# APRIL/MAY/JUNE 1998

NCPC				
ONAL CAPITAL PLANNING COMMISSION 801 PENNSYLVANIA AVENUE, NW	WASHINGTON DC 20576		Q U A R T E R L Y	

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# REVIEWING MEMORIALS: WORLD WAR II, A CASE STUDY

**THE UNVEILING OF** the revised design concept for the proposed World War II Memorial has prompted another round of kudos and criticism from political leaders, design professionals, the media, and ordinary citizens. Some believe the location and new design are just right; others will never be reconciled to the Rainbow Pool site between the Washington Monument and the Lincoln Memorial; and still others, mostly World War II veterans, simply hope to see a memorial completed in their lifetime. The public debate about how and where we commemorate the great individuals and events in American history is frequently, and appropriately, filled with passion. The current proposal for a World War II Memorial illustrates how major memorials in the Nation's Capital are proposed, authorized, reviewed, and in some cases, approved and built.

The Commemorative Works Act of 1986 governs the review of memorials located on federal land in the National Capital. The legislation requires congressional authorization for all memorials. This authorization does not include funding appropriations; in recent history major memorials have been privately funded. In the case of the World War II Memorial, the legislation that President Clinton signed in October 1994 did not identify a specific site for the memorial, but did authorize a location in the prime area of the National Capital, known as Area 1, which includes the National Mall. The Commemorative Works Act requires that to qualify for this Area 1 location, a memorial must be of "preeminent historical and lasting significance to the Nation."

After receiving congressional authorization, memorial sponsors usually work with the staff of the National Capital Memorial Commission to identify and study alternative sites and prepare environmental documentation. The Commemorative Works Act stipulates that the National Capital Planning Commission, the Commission of Fine Arts, and the Secretary of the Interior (or in some cases, the Administrator of General Services) review and approve the site and design of new monuments and memorials. A memorial cannot be approved without the concurrence of these three review bodies. In addition, the project must be submitted to the D.C. State Historic Preservation Officer and the Advisory Council on Historic Preservation for their comments.

IN THE REVISED DESIGN CONCEPT FOR THE WORLD WAR II MEMORIAL, TWO MEMORIAL ARCHES ON THE NORTH-SOUTH AXIS OF THE RAINBOW POOL SYMBOLIZE VALOR AND VICTORY. As is the case with most major memorials, the World War II proposal is being reviewed at several stages in its development. In October 1995 NCPC approved the Rainbow Pool site at the east end of the Reflecting Pool with the stipulation that the design not intrude on the vista as defined by the trees flanking the Reflecting Pool along the Mall's east-west axis. In July 1997 the Commission reaffirmed its approval of the site, but disapproved the memorial's design concept, requesting the sponsor to submit a revised design concept that reduced the mass and scale of the memorial and better integrated it into the Mall setting. In its most recent action on the proposal at its June 4, 1998 meeting, NCPC commented on the Environmental Assessment (see page 8). The Commission expects to review the revised design concept during the next several months and will have further opportunities to review the project as preliminary and final plans are submitted.



AT EACH STEP IN ITS REVIEW, THE COMISSION SEEKS BROAD PUBLIC PARTICIPATION.

At each step in its review, the Commission seeks broad public participation. Interested citizens from around the country are invited to express their views, give oral testimony at Commission meetings, and submit written comments. Commissioners recognize that public debate strengthens the process and, when tempered by civility and goodwill, exemplifies the democratic ideals that national memorials seek to commemorate.

