,18 100:8 107:12 110:4,7 111:1	unprecedented 97:18	Valley 48:20 49:2,8
tremendously 85:20	ultimately 58:18 108:10	untapped 36:21	varied 74:14
trials 49:9	unaccompanied 39:22 40:10 45:20 49:20	unused 103:3	variety 24:10 64:6 106:2
Triangle 70:8 75:10	uncertainty 108:4	update 8:16 9:19 19:11 54:13, 14 55:20 93:16	vastly 96:8
trucks 70:3	unchanged 42:20	updated 43:3,12,21 45:13 104:13 109:2	vegetative 31:9 48:4
Trueblood 107:20	underneath 66:6 73:19	updates 42:9 43:10,13	vehicles 57:5 63:8,9
tuberosa 31:15,17	understand 17:9 38:12 61:13 81:22 93:22 94:18 97:22 127:4	updating 44:19	vehicular 23:3
Tuesday 8:20	undertaken 61:19	upgrade 54:20 114:5	venue 57:1,16
tuning 55:22	underutilized 94:21 96:9 112:2,8,11, 17 114:20	upkeep 58:2	verifying 83:20
tunnel 66:4	underway 34:3	upper 72:12 74:16 77:3	versus 83:8 87:11 106:10
Tunstall- 20:12 36:5 39:11 54:2		urban 70:12 73:18 74:2 77:6 78:17 83:11 89:6 96:14, 22 98:2	viable 101:10 103:7 106:1,4, 15
Tunstall-williams		urbane	Vice 4:15,16 16:14,17 17:19, 20 18:11 20:1,8,9 33:1, 4 34:6,7,16 38:22 39:7, 8 49:22 50:5 52:12,13,

18 53:13,20,21 85:17, 18 86:4 126:16,17 127:15	vulnerable 38:3	website 5:14 8:22 79:19 108:2	wings 22:13 26:4,13
Vicki 111:5	W	weed 31:14	winter 104:10
video 5:14	wait 115:7	week 131:5	wonderful 5:10 17:10 67:2 74:18
view 22:5,7 42:21 43:1,3,12 63:2 66:18 68:17,22 91:20	waived 127:7	weekend 88:20 131:5	wondering 27:7
viewed 43:4	Walden 94:11,13,16 126:19	weeks 91:19 95:22 97:2	word 86:19
views 69:2,21 77:4 107:15	walk 51:7 66:18 102:16	weigh 84:4	words 94:12 110:12
viewshed 108:19 129:12	walking 44:17 51:8 67:3 75:21	Weil 21:3,5 25:18 34:8	work 8:3 11:13,15,22 16:6 17:15 33:11,16 34:1 46:19 51:18 53:2 55:8 58:12 60:6 61:14,19 82:7,9 84:14 87:1,16 89:17 90:21 91:5,11 92:5,14,20 95:2 96:19 98:17 104:10 106:4,14 117:7 119:1 123:12 125:2,17 129:22 130:10
viewsheds 108:21	wall 12:12 49:4	welcoming 62:22	work-to- 67:13
Virginia 40:12,22 104:4 108:8, 13,18	wanted 26:10 28:10 59:12 101:19 104:9 110:21	well-deserved 9:3	worked 7:4,10 18:7 101:3
virtual 8:19	wanting 102:2	west 22:4,7 76:17 104:22	working 19:10 23:5 33:16 58:3,9 60:5 61:5 62:2,11,17 63:9 64:1,12 65:7 67:8 82:17 83:10 91:15,16, 17 92:19 98:2 110:1 126:20
virtually 25:7 29:15	War 70:16 76:19 77:5	western 66:13 67:19 70:16	works 11:4,11 125:8
visibility 12:17 13:21	Warehouse 23:14	wharf 122:8 129:14	world 70:16 76:19 77:5 88:22 112:3 114:3
visible 81:11	Warlick 15:18	white 13:9 56:4 102:21	worry 120:17
vision 56:20 57:16 75:8 91:11 99:18,22 109:2 117:11 125:3,13,18 126:7,13	warm 69:13	Wilbur 116:13	worth 35:4
visit 110:3 128:7	Washington 6:7 12:1 13:18 14:14,20 21:10 24:4 41:1 55:4 61:8 64:9,18 75:9 76:4 91:6 94:1 97:20 98:3,18 100:6 107:12 108:20 110:5,7 115:10	wildfire 31:13	worthwhile 37:19 127:11
visiting 19:17	water 31:2 47:17 78:19	wildflower 32:9	wow 38:9 85:3
visitors 19:13 23:1 63:1 64:15	waterfront 100:21 102:7 103:13 109:19	willingness 86:14	
visual 24:3 129:12	ways 77:17 115:21	willow 48:16	
voice 29:21	weather 22:18	Wilson 77:15,20	
vote 19:21 38:20		wing 26:6	

written

32:14

Y

year

42:18 43:3 58:14,16

64:16 94:5 95:3 96:4,20

98:16 111:18 122:14

128:8

years

6:21 7:3,16 27:3 50:15

51:5 64:11 87:9 119:11

122:15 123:7

York

21:9 22:6,8 26:5,8

73:13

Z

zone

44:13 69:20 77:16