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The National Capital Planning Commission is the federal government's planning agency in the District of Columbia and surrounding counties in Maryland and Virginia. The Commission provides overall planning guidance for federal land and buildings in the region. It also reviews the design of federal construction projects, oversees long-range planning for future development, and monitors capital investment by federal agencies.



# Achieving Balance

Serving the Nation's Capital and a Dynamic Living City

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M.V. Jantzen



M.V. Jantzen



David Hathcox



David Hathcox



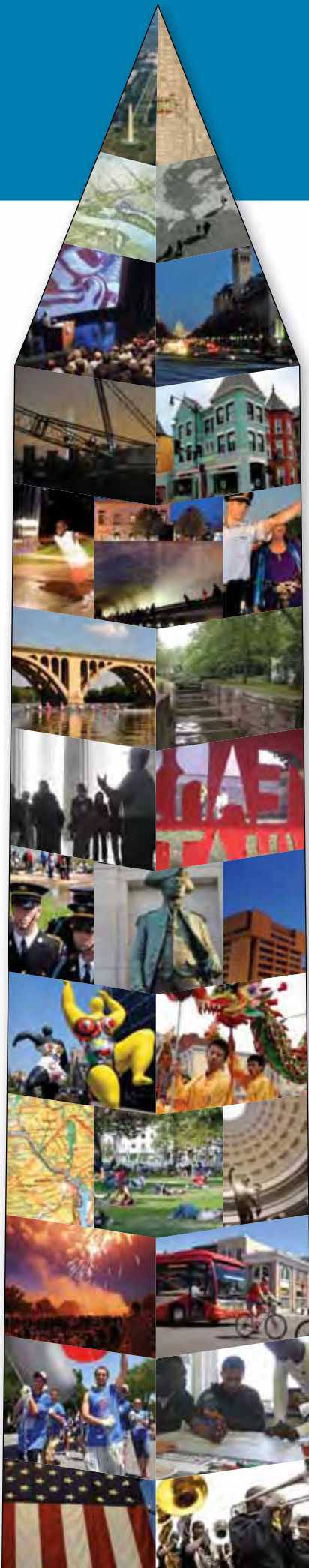
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NCPC



## Washington, DC is a city equally important as a livable urban center and as a renowned national capital.

For national capitals, the need to strike a balance is imperative—a balance between those who live in the city and those just passing through. Here in Washington, the National Capital Planning Commission (NCPC) is committed to serving both the distinctive needs of a dynamic metropolis and that of America's capital.

In 2010, finding this balance was not the result of any one big initiative, but rather the product of many efforts undertaken by NCPC and its partners within the District and throughout the region. These events and activities will no doubt impact and define our community for years to come.

At NCPC, we plan not only for those who work and live in the nation's capital, but for the millions who visit annually. The intersection of these interests is best epitomized by a variety of implementation efforts undertaken this year in association with the Monumental Core Framework Plan.

This ambitious and far reaching plan, prepared jointly with the U.S. Commission of Fine Arts, outlines steps for connecting and transforming Washington's staid federal precincts into lively destinations.

Teaming up with federal and local partners, we released *Activating Federal Places*, a how-to guide for agencies seeking ways to better integrate facilities into the fabric of city life. We also completed the Federal Triangle Heritage Trail Assessment, highlighting the rich cultural assets of the area, while recommending opportunities to improve pedestrian connections between destinations in downtown Washington and the National Mall.

Commission members and NCPC staff hold dear the enormous responsibility that comes with being stewards of some of the greatest public spaces in America. Washington's vast network of parks and open space, including the National Mall, belongs not only to area residents and workers, but also to the nation as a whole. In April, we published *CapitalSpace*, the culmination of years of work with the National Park Service and the District of Columbia government. The result is the first comprehensive analysis of Washington's parks and open space in more than 40 years.

The agency also took a fresh look at commemoration by completing the first-ever inventory of commemorative works on federal land within the District of Columbia. The Commemorative Works Catalog of the area's monuments and memorials is the starting point for Washington as Commemoration, a joint study with the National Park Service. Together we are analyzing the themes represented throughout Washington's existing commemorative landscape and are beginning to explore alternative approaches to commemoration for future generations.

The Commission and staff paused this year to recognize the centennial of Washington's Height Act. For the past century this congressional mandate has helped shape Washington's unique skyline, and on the eve of its 100th anniversary, NCPC brought hundreds of people together to discuss its legacy, its role in contributing to the character and livability of Washington, and its relevance going forward.

At every step of the way we responded to President Obama's Executive Order 13514 calling for increased federal leadership in sustainability. Our efforts included the launch of the Southwest Ecodistrict Task Force that is working to transform a critical federal precinct into a model showcase for sustainability and economic success. We are particularly proud of the long-range environmental goals outlined in our Strategic Sustainability Performance Plan detailing how NCPC will meet the requirements of the Executive Order.

In response to the administration's guidelines for openness in government and transparency, we enhanced our growing inventory of online resources with the addition of four highly sought datasets, including the Commemorative Works Catalog. We are reaching new audiences through increased methods of outreach and social media. We launched our inaugural Speaker Series, refined our e-newsletter, produced a collection of online videos, participated in live chats, and enhanced our Facebook page, all in an effort to better engage with citizens, not just here in our own backyard, but across the nation.

Whether during the Commission's review of federal projects or the development of plans and initiatives, NCPC's primary goal to protect and enhance the extraordinary historic, cultural, and natural resources of the National Capital region remains steadfast. With no signs of stopping, NCPC is committed to the highest levels of urban design, excellence in sustainability, and perhaps most importantly, achieving a balance between an authentic living urban center and the nation's capital.

As we reflect on the past year, we value our shared accomplishments and look forward to taking on new challenges in the year ahead.



L. Preston Bryant, Jr. *Chairman*



Marcel Acosta *Executive Director*

# Building a Vibrant and Sustainable Capital

The needs of Washington as both a federal and local city are inextricably linked. Project-by-project we are building a bridge to a sustainable future.



## A Shared Vision for America's Capital

Federal and local leaders share a vision for a more sustainable capital, one which serves as a model for the nation. To that end, stakeholders are looking beyond the individual building scale and envision a model ecodistrict in Southwest Washington; partners are resurrecting a historic campus east of the river to spark regional innovation and job growth; and throughout the city new alliances are looking at ways to transform once staid federal precincts into more active destinations that enhance quality of life. The projects that follow are examples of the collaborative efforts that are strengthening the link between the federal and local city.



### Southwest Ecodistrict: Making Connections Through Green Infrastructure

Just steps away from the National Mall and the city's Southwest waterfront lies the 10th Street and Maryland Avenue corridors. While this federal precinct feels isolated and is visited by few, it has the potential to become a vibrant, well-connected place to live, work, and visit. In fact, the area is highlighted as one of the city's greatest opportunities for change in the Monumental Core Framework Plan, a joint effort of the National Capital Planning Commission and the U.S. Commission of Fine Arts (CFA) released in spring 2009.

