

George Washington University

A Redevelopment Strategy for Square 54

May 9–12, 2005
An Advisory Services Program Report

ULI—the Urban Land Institute
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About ULI—the Urban Land Institute

ULI—the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 26,000 members and associates from 80 countries, representing the entire spectrum of the land use and development disciplines. Professionals rep-

resented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President

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About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and are developed based on the specific scope of the assignment. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a panel assignment is intensive. It includes an in-depth briefing composed of a tour of the site and meetings with sponsor representatives; interviews of key people within the community; and a day of formulating recommendations. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services program report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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The university also arranged for the Square 54 development team—Boston Properties and KSI Services, Inc.—to participate in the panel's on-site briefing. The team is headed by Peter Johnston, senior vice president, Boston Properties, and Richard Knapp, senior vice president, KSI Services. The planning and design firms associated with the university and the development team were represented by Stanton Eckstut and Matthew Bell of Ehrenkrantz Eckstut and Kuhn, Raphael Pelli of Cesar Pelli and Associates, Alan Ward of Sasaki and Associates, and Richard Heapes of Street-Works. Kurt Haglund from the Staubach Company, GW's real estate development adviser, also participated in the briefing. In addition, the panel met with representatives from the university's office of government, international, and corporate affairs.

The panel appreciated the participation of a number of people from the District of Columbia Office of Planning who have worked closely with the university and the community over the past few years, including Ellen McCarthy, interim director, and John Fondersmith, development review specialist, as well as Travis Parker, also a development review specialist, and Chris Shaheen, Ward 2 planner. Numerous other city and federal

agency representatives also were involved in the briefing process.

More than 40 people met with the panel in small roundtable sessions to discuss the issues and concerns associated with the development of Square 54. These people were divided into various interest groups representing the community, businesses and institutions, and GW as well as District of Columbia and federal agencies. Participants volunteered their time to meet and share their insights with the panel. As a group, these community leaders are a valuable asset that can help advance the benefits of redevelopment. Their participation was offered in a spirit crucial to the success of the planning process.

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Introduction and Summary of Findings

A ULI Advisory Services panel was asked to evaluate the development potential of Square 54, the former site of the George Washington University (GW) Hospital. This 2.5-acre property is owned by the university and will be available for development under a 60-year ground lease arrangement. The panel's recommendations support mixed-use development of the site, including Class A office space, high-end residential rental units in combination with some workforce and/or affordable housing, and street-level retail providing a variety of neighborhood services and community amenities.

Development of this site is a singular opportunity to bring new life to this portion of Pennsylvania Avenue at Washington Circle. Working collaboratively with an eye toward the future, the city, the community, and the university can create a special neighborhood "place" in the Foggy Bottom/West End area. High-quality mixed-use development and a well-designed streetscape can help energize the entire area. Much-needed neighborhood services, particularly along I Street, directly across from the Foggy Bottom Metro station, should be part of the redevelopment plan. Public open space and amenities also should be integral to the plan. A grocery store—one retail component sought by all segments of the community—is a basic convenience now lacking in the area that should be included in the development plan. Community participation in the planning process should help identify other services that will benefit area residents. The project should be of world-class design, as it has the potential to become an architectural asset to the city for decades to come.

Context

The George Washington University has set forth a "grow up, not out" development philosophy for its Foggy Bottom campus. Although it could realize this strategy by demolishing some existing build-

ings and replacing them with higher-density structures, this cannot be done under the current campus plan's zoning restrictions, which limit development within the campus boundaries to an aggregate 3.5 floor/area ratio (FAR, the ratio between floor area and lot size, which determines density).

The university has determined that its FAR would have to be increased to 4.5 in order to accommodate the amount of academic space and student housing it expects to need in the future; the panel thinks that a 5.0 FAR for the campus proper is equally appropriate. The panel suggests, however, that the FAR for Square 54 be increased to between 7.0 and 8.0, to accommodate a mixed-use development plan. The Square 54 development plan thus can be expected to trigger a new round of zoning hearings that will require amending the current campus plan or providing other zoning relief. To receive approval for site redevelopment by the District of Columbia Zoning Commission, a planned unit development (PUD) application will be necessary. The District of Columbia Office of Planning (OP) has indicated that any PUD application for Square 54 would have to be accompanied by a plan to accommodate GW's future needs within the Foggy Bottom campus boundaries.

Clearly, the density allowance for Square 54 and the rest of the Foggy Bottom campus is a key issue that must be resolved before Square 54 can be redeveloped. After meeting with many of the stakeholders concerned about the redevelopment of Square 54, the panel found that each contingent would be pleased with some aspect of the proposed mixed-use project. In other words, the plan contains something for everyone. It is evident that friction exists between the residential community and the university. This friction appears to be caused primarily by the student housing—and some academic services—that extend beyond the campus borders and into surrounding neighborhoods.