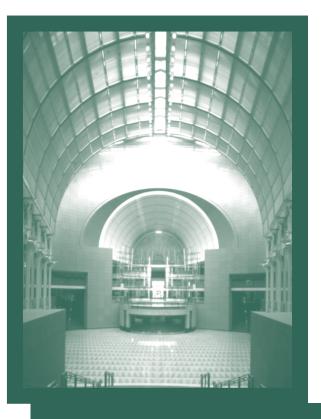
Courtesy American Battle Monuments Commission

# FEDERAL CAPITAL IMPROVEMENTS PROGRAMS: TRACKING JOBS AND MONEY IN THE REGION

**EACH YEAR THE** federal government spends between \$300 million and \$1 billion to maintain and improve its facilities in the National Capital Region. Construction of new office buildings and rehabilitation of old ones, improvements to roads, bridges, and recreation, military and cultural facilities, as well as building and land purchases, are all included in the capital improvements programs that federal agencies propose for funding. NCPC tracks and reviews these proposals to ensure that they meet federal planning objectives and that they are coordinated with one another and with the surrounding communities. The Commission's annual Federal Capital Improvements Program publication reports on the public works projects proposed by federal agencies over the coming five years. The document offers planning recommendations to the Office of Management and Budget and provides to Congress and the Executive Branch a context for budget analysis of federal capital investment.

Because the federal government is the single largest employer in the Washington area (13 percent of the total workforce) and a major regional economic driver, analysis of federal capital investment can reveal important economic and demographic trends. In its Federal Capital Improvements Program, the Commission tracks federal public works spending in the District of Columbia, Maryland, and Virginia. For example, the Federal Capital Improvements Program reveals that in fiscal year 1997, of the nearly \$700 million earmarked by Congress for public works in the region, the District of Columbia's share was 43 percent; Maryland's 42 percent; and Virginia's 14 percent.

> THE RONALD REAGAN BUILDING AND INTERNATIONAL GOVER DRAMATIC CONE-SHAPED SKYLIGHT COVERS AN ENTIRE ACRE.



Courtesy the International Trade Center and Timothy Hursley



PLANNING FOR THE TRACKED IN THE FEDERAL CAPITAL IMPROVEMENTS PROGRAM.

The Federal Capital Improvements Program also reveals important trends in the distribution of federal employment throughout the region. In 1977 the District of Columbia's share of federal employment in the Washington area stood at 58 percent. Since that high point, the city's share has gradually declined, while the Maryland and Virginia shares have steadily increased. The most recent figures indicate that 52 percent of federal jobs in the region are located in the District; 27 percent in Virginia; and 20 percent in Maryland. Noting the decline in the District's share of federal employment, the Commission has recently reactivated a task force to closely monitor and make recommendations to retain the historic relative distribution of federal employment of 60 percent in the District of Columbia, and 40 percent elsewhere in the region.

The Federal Capital Improvements Program is also a principal tool for planning coordination among federal, local, and state jurisdictions. Each year, Commission staff circulates the federal capital improvements proposals in draft form and solicits comment from affected local, regional and state government agencies, private organizations, and interested individuals. The Commission identifies projects of potential concern and urges federal agencies to coordinate their activities with local planning authorities and citizen organizations. The Federal Capital Improvements Program is the one document to which members of the public can turn to find accurate and up-to-date information about the federal government's development plans in the region.

The Commission also reviews the capital improvements programs proposed by state and local governments in the region to determine which of them affect the interests of the federal government. In the second quarter of 1998, the Commission reviewed the capital improvements programs of the District of Columbia; the cities of Falls Church and Alexandria and Prince William, Loudoun, and Fairfax Counties in Virginia; and Montgomery and Prince George's Counties in Maryland. In each of the programs, the Commission identified some projects that require coordination with federal and other government agencies. It is this kind of consultation among local and federal planning authorities that helps achieve the coordination that is critical to successful planning and development in the National Capital Region.

Courtesy the International Trade Center and Timothy Hursley

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# PROCEEDINGS

This issue of the Quarterly summarizes actions taken at the Commission meetings on April 2, May 7, and June 4, 1998. Additional information on individual projects may be obtained by contacting the National Capital Planning Commission, 801 Pennsylvania Avenue, NW, Washington, D.C. 20576 or by calling (202) 482-7200.