Should the vision outlined in the Framework Plan come true, this multi-block federal precinct will one day become an interconnected, pedestrian-oriented, sustainable ecodistrict that physically bridges the National Mall to the Washington Channel. Additionally, the proximity of the precinct to some of the city's most visited destinations provides the ideal opportunity to develop a physical showcase of sustainable concepts and prototype technologies that can inspire people from here and abroad.

In December 2009 NCPC Chairman L. Preston Bryant, Jr. convened the Southwest Ecodistrict Task Force. Charged with shaping this critically important precinct, the committee comprises both federal and District of Columbia agencies, the Smithsonian Institution, and the Architect of the Capitol.

The multi-agency Task Force is currently at work analyzing the benefits and challenges associated with redeveloping the corridor as a model ecodistrict, where federal buildings and related infrastructure will function as a single environmentally low-impact unit. Such an approach supports President Obama's 2009 Executive Order 13514 on Federal Leadership in Environmental, Energy, and Economic Performance.

The team is exploring various redevelopment scenarios and drafting an outline of action steps to meet the future space needs of the federal government and support the city's goals to connect and improve the Southwest Washington waterfront community. The Task Force expects to release its plan of action in fall 2011.



Southwest Ecodistrict

### St. Elizabeths: A Once In a Generation Opportunity

Across the river the spirit of collaboration is epitomized by developments underway at St. Elizabeths, a nearly 400-acre campus located in Anacostia in Southeast Washington.

The West Campus, which is federally owned, will become home to the new headquarters for the U.S. Department of Homeland Security (DHS). It is the largest federal construction project in the region since the building of the Pentagon in the early 1940s. In accordance with the approved master plan for the site, approximately 14,000 DHS employees will inhabit the campus, beginning with initial occupancy by the U.S. Coast Guard in 2013.

The East Campus, owned by the District of Columbia since 1987, currently houses the city's mental health facility. In the future, it also will be home to the headquarters of the Federal Emergency Management Agency (FEMA).

Leveraging the opportunity associated with such significant federal investments, NCPC is working with both District and federal partners to revitalize the surrounding community and spur private industry in the eastern portion of the region focused along the Metrorail's Green Line. This includes realizing a homeland security innovation cluster to drive job growth and economic development in a manner not unlike the concentration of defense related industry adjacent to the Pentagon in Virginia or the collection of bioscience firms surrounding the National Institutes of Health in Maryland.

With \$532,000 in federal grants awarded to support the effort, these investments will bring further private development and jobs to the Anacostia neighborhood and nearby Prince Georges County. Additional campus planning efforts are focused on developing transportation alternatives to access the site and the addition of needed amenities within the community to serve both federal workers and residents.



Aerial view of the 400-acre St. Elizabeths campus

### Activating Federal Places

Few American cities rival Washington, DC's public spaces and iconic architecture. While impressive, most federal buildings in the area fail to incorporate mixed-use activities that strengthen a vibrant city center and contribute to the adjacent community. In fact, within these federally dominated precincts, little is offered in the way of publicly accessible ground-level restaurants, retail, or cultural activity.

To inspire and convey ideas that can better connect the fabric of the city, create friendlier and more meaningful public spaces, and foster more forward-thinking architecture, NCPC released *Activating Federal Spaces*. Prepared in partnership with the General Services Administration (GSA), the guide outlines how to successfully integrate clusters of existing single-use, large-scale office buildings within the fabric of city life, particularly at street level. It identifies current challenges and potential solutions, and showcases examples of people-friendly federal facilities in place across the United States. The report is the result of discussions with stakeholders to examine ways to incorporate active uses, while balancing critical operations within federal buildings.

GSA worked in close collaboration with NCPC on designs to modernize its headquarters, located at 1800 F Street and built in 1917. NCPC commended GSA for its decision to forgo perimeter security and instead add more than 13,000 square feet of publicly accessible retail along the E Street side of the building. The proposed ground level offerings demonstrate an overall shift in federal real estate policy towards greater integration with the surrounding community.

The retail addition joins other active federal places in DC managed by GSA, including the Ronald Reagan Building and International Trade Center and the U.S. Department of Transportation headquarters near the Navy Yard Metro station.



M.V. Jantzen



Rendering of GSA's proposed retail addition along E Street, NW

## Updating the Comprehensive Plan for the National Capital: Federal Elements

The Comprehensive Plan for the National Capital, the region's blueprint for long term planning, establishes policies that guide NCPC, its staff, and fellow federal agencies. Development of the plan is a collective endeavor; it includes elements reflecting both District and federal interests and therefore provides yet another opportunity for NCPC and the District to collaborate.

Beginning with the Transportation Element, NCPC is in the process of updating the seven federal elements, last revised in 2004. It also will begin development of policies for the addition of a first-ever Urban Design element. The District Office of Planning began updates to its own District Elements in 2009.

When combined, the federal and District elements articulate a shared vision to guide policy and physical development throughout the National Capital Region. NCPC expects to complete its work in late 2011.

## The Federal Triangle Heritage Trail

Most visitors, and even local residents, often miss the historic significance and architectural treasures of the Federal Triangle. Imagine, however, if it were made more accessible. The National Capital Planning Commission wants to do just that and has started the process by framing its vision for a Federal Triangle Heritage Trail.

In 2010 NCPC released the project assessment to provide a preliminary look at the research, collaboration, and resources necessary to design and implement a heritage trail in the area.

NCPC developed the assessment in partnership with Cultural Tourism DC and in coordination with the General Services Administration, the National Park Service, Federal Triangle tenant agencies, and the District of Columbia.

The concept first appeared in GSA's 1982 master plan for the Federal Triangle and more recently in NCPC's Framework Plan as a recommendation for improving physical connections between downtown Washington and the National Mall.

## Enhancing Mobility

### Road to the White House: E Street Study Underway

Since 1995, E Street, NW located just south of the White House has been closed to vehicular traffic. Temporary security barriers and guard houses impede the landscape of one of the most visited destinations in the nation's capital. In 2010 NCPC's Security Task Force, along with the U.S. Secret Service and the National Park Service reached general agreement about how to address this issue. Following the model of the successful remake of Pennsylvania Avenue in front of the White House, NCPC will manage a limited design competition to generate creative ideas for how to best balance the urban design and security needs for the corridor. NCPC is coordinating preparation for the competition, which is anticipated in early 2011.





### DC Circulator Poised for Expansion

"The Cool Bus," "The Buck" — whatever people call the DC Circulator, they seem to love it. The transit system continues to grow in ridership while receiving positive public attention. The popular service expanded this past year with the addition of two routes and seasonal service to the National Mall in association with special events.

Throughout 2010 NCPC provided planning assistance to the District Department of Transportation (DDOT) for operational, planning, and policy matters related to the DC Circulator. This guidance is helping facilitate negotiations among the National Park Service, DDOT, and other parties to identify expansion opportunities that best address the transit needs of residents, workers, and visitors.



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### Union Station Intermodal Transportation Center

NCPC and DDOT forged ahead on the Union Station Intermodal Center Feasibility Study to evaluate the possibility of creating an enhanced multi-modal transportation center at the historic Union Station.

The October 2, 2009 opening of the District's BikeStation marked completion of the first component of the \$2.25 million plan. The free-standing glass and steel pavilion houses more than 100 bicycles, changing rooms, lockers, bike rental, a bike repair facility, and retail sales. The BikeStation location at Union Station allows commuters to take public transportation to the station, pick up their bicycles and go to work, shopping or entertainment venues.



### Streetcars Return to Washington

Nearly 50 years after streetcars last operated within the District, their return is in the works. Throughout the year construction of new track continued in Anacostia, and along H Street and Benning Road. Phase one in Anacostia is expected to open in 2012. At build-out DDOT envisions a \$1.7 billion, 37-mile network of modern streetcars linking neighborhoods across the city.

NCPC has been supportive of the District's plans and has closely coordinated with DDOT to ensure that streetcar lines respect Washington's unique and historic character. Discussions have focused in part on the use of overhead wires and how they might impact federal buildings, monuments, and infrastructure, as well as vistas that are integral to the city's monumental avenues and most important streets. To minimize any potentially negative impacts, the parties are exploring the use of dual or hybrid propulsion technologies that do not require the use of overhead wires, for future streetcar purchases.



### Bike Lanes Keep On Rolling

Demonstrating further commitment to enhanced mobility, the Commission approved plans for dedicated bike lanes throughout the District of Columbia, including on Pennsylvania Avenue between the U.S. Capitol grounds and the White House.

This network of dedicated bike lanes supports the roll-out of Capital Bikeshare, a new regional bike sharing program. Launched in September 2010, and encouraged by the Commission, Capital Bikeshare is placing more than 1,100 bicycles at more than 100 solar-powered stations throughout Washington, DC and Arlington, VA. The two-wheeled transit program attracted 5,000 members within its first couple of months of operation. As planned, the bikeshare network will be the largest of its kind in the U.S.



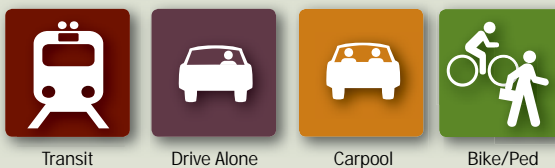
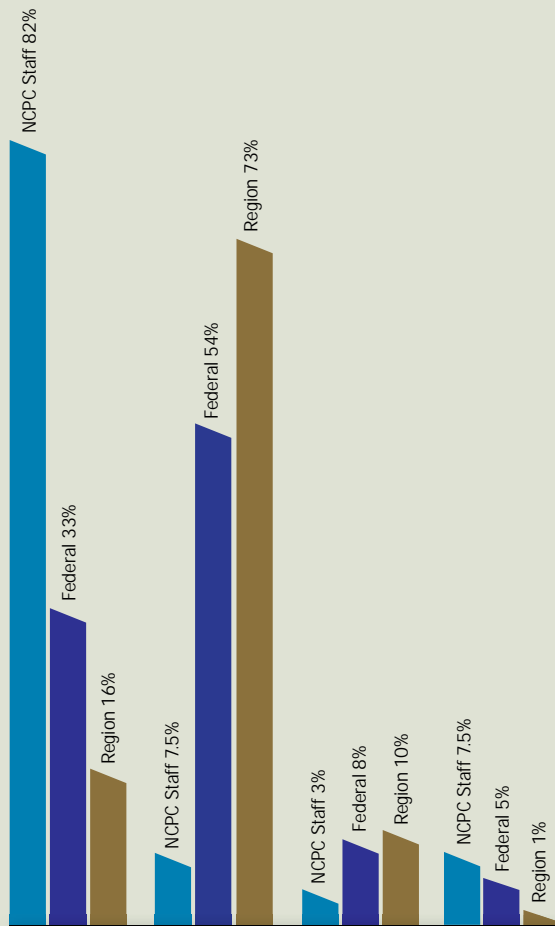
DDOT

“As the largest consumer of energy in the U.S. economy, the federal government can and should lead by example when it comes to creating innovative ways to reduce greenhouse gas emissions, increase energy efficiency, conserve water, reduce waste, and use environmentally-responsible products and technologies.”

President Barack Obama



### Commuting Modes in the Washington Region



NPCC statistics from agency commuter survey, 2010. Federal/regional statistics from Metropolitan Washington Council of Governments, 2008.

## Administration’s Sustainability Goals Reinforce Community Connections

On October 5, President Obama signed Executive Order 13514 Federal Leadership in Environmental, Energy, and Economic Performance. The order represents a transformative shift in the way government operates by establishing greenhouse gas emissions as an important metric for tracking progress in sustainability.

For the first time, each federal agency, on an annual basis, must address how it has reduced greenhouse gases and become more sustainable. The Executive Order also contains stringent requirements for federal buildings and their operations. Perhaps the most advanced requirement is that all new federal facilities must achieve zero-net energy use by 2030. This means new federal buildings must generate their own on-site renewable energy in an amount equal to the energy used by the building.

NPCC answered the call to be greener by responding in numerous ways, including:

1. Leading the Southwest Ecodistrict Task Force to craft an innovative redevelopment plan for a federal precinct in Washington that captures, manages, and reuses energy, water, and waste on site.
2. Coordinating the sustainability work and community planning at the historic St. Elizabeths campus.
3. Participating on federal committees that are developing sustainable siting policies for new federal facilities.
4. Updating NPCC’s plan review and submission guidelines to track, highlight, and ensure project compliance with the Executive Order.
5. Incorporating sustainable best practices into the updated federal elements of the Comprehensive Plan for the National Capital.
6. As further commitment to sustainability in the nation’s capital, NPCC became an agency member of the U.S. Green Building Council.

# Collaboration in Action

Through unprecedented levels of collaboration in 2010, NCPC is working hand-in-hand with our intergovernmental partners to improve urban livability, the environment, and community health.

## A Watershed Event: From Unprecedented Collaboration a New Levee Springs

In September, the U.S. Army Corps of Engineers, Baltimore District awarded a \$4.6 million contract to construct an American Recovery and Reinvestment Act (ARRA) funded levee closure across 17th Street, NW just south of Constitution Avenue. The new levee will help protect downtown, the National Mall, and portions of Southwest Washington from river flooding.

The planned levee is the result of an unprecedented collaboration among federal and District agencies. The National Capital Planning Commission took the lead in coordinating the multi-agency effort that included the U.S. Army Corps of Engineers, the National Park Service, the U.S. Commission of Fine Arts, the Federal Emergency Management Agency, the District of Columbia Department of the Environment, the District Office of Planning, and the District Department of Transportation. The District of Columbia and the National Park Service also contributed funding to the project.