# SOUTHEAST WATER-FRONT DEVELOPMENT Washington, D.C.

April 2, 1998

The foot of South Capitol Street on the Anacostia River, long recognized as an important National Capital gateway, is slated for major redevelopment. The industrial quarry and gravel facility operated by Florida Rock, Inc. that currently occupies the site fails to



take advantage of the scenic, mixed-use, and open space potential of this valuable waterfront Conservation Corps, a non-profit environmental property. The Commission reviewed a proposed zoning education organization. The remainder of the property amendment for a development proposal that advances is earmarked for public waterfront space and residential the public waterfront and open space objectives of development. Other provisions of the PUD contract NCPC's long-range Legacy Plan. require the developer to run a shuttle bus to the Navy Yard Metrorail station and to include an outdoor court-The zoning amendment submitted by Florida Rock vard with steps down to the Anacostia, a river-front esplanade with retail pavilions, and a small marina.

Properties relates to a commercial and retail development on a waterfront site bounded by Potomac Ave, SE to the north, First Street, SE to the east, and the In its report, the Commission stressed the importance Frederick Douglass Bridge access ramp to the west. of the residential component of the project and recom-The proposal calls for a total of 1.5 million gross square mended that the developer maintain the land reserved feet of office space and 30,000 gross square feet for for residential construction as a public park until the ground-floor retail. The two principal buildings would housing is eventually built. The Commission also be sited to preserve views of the waterfront; building recommended that the Zoning Commission establish heights would climb from 60 feet along the river to a system to periodically review the economic feasibility 130 feet adjacent to the bridge. The proposal also of the residential component. Finally, NCPC includes underground parking for 900 cars. Commissioners requested that the developer provide details about those aspects of the development that The zoning proposal is for a "Planned Unit will encourage pedestrian activity along Potomac Development." In general, a PUD designation permits Avenue and the waterfront.

# a developer to exceed the existing zoning density limits and provides greater flexibility in planning and design. In exchange, the developer typically agrees to provide certain amenities sought by the community. In this case, the developer has added to the PUD proposal a parcel of waterfront land located two blocks southwest of the principal development site. Florida Rock will transfer ownership of a portion of the parcel, which is located between S, T, and Water Streets, to the Earth

# LAFAYETTE PARK Washington, D.C.

4/2/98

The Commission commented on the Draft Environmental Assessment submitted by the National Park Service for proposed security barriers along H Street, NW and Jackson and Madison Places, NW on the north side of Lafayette Park. Lafayette Park is one part of the White House grounds that, in their entirety, are referred to as President's Park.

In the wake of a plane crash on the White House lawn in September 1994, the Secretary of the Treasury initiated a security review of the White House. The review concluded that the only way to protect the White House and its occupants from electronic eavesdropping and explosive devices was to prohibit vehicular traffic on streets adjacent to President's Park. In May 1995, the U.S. Secret Service implemented the Secretary's order to close Pennsylvania Avenue and several other streets near the White House. Since then, concrete barriers and parked police cars have blocked the entrances to Jackson and Madison Places and only pedestrians, bicyclists, and authorized vehicles are permitted.

The National Park Service has designed both interim and permanent deterrents that would replace these temporary barriers. In its comments on the Environmental Assessment, the Commission urged the National Park Service to clearly distinguish interim and permanent measures. The Commission, in inquiring about the per-

manent nature of the bollards in the event that vehicular access around the White House is re-established, was informed by the Park Service that they could be removed if funding were provided. The Commission also noted that its comments on the barriers in no way prejudiced its position as to whether Pennsylvania Avenue should be opened or closed.