The existing levee, which runs parallel to the Lincoln Reflecting Pool, has been in place since the late 1930s. The closure is both outdated and labor intensive, requiring workers to erect Jersey barriers and sandbags during times of flooding. The improved levee closure will consist of a post-and-panel barrier connected to masonry walls and earthen berms. To minimize its visual impact on the Mall's sensitive cultural landscape, great care was taken to design a system that will seamlessly blend with the historic setting.

## The Resilient City: Federal Triangle Stormwater Study

Significant flooding in the Federal Triangle from a series of storms in 2006 displaced federal workers, destroyed critical documents, and caused millions of dollars in physical damage to treasured buildings. Having been built almost entirely in an area that was once an inlet from the Potomac River, the Triangle remains prone to persistent flooding that continues to cause problems for building maintenance, stormwater infrastructure, roads, and portions of the underground Metrorail.

To address this problem NCPC formed a working group in early 2010. Partners include the DC Water and Sewer Authority, the District Department of the Environment, the Washington Metropolitan Transit Authority and others to design and evaluate stormwater alternatives that would mitigate future flooding. Throughout the year NCPC led working groups to gain input from all impacted parties on the alternatives, and to work with consultants to create and release recommendations for improvement. Building upon NCPC's initial stormwater flooding report of 2008, the group's final report is expected in early 2011.





Fort Stevens



Cycling in East Potomac Park

David Hamilton

### CapitalSpace Plan Published

Five years of work on the part of NCP, the National Park Service, and the government of the District of Columbia resulted in the first-ever comprehensive analysis of Washington's parks and open space in nearly 40 years. Adopted by the Commission in April, the CapitalSpace plan envisions a beautiful, high-quality, and unified park system.

While Washington's parks and open spaces are abundant and beloved, the quality and capacity of these spaces has not kept pace with the growing, changing, and sometimes conflicting needs of residents, workers, and visitors.

#### The CapitalSpace Partnership Identified Six Big Ideas:

1. Link the Fort Circle Parks
2. Improve public schoolyards
3. Enhance urban natural areas
4. Improve playfields
5. Enhance center city parks
6. Transform small parks

As the CapitalSpace project transitions from planning to implementation, the partner agencies are working on two pilot projects. The first project involves a partnership with the American Society of Landscape Architects (ASLA) and the Architecture, Construction, and Engineering (ACE) student mentoring program to improve a public schoolyard at Coolidge High School in Washington, DC (see page 19).

A second CapitalSpace project focuses on opportunities to transform small parks in the center city, including a group of small triangles near Chinatown.

Located at 5th Street and Massachusetts Avenue, NW, this cluster of parks and their adjacent rights-of-way will be re-imagined as community destinations that balance historic preservation with sustainable practice.

### Improving the Region One Project at a Time: Federal Capital Improvements Program (FCIP)

Federal agencies throughout the National Capital Region are required to annually submit to NCPC their plans for capital improvements for the coming six years. NCPC evaluates these proposals, prioritizes projects, and submits recommendations to the Office of Management and Budget (OMB) for use in preparing the President's annual budget.

The FCIP for Fiscal Years 2011-2016 contains 146 projects submitted by 14 federal agencies with an estimated total cost of \$8.6 billion. The General Services Administration has the most projects with 39 and the Army is second with 20. Seventy projects are in the District of Columbia, 45 in Maryland, 30 in Virginia, and one is located elsewhere in the National Capital Region. NCPC submitted 18 projects.

New this year was the inclusion of requirements established by Executive Order 13514, which requires all federal agencies to implement sustainability plans.



### NCPC and COG: Building the Region Together

Throughout the year the National Capital Planning Commission and the Metropolitan Washington Council of Governments (COG) continued their work to strengthen regional and federal collaboration within the National Capital Region.

In the year since NCPC and COG co-hosted Building the Region Together, which brought together senior White House officials, federal and local agency representatives, and regional elected officials, the staff at NCPC and COG have developed a program of projects to foster regional coordination. Proposals include creating a regional business plan; establishing the region as a showcase for sustainability; and linking federal investments to community, economic, and innovation development. Following review by the COG Board, NCPC, and federal agency representatives, these project ideas have been refined and will be further explored throughout the upcoming year.

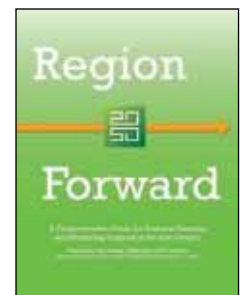


### Greater Washington 2050 Compact and Region Forward

For the past two years, COG has guided Greater Washington 2050, working with local leaders to articulate a unified vision for regional growth. NCPC has been an active participant in this effort to broadly represent federal interests and identify opportunities for future federal-local collaboration.

The main product of this effort is a report entitled Region Forward, which identifies comprehensive goals and measurable targets for progress towards a future that is more accessible, sustainable, prosperous, and livable for all citizens. NCPC believes that Region Forward's goals and targets align closely with those in the Comprehensive Plan for the National Capital: Federal Elements prepared by NCPC, as well as the sustainability principles and policies in Executive Order 13514.

Each of COG's 21 member jurisdictions signed the Greater Washington 2050 Compact, a voluntary resolution committing local governments to work together to achieve Region Forward's goals. NCPC adopted a Resolution of Support pledging to work with COG and other local and federal agencies on implementation activities to advance progress towards the region's goals and targets, and successfully sought support from other federal agencies.



### Mark Center Nears Completion

With construction nearing completion, the Department of Defense (DoD) administration facility known as the Mark Center is scheduled to welcome more than 6,400 Army employees beginning in late 2011. This million dollar, 1.7M square foot building is the tallest ever erected by the Army Corps of Engineers and their biggest aiming for LEED Gold certification.



While two miles from Metrorail, the project includes an intermodal transportation center that will provide access to Metrobus, Dash Bus, and dedicated DoD shuttles.

NCPC and its partners continue to work through access and transportation issues in a way that balances the needs of facility users while minimizing impact on the adjacent community.



DC World War I Memorial

M.V. Jantzen



Visitor orientation exhibit at the Smithsonian Castle

M.V. Jantzen

# A Monumental Year of Commemorative Works

The collection of monuments and museums in Washington belong to all Americans, but in DC they also are the civic spaces where daily life occurs.

## Commemoration: We're Taking a Fresh Look

How many generals on horses rest on plinths in Washington? Are permanent works of granite the best and only way to pay tribute to America's most significant people and events? Or might temporary public art installations prove to be powerful alternatives to national commemoration? These questions were asked as NCPC launched Washington as Commemoration, a joint study with the National Park Service. The initial research resulted in a complete inventory of commemorative works on federal land within the District of Columbia. In addition to listing the artists, titles, and locations of each work of art, the catalogue begins to identify the national themes associated with each piece. In the year ahead, NCPC will explore global approaches to national commemoration. Could new installations begin popping up in surprising public spaces throughout Washington's cityscape? Inspired by case studies from around the world, a new era of public art and placemaking may emerge.

## Martin Luther King, Jr. Memorial Under Construction

In a special meeting held on October 26, 2009 NCPC approved a revised perimeter security plan for the Martin Luther King, Jr. National Memorial. The plan integrates security elements into the memorial's overall landscape design. NCPC's action was the final step in the approval process. Interior Secretary Ken Salazar signed the construction permit during a ceremony on October 29.

Now under construction, the permanent tribute to America's preeminent civil rights leader will be located in West Potomac Park near the Tidal Basin. Memorial sponsors anticipate completion of the project in 2011.



Note: On GSA and NPS property only; some works fall under more than one theme

## Latino Museum Eyes Sites

At the July meeting, Commission members heard from representatives of the National Museum of the American Latino Commission, which is exploring plans for a new museum in the nation's capital. Four sites along the National Mall were presented to NCPC for consultation.

In addition to providing feedback on each of the Museum Commission's preferred sites, NCPC urged museum planners to reconsider the 10th Street Overlook. At nearly eight acres and less than one-half a mile from the Mall, the prominent, development-ready, waterfront site offers the opportunity to construct a signature building on axis with the Smithsonian Castle. The location of the National Museum of the American Latino on 10th Street, in combination with the work of the Southwest Ecodistrict Task Force, would expedite the transformation of Southwest Washington.



### **Evolving Design for National Museum of African American History and Culture**

Responding to input provided by NCPC in 2009, representatives of the Smithsonian's National Museum of African American History and Culture returned in September to present updated concept designs. The museum, which is being designed by the Freelon Adjaye Bond/SmithGroup, will feature two distinct design elements: the "Porch," which will function as the museum entry and the "Corona," which will serve as the building's predominant focal point. The entire building will be clad in a porous, bronze-like material. The 315,000 square foot facility will be built along the National Mall on a five-acre site near the Washington Monument at 14th Street and Constitution Avenue, NW.

The Commission commented favorably on the revised designs and noted how the plans epitomize the delicate integration of modern architecture into a historic landscape. The Smithsonian and design team started with three concepts and modified them to develop the current design. The most noticeable changes include a reduction in the size of the Corona and a change in the museum's placement on the site. These improvements helped to retain views of the Washington Monument from Constitution Avenue and improve access across the museum site. The anticipated opening date for the museum is 2013.

### **Hirshhorn Bubble to Rise**

The Commission in April provided a favorable nod on concept plans submitted by the Smithsonian Institution for a seasonal, inflatable pavilion at the Hirshhorn Museum and Sculpture Garden. The Smithsonian submitted two design alternatives, the "Cork" and the "Soufflé."

Both feature a distinctive, air-filled, egg-shaped, Teflon-fiber dome protruding from the inner courtyard of the museum. When inflated, the structure will provide the museum with opportunities for special events. Initial installation of the 145-foot tall structure is anticipated for October 2012 and is expected to be in place during the months of May and October. The New York firm Diller Scofidio & Renfro designed the seasonal installation. Commission review and approval of final designs is expected in 2011.

### **Architect Frank Gehry Presents Eisenhower Memorial Alternatives**

In June, NCPC Commission members were treated to an informational presentation by renowned architect Frank Gehry on his firm's three design concepts for the Dwight D. Eisenhower Memorial. The contemporary memorial will be located on a four-acre site in Washington, DC south of Independence Avenue, SW and across from the Smithsonian National Air and Space Museum. Mr. Gehry walked Commissioners and a packed gallery through three renditions of his design that will honor the achievements of Eisenhower as a civilian, a five-star general in the U.S. Army, and as America's 34th president.

### **Commission Applauds Plan for National Mall**

With its stunning vistas and inspiring monuments the National Mall commemorates more than two centuries of American history. While fixed in our mind, America's common ground has evolved and responded to the needs of a changing nation. Today, the Mall welcomes more than 25 million visitors annually, making it America's most visited national park. Meeting this demand, while preserving space for future generations, is a delicate act to balance.

To accomplish this objective, the National Park Service (NPS) is preparing a plan to provide guidance for the Mall's cultural and natural resources as well as improvement of its physical character. NCPC and the U.S. Commission of Fine Arts provided direction to the Park Service during the review process. Additionally, the National Park Service's private partner, the Trust for the National Mall, is working with NPS on plans to ensure that the best parts of the Mall are preserved, while outlining critical improvements to serve future generations.

The National Mall Plan aims to improve the overall visitor experience, create and enhance sites for national celebrations and special events, and accommodate First Amendment demonstrations. Upgraded pedestrian and cycling paths and additional transit services will help facilitate access and mobility. New or improved amenities including signs, information kiosks, restrooms, and food services will better serve visitors.

The final National Mall Plan is one of only several long-range plans for the National Mall since Pierre L'Enfant handed George Washington his original design for the city in 1791.





## Section 2: Connecting Community

# Reaching New Audiences

New methods of outreach helped NCPC tell its story and provided greater opportunities for the public to learn about the capital.



"After 100 years, Washington's Height Act is still something to treasure" - Larry Beasley

## Recognizing the Centennial of Washington's Height Act

June marked the centennial of Washington's Height Act—a legislative hallmark credited with shaping the city's skyline and vistas recognized around the world. NCPC and the U.S. Commission of Fine Arts marked the occasion by hosting former Vancouver planning director and international real estate development expert Larry Beasley. While a proponent of tall buildings, Mr. Beasley praised Washington's Height Act for shaping the nation's capital as a beloved world heritage treasure.

In an op-ed published in the *Washington Business Journal*, Beasley urged Washingtonians to be careful with the 100-year legacy of Washington's Height Act. He cited the act as the single most powerful thing that has contributed to the city's character and its economic stability.

While in Washington, Beasley participated in a live chat with the readers of *Greater Greater Washington*. His discussion reinforced his perspectives on Washington and provided the opportunity to extrapolate on lessons learned from Vancouver and his experiences around the globe.

## NCPC Speaker Series Initiated

To keep the public up to date on the initiatives of NCPC and its partners, NCPC instituted a Speaker Series. The inaugural year attracted high caliber speakers and near capacity crowds at each of the four sessions.

### Sustainable Development and Infrastructure

The Speaker Series kicked off in January with guests Michelle Moore and Rob Bennett. Michelle Moore, the federal environmental executive at the White House Council on Environmental Quality, shared details on President Obama's Executive Order on sustainability and its impact on federal agencies nationwide. Mr. Bennett, the founding executive director of the Portland + Oregon Sustainability Institute, discussed his organization's pioneering work to establish ecodistricts. Following the remarks, NCPC planner Diane Sullivan outlined the agency's plans to establish the first ecodistrict in the nation's capital in Southwest Washington.