#### THE SECURITY MEASURES PROPOSED INCLUDE:

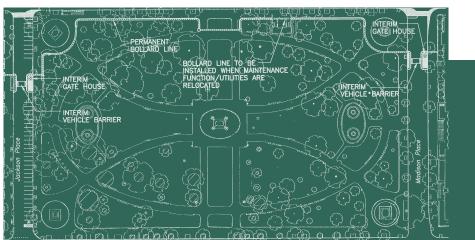
- steel bollards along the north edge of Lafayette Park that permit pedestrian entry but bar vehicles from the park;
- street, sidewalk, and curb alterations on Jackson and Madison Places that slow entering vehicles; and
- guardhouses on both Jackson and Madison Places.

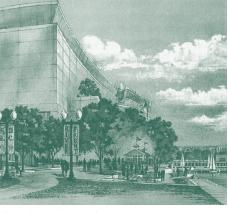
The Commission noted that the proposed alteration of the sidewalks, curbs, and streets is inconsistent with the character of Lafayette Park and with the historic street plan of the city. Under the proposed design, sidewalks, curbs, and streets would become an extension of Lafayette Park blurring the distinction between park, street, and building. The Commission urged the Park Service to retain the traditional curbed sidewalks and recommended that the new design of Jackson and Madison Places should keep as much of

their independent character as city streets as possible.

In preparation of the final environmental document, the Commission urged the Park Service to assess the implications of the design in the event that Pennsylvania Avenue is reopened to vehicular traffic.

THE NATIONAL PARK SERVICE'S DRAFT ENVIRON ASSESS ANALYZES DESIGNS FOR BOLLARDS TO REPLACE THE CONCRETE BARRI-ERS ALONG THE NORTH SIDE OF LAFAYETTE PARK. Courtesy of National Park Service





PLANS FOR A PROPOSED SOUTH-WATERERONT DEVELOPMENT INCLUDE A COM-PROGRAM ANI BOAT PIERS AND LAUNCH.

Courtesy David Buckley Architects and Planners

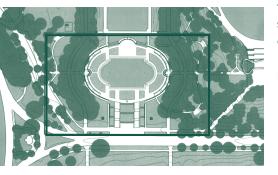
As plans for development proceed, the Commission will have future opportunities to review the project for its impact on federal interests, which includes views to the Capitol Dome, public open space along the waterfront, the gateway character of the site, and the future development of South Capitol Street and Potomac Avenue.

# WORLD WAR II MEMORIAL

Washington, D.C. 6/4/98

Continuing its phased review of the proposed World War II Memorial, the Commission commented to the National Park Service on the project's Draft Environmental Assessment (EA). The document notes that the National Park Service and the American Battle Monuments Commission, the project's two sponsoring agencies, considered seven other sites for the World War II Memorial, including locations near the Capitol Reflecting Pool, the Tidal Basin, West Potomac Park recreation fields, Constitution Gardens, the Washington Monument grounds, Freedom Plaza, and Columbia Island Circle. These sites did not meet the threshold requirement of major axial importance within the Monumental Core, or had various other problems, such as safety considerations.

Among the issues addressed in the EA relating to the Rainbow Pool site are preservation of trees and topographical features, transportation impacts, parking availability, handicapped accessibility, and pedestrian circulation. The National Park Service's review of the effects of the project on historic properties has determined that the proposed memorial would have an adverse effect on the Rainbow Pool and the immediately surrounding Mall landscape. The EA proposes some mitigation for these adverse effects, including the removal of the existing access road along Constitution Avenue, the reintroduction of the original fountain effect, and the restoration of the original double-elm allee planting scheme. In its comments on the EA, the Commission concurred with the Park Service, believing that the best approach to mitigation is a continuing effort to integrate the design of the memorial into



the architectural, symbolic landscape context of the Mall and West Potomac Park.

THE BOUNDARIES OF THE PROPOSED WORLD WAR IT MEMORIAL ARE APPROXIMATELY 705 FEET BY 425 FEET. Courtesy American Battle Monuments Commission

### THE COMMISSION REQUESTED THAT IN THE PREPARATION OF THE FINAL ENVIRONMENTAL DOCUMENT, THE NATIONAL PARK SERVICE:

- examine the potential impact of pedestrians on the elm trees;
- evaluate the aesthetic and traffic impacts during construction of the memorial:
- document anticipated vehicular and pedestrian traffic and the number of daily visitors;
- assess additional measures to mitigate the site's high water table; and
- analyze potential impacts associated with the proposed helicopter landing area.