### Monument Wars

In partnership with the Smithsonian American Art Museum (SAAM), NCPC in March welcomed Dr. Kirk Savage, author of *Monument Wars: Washington, D.C., the National Mall, and the Transformation of the Memorial Landscape*. Dr. Savage discussed commemoration in America and the evolution of the National Mall. Chairman Bryant provided welcome remarks to a full crowd at the Smithsonian's Nan Tucker McEvoy Auditorium and gave an overview of Washington as Commemoration, NCPC's joint study undertaken in partnership with the National Park Service.



Pictured left to right, SAAM Director Betsy Broun, author and professor Kirk Savage, and NCPC Chairman L. Preston Bryant, Jr.

## Seven Minutes & Change Toward a Better Region

In a break from a year of keynote lectures, an all-star cast of planners from across the National Capital Region assembled in August to share highlights from their work throughout the area. The casual summertime gathering featured nine rapid-fire presentations. Each presenter had just seven minutes and 21 slides to tell their story. A capacity crowd enjoyed a range of topics including buses with attitude, the use of new media in planning, urban agriculture, alternative approaches to commemoration, and the evolution of urban villages.

Support from the Metropolitan Washington Council of Governments, the National Capital Area Chapter of the American Planning Association, and the Potomac Chapter of the American Society of Landscape Architects helped make the event possible.



Washington premiere of *Make No Little Plans: Daniel Burnham and the American City*

David Hathcox

Live Chat with Judith McBrien and Nancy Witherell



### Burnham Returns to the National Mall

In June, NCPC partnered with the Archimedia Workshop and other stakeholders for the DC premiere on the National Mall of *Make No Little Plans: Daniel Burnham and the American City*. The documentary highlighted the architect and city planner's efforts with Chicago's 1893 Worlds Columbian Exposition, his role in helping to shape the National Mall as we know it today, as well as his work in the Philippines.

Valerie Jarrett, senior advisor to President Obama served as the keynote speaker. Other guests included Willy Gaa, Ambassador of the Philippines to the United States; Jim Leach, chair of the National Endowment of the Humanities, and Caroline Cunningham, president of the Trust for the National Mall. Narrator and Academy Award® winning actress Joan Allen also made a special appearance.

In conjunction with the showing, film director Judith Paine McBrien and Nancy Witherell, NCPC's historic preservation officer participated in a live chat with DCMud to discuss the making of the film and Burnham's legacy in Washington.

## Responding to the Administration's OpenGov Directive

Transparency, participation, and collaboration form the cornerstone of an open government. In 2009, the Office of Management and Budget issued an Open Government Directive to ensure all Executive Branch departments and agencies take specific actions to improve transparency and opportunities for participation.

Among other things, the directive requires Executive Branch agencies to post to their websites previously unavailable datasets. NCPC answered the call by making available four high-value datasets on a dedicated section of its website.

### ■ Federal Capital Improvements Program (FCIP)

Under the National Capital Planning Act, NCPC reviews the annual capital budget proposals from federal agencies for a six year period. This dataset contains capital cost estimates for federal agencies participating in the program.

### ■ Commemorative Works Catalog (CWC)

The CWC is a complete inventory of commemorative works on federal land within Washington. Each record includes a work's title, location, description, landholding agency, sponsor, year of authorization, authorizing law, year of dedication, and the major themes represented by the work.

### ■ NCPC Monthly Commission Meeting Transcripts

NCPC developed an archive of Commission meeting transcripts dating back to January 2009.

### ■ NCPC Library Catalog

The National Capital Planning Commission maintains a physical library. This catalog is a compilation of titles, authors, topics of books, reports, and NCPC publications.

## NCPC Gets Chatty

In addition to live chats tied directly to Speaker Series events, NCPC staff joined forces with several area blogs throughout the year to discuss a variety of agency specific initiatives, including:



### ■ Moving on Transportation

Executive Director Marcel Acosta discussed his appointment to the Washington Metropolitan Area Transit Authority's Board of Directors in a live chat with Greater Greater Washington.

### ■ Celebrating CapitalSpace

Local blog DCMud engaged with Intergovernmental Affairs Director Julia Koster about the release of CapitalSpace and its vision for a high-quality, unified park system.

### ■ Comprehending the Comprehensive Plan

Senior Urban Planner David Zaidain chatted with area residents and federal workers to discuss NCPC's update to the federal elements of the Comprehensive Plan. DCMud hosted the live chat.

### ■ Activating Federal Places

Urban Planner Shane Dettman and Senior Urban Planner David Zaidain talked with Greater Greater Washington to discuss efforts to connect destinations and transform federal facilities into more vibrant places.

## Going Digital

As part of NCPC's expanded outreach and its efforts to be greener, the agency replaced its printed Quarterly with an electronic monthly newsletter. We also enhanced our presence on Facebook and went digital.

### Up, Up, Up

Within the past year NCPC's number of Facebook fans increased by nearly 50 percent. NCPC fans are updated daily on the latest NCPC news and events. NCPC's e-newsletter database also keeps growing. More than 1,300 subscribers now receive the agency's monthly e-newsletter, which has an open rate that is nearly 15 percent higher than the industry standard for federal agencies.

### Our Story in Four Minutes (or Less)

As an urban planning agency, one of the biggest challenges is succinctly articulating complex plans, initiatives, and visions for the future. To help present complicated concepts in a more user friendly fashion, NCPC established an online cinema of more than 30 short films. Housed on the NCPC website, and produced by NCPC staff, the majority of videos tell the most pertinent facts in four minutes or less.

While the growing cineplex is ranked among the most frequently visited pages on NCPC's website, its influence extends beyond NCPC. The productions are often screened in conjunction with agency speaking engagements, conferences, and posted by editors of area blogs and on partner agency websites.





CityVision youth work on design renderings

Jamee Telford



Volunteers at Coolidge High School work to improve the school yard, one of the CapitalSpace plan's "Big ideas."

Ann English

# Preparing the Next Generation

NCPC routinely gives back to the community by volunteering, supporting, and mentoring the planners, architects and engineers of tomorrow.

## CityVision

NCPC continues supporting the National Building Museum's CityVision program, a design education program that's been underway for 17 years. The program, which is funded through the museum and underwritten by a number of foundations and local agencies, reaches out to local middle schools to provide a unique learning experience for youth who express an interest and aptitude for a career in architecture and design.

The students are brought to museum classrooms one day a week for an entire semester, where they are mentored by volunteers from NCPC staff and other professionals on the principals of design and its physical impact. Class size is restricted to 30-40 students and the students are expected to maintain all regular classes and obligations.

In 2010, student design challenges included developing plans for a White House Visitor Center and projects along the District's Southwest waterfront. Each process culminates with final presentations, produced by the students, and juried by a panel of area design professionals.

## FIRST Robotics Competition



Olatundun Teyibo

During the past year, NCPC staff worked with students at the Phelps Architecture, Construction and Engineering High School to design and build a soccer-playing robot. The FIRST Robotics Competition was established by Dean Kamen, the inventor of the Segway,

as a vehicle for inspiring students to pursue careers in science and technology. Phelps High School is based in Northeast Washington and until 2008 served as a traditional vocational school. A major renovation and renewed sense of mission attracts specialized programs and mentors from throughout the planning and design community.

The Phelps team finished fifth overall at the Regional Competition held March 4-6 at the DC Convention Center; the highest finish for a team from the District of Columbia, public or private. In April the team earned a trip to Atlanta where they competed for the Autodesk Robotics Design Award at the National Finals. NCPC staff also worked with the first year team from Spingarn High School which received the Rookie Enthusiasm Award at the event.

## Coolidge High School / ASLA

Staff is working closely with the American Society of Landscape Architects (ASLA), the alumni of Coolidge High School and area civic organizations on a plan to revitalize a large greenspace around the Northeast DC high school's greenhouse. The greenhouse is in need of renovation and organizers saw an opportunity to reconfigure the surrounding landscape as a model project for improving public schoolyards, a major tenet of the agency's CapitalSpace initiative.

Efforts began with design charrettes to establish possibilities for what the site could eventually become. Students, school officials, neighbors, volunteers from the design community, and NCPC staff turned out to develop a master plan for the site as well as concepts for a greenhouse garden.

## Mentoring

In addition to mentoring activities within the public schools, NCPC supports the professional growth of young leaders. Throughout the year Executive Director Marcel Acosta led a group of emerging professionals as part of ULI Washington's 2010 Young Leaders Mentorship Program.

The agency also maintains strong ties to a number of college and university intern programs which provide a steady stream of fresh, young minds with an interest in planning and design. Both college level and high school students benefit from NCPC's active mentoring activities. This year's interns included students from Louisiana State University, the Massachusetts Institute of Technology, and Virginia Tech.



National Cherry Blossom Festival

M.V. Jantzen



Canadian Embassy

M.V. Jantzen

# Beyond the Beltway

Capital cities balance function as major urban hubs while serving as a nation's seat of government and its ceremonial center. As a steward of Washington's planning legacy, NCPC values its relationship with its global and regional partners.

## Capitals Alliance Marks 50th Anniversary of Brasilia

The Capitals Alliance fêted Brasilia by holding its seventh conference in the capital of Brazil the week of March 22–25, 2010 during festivities honoring the city's golden celebration.

Hosted by Brasilia's Department of Urban Development and the Environment, the conference's theme was Moving Through the Capital, Sustainable Mobility in the World's Capital Cities.

Attendees from cities around the globe discussed ways that capitals can demonstrate leadership in developing green transit policy that promotes long-term sustainability.

NCPC Executive Director Marcel Acosta provided opening remarks on the importance of the Capitals Alliance, moderated a roundtable discussion on Transportation and Mobility in National Capitals and Federal Districts, and participated in a poster session focused on Moving Towards a Culture of Sustainable Mobility.

## Learning from Washington: Visiting Delegations

During the fiscal year the Commission twice hosted foreign dignitaries from countries whose capitals are Capitals Alliance members. NCPC senior staff met with two members of Australia's parliament who work closely with the National Capital Authority, NCPC's sister federal planning agency in Canberra. They discussed how the American federal government maintains the ambiance of the capital city's built environment, and talked about NCPC's efforts to balance federal, local, and regional interests. Staff also briefed a delegation from the national capital of Abu Dhabi on the efforts NCPC is undertaking to help make the National Capital Region more sustainable.

Visiting foreign delegations from China and Syria also paid a call to the NCPC. Beyond briefing them on NCPC's planning process, staff discussed the Monumental Core Framework Plan, the process of commemoration in the nation's capital, land governance, the role of NCPC and other federal agencies regarding project review, NCPC's interaction with local jurisdictions, and its role in locating federal facilities.

## Sharing Our Story

NCPC's Commission and staff frequently visit local and other groups to update them on the agency's initiatives and planning efforts. In March Chairman Bryant spoke to the Committee of 100 for the Federal City, where he focused on transportation issues in Washington, and NCPC's work in solving them.

Executive Director Marcel Acosta in April discussed sustainable planning policies and issues in the capital city as part of the University of Wisconsin-Madison's Department of Urban and Regional Planning Born Environmental Stewardship Lecture Series. In June Mr. Acosta participated in a panel at a ULI Washington forum that discussed regional infrastructure projects, and how smart infrastructure investment can leverage economic growth.

In September, the city's 2010 Historic Preservation Conference featured two NCPC planners. Chief Urban Designer Christine Saum led a talk on the centennial of Washington's Height Act, while urban planner Andrea Lytle discussed the agency's ongoing commemoration study.

Also in September, NCPC's Elizabeth Miller, Sarah Moulton, Diane Sullivan, and Amy Tarce welcomed more than 6,000 landscape architecture professionals to the annual meeting of the American Society of Landscape Architects (ASLA) held in Washington, DC. The planners shared NCPC's story by presenting the agency's efforts in sustainability and the development of the Southwest Ecodistrict, the Monumental Core Framework Plan, and National Mall Plan.

On September 17, in partnership with the National Capital Area Chapter of the American Planning Association and the National Park Service, NCPC connected with more than 300 urban planners across the nation via a live webinar focused on details of the Monumental Core Framework Plan and the National Mall Plan. Intergovernmental Affairs Director Julia Koster moderated presentations by NCPC staff members Elizabeth Miller and Diane Sullivan. Susan Spain, project officer for the National Mall Plan, represented the National Park Service.

# News, Notes & Recognitions

## Awards

The American Institute of Architects recognized the Monumental Core Framework Plan with its national 2010 Institute Honor Award for Regional and Urban Design. The AIA jury noted that the plan “promises to stop degradation of heavily used areas and open less-used venues to greater appreciation and enjoyment—all within the context of Washington’s expanding downtown.”



The Downtown DC Business Improvement District also honored the Framework Plan with its 2009 Momentum Award for Partnerships and Programs. Presented to NCPC and CFA in December, the award recognizes people, projects, and organizations that make downtown Washington a more inviting place. The BID noted that the Framework Plan “aims to create vibrant and accessible destinations in the federal precincts surrounding the National Mall, including the Federal Triangle in downtown.”

Also in December the Metropolitan Washington Council of Governments (COG) presented NCPC with its Regional Partnership Award at its annual meeting. COG recognized NCPC for its ongoing efforts to strengthen federal/regional partnerships. In particular, the metropolitan planning organization noted NCPC’s role in bringing together senior White House officials, federal agency representatives, and regional leaders to talk about ways to partner on issues of importance to the entire National Capital Region.

## Moving On

The Commission said farewell to Commissioner Stacy Turner who founded Extra-Ordinary Life (XOL), an organization that nurtures the potential of teen girls living in Washington foster care. Mayor Adrian Fenty named Mr. George “Ty” Simpson, founder and president of Spectrum Management, to replace Ms. Turner.