The Commission expects to consider the revised design concept for the proposed memorial at its July 9, 1998 meeting.

### JOHN F. KENNEDY CENTER Washington, D.C.

4/2/98

Designers for the John F. Kennedy Center for the Performing Arts presented a proposal that they believe will better link the building to the city and, at the same time, ease the parking and traffic problems that have long plagued Kennedy Center patrons. In approving preliminary site and building plans, the Commission reviewed proposed parking garage additions, landscape improvements, and roadway alterations on and immediately adjacent to the Center.

THE COMMISSION'S APPROVAL INCLUDED:

- expansion of underground parking at the north and south ends of the existing building for an additional 913 cars;
- creation of an exit ramp from the Center onto I-66 westbound:
- possible removal of an exit ramp from I-66 to the Center: and
- elimination of the entrance ramp from the Rock Creek and Potomac Parkway northbound at the south end of the Center.

The Commission believes that the roadway alterations will significantly relieve traffic flow problems around the building, but urged the Kennedy Center to design

#### Courtesy BTA Architects



plazas on the North and South Terraces that are attractive and pedestrian-friendly, while still accomm dating their occasional use as temporary overflow pa ing areas. The Commission also requested the Center to consider enlarging the size and height of the existi fountain in the Central Plaza.

# PATENT AND TRADEMARK OFFICE CONSOLIDATION

Northern Virginia 5/7/98

The Commission commented on the Draft Environmental Impact Statement submitted by the General Services Administration for the Patent and Trademark Office (PTO) Consolidation Project in northern Virginia. Currently, PTO's nearly 6,000 employees are housed in 16 leased buildings in Cryst City in Arlington County, many of which now require significant mechanical and electrical alterations and other improvements. To meet PTO's expansion and consolidation needs, Congress has authorized GSA to lease approximately 2.3 million square feet of space in northern Virginia.

### GSA HAS SOLICITED OFFERS FOR SITES AND DETERMINED THAT FOUR PRIVATE DEVELOPE MEET THE FOLLOWING PROJECT CRITERIA:

- A maximum of eight buildings in an interconnected complex;
- PTO be the sole tenant, except for ground-floor retail tenants:
- A 20-year lease term; and
- The lessor provide all base building construction, roads, utilities, and other site improvements.

RAMA	EAST ENTRY DRIVE WILL PROVIDE ATIC APPROACH TO THE KENNEDY FROM F AND 25TH STREETS, NW.				
	The Draft Environmental Impact Statement has identified the following three alternative sites:				
no- ark- r ing	Crystal City Site—This 21-acre site is located between George Washington Memorial Parkway and U.S. Route 1, south of 20th Street and north of the overpass to National Airport. The project would require renovation of six existing buildings and construction of two new buildings; the eight buildings would include under- ground parking.				
	Carlyle Site – This 15-acre site is located at Dulaney Street and Eisenhower Avenue between Elizabeth Lane and Carlyle Street in Alexandria. This project would require construction of five new office buildings and two above-ground parking structures flanking the east and west sides of the buildings.				
	Eisenhower Site – This 16-acre site is located at 2111 Eisenhower Avenue at the Eisenhower Metrorail station in Alexandria. Development at this location would require construction of new office buildings and two above-ground parking structures.				
tal e oce	In its comments, the Commission noted that the pro- posed amount of parking at all three alternative sites exceeds the employee parking standards established in the Comprehensive Plan for the National Capital. Because all the sites have excellent access to Metrorail and Metro bus, the Commission urged GSA to conform to Comprehensive Plan employee parking limits and encouraged PTO to support the use of public transit and ridesharing.				
RS	If the Crystal City location is selected, the Commission recommended that the location and design of the proposed new construction be revised to avoid intrusion on the scenic views along the George Washington Memorial Parkway. In addition, Commissioners noted that reuse of existing Crystal City facilities could minimize changes in commuter traffic patterns. Regarding the Carlyle and Eisenhower locations, Commissioners expressed concerns about impacts on local traffic and the adverse appearance of above-ground parking garages. The PTO expects to complete its consolidation				

by 2003.