## NCPC Executive Director Appointed to WMATA Board

In January 2010 the General Services Administration named NCPC Executive Director Marcel Acosta to the Washington Metropolitan Area Transit Authority (WMATA) Board of Directors. Mr. Acosta fills one of four newly established posts in accordance with federal law (P.L. 110-432) and the WMATA compact. The additional seats ensure federal representation on the WMATA Board and \$1.5 billion in federal funds for the use of safety-related capital investments over the next decade.



Larry Levine

## Executive Staff Moves

Chairman Bryant named Anne R. Schuyler as NCPC’s General Counsel in June 2010. Prior to joining NCPC Ms. Schuyler served as Associate Attorney, Deputy General Counsel for Environment & Installations, U.S. Air Force Headquarters. She has extensive experience in real estate, environmental, and transportation law, and also has a Masters in City Planning. She replaces Lois Schiffer who served the agency prior to being named General Counsel for the National Oceanic and Atmospheric Administration.

The White House named Christine Saum, NCPC’s Chief Urban Designer, to serve a six month detail as a senior program manager at the Council on Environmental Quality. In this role Ms. Saum supports efforts by OFEE and the Domestic Policy Council to promote sustainable community development. She anticipates returning to NCPC in January 2011.

## Vanguard

Each year Next American City, a non-profit organization dedicated to promoting socially and environmentally sustainable growth in America’s cities, names 30 young leaders from around the country as “Next American Vanguard.” NCPC’s own urban planner William Herbig was named to the class of 2010.

## Staff Steps Up for Charity

NCPC staff continued their philanthropic ways by giving generously. Staff rose to the occasion and contributed \$22,160 (almost \$2,000 more than their goal) to the Combined Federal Campaign through in-kind donations and money raised through an auction of staff-donated items. Ninety percent of NCPC staff participated. This compares favorably to the CFC National Capital Area average of 25 percent.



Section 4: Financials

# Fiscal Year 2010

The National Capital Planning Commission defines the federal interest in the nation's capital while exercising fiscal control of its own resources. Sustainability was once again a key theme during the year as an Executive Order took effect mandating a reduction in energy consumption by federal agencies. A lattice of green thinking has now been laid over all the agency's efforts regarding its own operation and the projects it reviews.



# A Peek at the Year Ahead

## Updating the Comprehensive Plan

In fiscal year 2011 NCPC will continue to update the federal elements of the Comprehensive Plan. With the transportation element underway, the next elements scheduled for review include the federal workforce and parks and open space. When complete, the revised federal elements, combined with the recently adopted District elements, will guide policy and physical development in the National Capital Region.



## Telling the Nation's Narrative

In the year ahead, NCPC and partner stakeholders will explore how temporary works of art might alleviate pressure on the National Mall, open the door to more artists and project sponsors, prompt greater exploration of new designs and materials, and bring new people into the discussion about placemaking in the public realm.

## Executive Order on Sustainability

NCPC planners working on the Southwest Ecodistrict will host a public meeting in late winter to brief the public on the work of the Southwest Ecodistrict Task Force. Initial blueprints call for the ecodistrict to showcase how a federal district—buildings, the spaces around them, and their related infrastructure—can function as an environmentally low-impact unit. The project will lay out strategies for staying within an annual rainfall and solar budget, with the eventual goal of becoming carbon neutral. Short- and long-term recommendations for improving the corridor will be ready in 2011.

## Fulfilling Open Government Objectives

In the coming year, NCPC will continue its efforts towards meeting President Obama's call for more "open" government. A new Open Government Plan will outline a number of new initiatives aimed at increasing the availability of information online, while encouraging greater public participation and stakeholder collaboration. These include the publication of new and expanded datasets on the NCPC website, along with the continued adoption of new social and rich media technologies to enhance its communications.

The agency is also planning several flagship initiatives to highlight its efforts to become more transparent, participatory, and collaborative. Chief among these is the development of a new online collaborative planning platform designed to allow citizens to more fully engage with the agency's comprehensive planning initiatives. In addition, the NCPC plans to launch an interactive online map of its Commemorative Works Catalogue—which will allow the public to more easily find and view information about public works of art that dot the nation's capital.

To ensure that the agency's open government initiatives are addressing the needs of citizens, NCPC will solicit feedback on its Open Government Plan for 60 days before releasing its final draft plan in 2011. The plan will subsequently be updated every two years, with a status report to be published annually.

Concept rendering of the Southwest Ecodistrict





## Commission Members

### Presidential Appointees

L. Preston Bryant, Jr., NCPC Chairman  
 Herbert F. Ames  
 John M. Hart

### Mayoral Appointees

Arrington Dixon  
 George "Ty" Simpson

### Ex Officio Members

The Honorable Robert M. Gates  
 Secretary of Defense  
 Represented by Bradley Provancha

The Honorable Ken Salazar  
 Secretary of the Interior  
 Represented by Peter May

The Honorable Martha N. Johnson  
 Administrator of General Services  
 Represented by Michael S. McGill

The Honorable Joseph I. Lieberman  
 Chairman, Committee on Homeland  
 Security and Governmental Affairs  
 U.S. Senate  
 Represented by Elyse Greenwald

The Honorable Edolphus Towns  
 Chairman, Committee on Oversight  
 and Government Reform  
 U.S. House of Representatives  
 Represented by William Miles

The Honorable Adrian M. Fenty  
 Mayor, District of Columbia  
 Represented by Harriet Tregoning

The Honorable Vincent C. Gray  
 Chairman, Council of the  
 District of Columbia  
 Represented by Robert E. Miller,  
 NCPC Vice Chairman

## Staff Members

### Office of the Executive Director

Marcel C. Acosta, Executive Director  
 Barry S. Socks, Chief Operating Officer  
 Christine L. Saum, Chief Urban Designer  
 Anne R. Schuyler, General Counsel

### Office of the Secretariat

Deborah B. Young, Secretariat  
 Marcella M. Brown, Information Resources Specialist  
 Long Diep, Management and Program Assistant

### Office of Public Affairs

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 William H. Herbig, Urban Planner  
 Paul A. Jutton, Graphic Designer  
 Scott Sowers, Senior Writer-Editor  
 Stephen O. Staudigl, Public Affairs Specialist

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 Patricia Thompson, Information Receptionist  
 Phyllis A. Vessels, Human Resources Officer  
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 Sarah Moulton, Urban Planner  
 Amy Tarce, Urban Planner  
 Diane Sullivan, Urban Planner  
 Kenneth T. Walton, Architect - Urban Design

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 Lucy Kempf, Urban Planner  
 Stacy T. Wood, Urban Planner  
 David A. Zaidain, Sr. Urban Planner

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 Shane L. Dettman, Urban Planner  
 Carlton E. Hart, Urban Planner  
 Jeffrey L. Hinkle, Urban Planner  
 Cheryl Kelly, Urban Planner  
 Michael W. Weil, Urban Planner  
 Nancy Witherell, Historic Preservation Officer