# OTHER COMMISSION ACTIONS

ALEXANDRIA BRANCH POST OFFICE. KINGSTOWNE BOULEVARD, FAIRFAX COUNTY, **VIRGINIA**. The Commission approved the preliminary site and building plans for the Alexandria Post Office, and requested the Postal Service to incorporate the Fairfax County design guidelines governing landscaping, fencing, and signage in the Kingstowne Center development. (6/4/98)

HUMPHREYS ENGINEERING CENTER, FAIRFAX **COUNTY**, **VIRGINIA**. The Commission approved the master plan for Humphrey's Engineering Center, located adjacent to Fort Belvoir, and requested the Department of the Army to coordinate outstanding concerns with Fairfax County authorities. (6/4/98)

#### INTERSTATE COMMERCE

COMMISSION/CUSTOM/CONNECTING WING, **CONSTITUTION AVENUE, BETWEEN 12TH** AND 14TH STREETS, NW, WASHINGTON, D.C. The Commission approved preliminary and final site and building plans for two receive-only satellite dish antennas on top of the ICC Building. (5/7/98)

### NATIONAL INSTITUTES OF HEALTH, **BETHESDA, MARYLAND**

The Commission approved preliminary site and building plans for a Vaccine Research Center that will accommodate 170 employees. (4/2/98)

PENTAGON RESERVATION, ARLINGTON COUNTY.

The Commission approved for a six-month demonstration project a ground-mounted solar dish located near the Heating and Refrigeration Plant. (4/2/98)

### **RONALD REAGAN NATIONAL AIRPORT,**

**ARLINGTON COUNTY, VIRGINIA.** The Commission commented favorably on the preliminary and final site and building plans for two pedestrian bridges adjacent to the George Washington Memorial Parkway near Reagan National Airport. The bridges will ensure the safety of bikers and pedestrians using the Mount Vernon Trail, which passes by the airport and runs parallel to the Parkway. (6/4/98)

U.S. COURTHOUSE BUILDING AT CONSTITUTION AVENUE, NW; NATIONAL COURTS BUILDING AT H STREET, NW; FEDERAL OFFICE BUILDING 6 AT MARYLAND AVENUE, SW; AND DEPARTMENT OF INTERIOR - SOUTH BUILDING AT 1959 **CONSTITUTION AVENUE**, NW. The Commission approved the preliminary and final site and building plans for guard booths at the court buildings and security surveillance cameras at the federal office buildings. The Commission approved the security cameras for a period of five years with the objective of eventually replacing them with smaller cameras. (6/4/98)

U.S. DEPARTMENT OF STATE, 21ST AND C STREETS, NW, WASHINGTON, D.C. The

Commission approved conceptual design plans for the installation of 68 security bollards at the perimeter of the Main State Building. (5/7/98)

WOODBRIDGE DELIVERY DISTRIBUTION CENTER AND POST OFFICE, 13637 NOBLEWOOD PLAZA, WOODBRIDGE, PRINCE WILLIAM COUNTY, **VIRGINIA**. The Commission approved the preliminary site and building plans, requesting USPS to respond to concerns expressed by County officials. (4/2/98)

# DELEGATED ACTIONS OF THE EXECUTIVE DIRECTOR

On behalf of the Commission, the Executive Director approved:

- Final site and building plans for the Chancery of Brunei on Lot 18 at the International Center, Connecticut Avenue and Van Ness Street, NW. (3/25/98)
- Final site and building plans for the Chancery of Malaysia on Lot 17 at the International Center, Connecticut Avenue and Van Ness Street, NW. (3/25/98)
- Preliminary and final site plans for parking and land scape improvements for the Physical Fitness Building, Building 439, and preliminary and final site plans for the Retirees' Plaza at Fort Myer, Arlington County, Virginia (5/28/98)
- Preliminary and final site and building plans for the handicapped access ramp at the National Imagery and Mapping Agency (Dalecarlia site), Bethesda, Maryland. (3/25/98)
- Preliminary and final site and building plans for the Dynamics Laboratory at the Naval Surface Warfare Center, Carderock Division, Montgomery County, Maryland. (5/28/98)
- Preliminary and final site development plans for a Seawall Replacement at the Southeast Federal Center, Washington, D.C. (4/29/98)
- Revised final site and building plans for the U.S. Food and Drug Administration's Center for Food Safety and Applied Nutrition and Center for Veterinary Medicine, College Park, Maryland. (4/29/98)
- Preliminary and final site and building plans for the renovation of US Park Police Anacostia Operations (Building T-1), 1900 Anacostia Drive, SE. (4/29/98)
- Preliminary and final site and building plans for an interim multi-purpose court sports structure at the Walter Reed Army Medical Center, Main Campus, in Washington, D.C. (4/29/98)

# THE EXECUTIVE DIRECTOR REVIEWED THE FOLLOWING ZONING PROPOSALS AND CONCLUDED THAT THERE ARE NO FEDERAL INTERESTS IN THESE CASES:

Zoning Commission Case No. 97-10, an application for a Planned Unit Development at Oxon Creek at Savannah Street, SE, between 19th and 21st Streets. The application proposes development of 210 townhouses on a 15-acre site. (3/25/98)

Zoning Commission Case No. 97-16M, a proposed modification to a Planned Unit Development at 1602 Kalmia Road, NW. The modification will permit the Lowell School to use the northwest campus of Gallaudet University. (5/28/98)

Zoning Commission Case 98-3C for a Planned Unit Development and Special Exception to permit development of 198 dwelling units, a 100-unit elderly housing apartment building, and a community center building to be located in Squares 5920 and 5928 at Valley Avenue, SE. (6/4/98)

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# COMMISSION NOTES

David Nystrom has been named Assistant Executive Director. Prior to joining the Commission staff in 1997, Mr. Nystrom was the Acting Senior Scientific Adviser for Geographic and Cartographic Research with the National Mapping Division of the U.S. Geological Survey. In his new position Mr. Nystrom assists the Commission, Executive Director, and staff in developing cooperative relations in the region. He also coordinates activities among agency offices, advises the Executive Director on operational policy matters, and continues to lead NCPC's information technology program.

The Commission regrets the departure of two of its employees, Sheri Pruitt-Williams and Maurice Foushee . Ms. Pruitt-Williams, a community planner and architect who served on staff since 1989, is now Acting Director, District of Columbia Office of Zoning. Mr. Foushee, the Commission's Environmental Officer, will join the Federal Transit Administration as a Community Planner.

COMMISSION MEMBERS Harvey B. Gantt, Chairman

Robert A. Gaines

Margaret G. Vanderhye

NCPC QUARTERLY Spring Quarter 1998 April 2, May 7, June 4, 1998

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Arrington L. Dixon

The Honorable William S. Cohen Secretary of Defense

The Honorable Bruce Babbitt Secretary of the Interior

The Honorable David J. Barram Administrator of General Services

The Honorable Fred Thompson Chairman, Senate Committee on Governmental Affairs

The Honorable Dan Burton Chairman, House Committee on Government Reform and Oversight

The Honorable Marion S. Barry, Jr. Mayor of the District of Columbia

The Honorable Linda W. Cropp Chairman, Council of the District of Columbia

EXECUTIVE DIRECTOR Reginald W. Griffith

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