One solution to this encroachment issue lies in increasing the FAR for Square 54 and the entire Foggy Bottom campus. Ultimately, doing so would benefit both the community and the university, since it would allow university uses to be concentrated within the campus boundaries. The panel suggests an increase in the campus FAR from 3.5 to 5.0 in order to ensure this.

The Foggy Bottom Campus Plan, a legal zoning document that expires in 2009, requires the university, by fall 2006, to make on-campus beds available to 70 percent of full-time Foggy Bottom undergraduate students—up to an enrollment of 8,000. The university also must provide one bed for each full-time undergraduate enrolled in excess of 8,000. In addition, the plan calls for a Foggy Bottom campus cap of 20,000 students. As of the spring 2005 semester, the university provided on-campus housing for 71 percent of its Foggy Bottom campus undergraduate students, and it is working to continue its compliance with the campus plan's housing requirement through new construction and other on-campus housing initiatives. The student housing situation has troubled some community members, who have called for the former hospital site to be used for university-owned student housing. While the panel does not recommend providing student housing on the Square 54 site, it does note that a portion of the site could be used to accommodate student housing if the university is unable to meet its housing needs elsewhere within the existing campus boundaries.

The university currently forecasts that it will need an additional 500,000 square feet of space for student housing and 1.5 million square feet for academic and medical uses through the next decade. The strategy that the university has proposed to meet these needs is to build on certain parcels within the campus boundaries under the hoped-for increase in allowable density. The panel believes that the university can meet its space needs within its existing boundaries, provided it receives approval to increase the floor/area ratio. The panel therefore suggests that the community and the city work with the university to define ways to ensure the university's ability to meet its space needs within its existing boundaries.

The panel's recommendation for an increase in the FAR for Square 54 and the rest of the campus is

explained later in this report. It also is important to note that increasing the FAR for Square 54 will help the city by producing an increase in revenue from taxes on private development and will benefit the university financially through its ground lease arrangement. This will help increase the university's endowment and provide the necessary funds to meet future needs.

The Assignment

The George Washington University, in collaboration with the District of Columbia Office of Planning, hosted this three-day panel, and GW and OP worked together to prepare the necessary background data required by the panel to evaluate the development potential of Square 54. They provided the panel with extensive briefing materials including site, land use, and zoning information as well as market and demographic data. The panel attended an on-site briefing and toured the Square 54 site and the rest of the Foggy Bottom campus. Panel members then participated in discussions with a wide range of stakeholder groups. Of particular benefit was the participation of the development team in the panel's briefing and tour.

The panel was asked to evaluate the development potential of Square 54 relative to the Foggy Bottom neighborhood, the West End, Pennsylvania Avenue, and the downtown, and to consider the site's adjacency to the new GW Hospital and the Foggy Bottom Metro station. In addition, the panel was asked to define the significance of this site within the broader Washington, D.C., metropolitan region.

The panel also was asked to address a number of specific issues. The university asked the panel to explore the ways in which commercial development can benefit all the key stakeholders in order to:

- Help the university fund future academic and housing needs on its Foggy Bottom campus;
- Maximize benefits for the city through the use of smart growth and transit-oriented development principles and increased tax revenue; and

- Maximize benefits for the community by providing neighborhood retail services and pedestrian amenities.

The university asked the panel to help determine the optimal mix and location of residential, retail, and office uses on Square 54. It also asked the panel to consider these elements within the context of helping the university accommodate its future housing and academic needs on the Foggy Bottom campus.

Redevelopment also should include a number of components to serve other area stakeholders. The panel was asked to identify which community services, university-related land uses, and/or public amenities should be included in the redevelopment plan. In addition, the panel was asked to identify the design elements considered crucial to

ensure a redevelopment plan of the highest quality and those elements deemed necessary to enhance the property's sense of place, establish linkages, and address various urban planning goals.

It is important to note that this panel is one component of a broader community-based planning effort that GW, in conjunction with OP, has been pursuing over the past several months. GW also convened a series of community meetings throughout the summer to discuss the future development of the Foggy Bottom campus and the redevelopment of Square 54.

Market Assessment

The District of Columbia has one of the healthiest downtowns in the United States. A review of the overall economy reveals that all key growth sectors have been affected by the positive downtown real estate market.

The panel conducted an overview of various market segments. It also considered the specific attributes of Square 54 and the implications of its redevelopment. The panel's market analysis focuses mainly on multifamily housing—particularly the rental market—office development, and retail services. The panel relied on Delta Associates, a local firm that closely tracks the residential market, for the apartment and condominium data and on Cassidy & Pinkard, a local brokerage and real estate services firm, for the office data.

Market Context

As part of its effort to assess the market potential for the development of Square 54, the panel examined the region and the city, considering employment drivers and the real estate markets for commercial/office, residential, and retail uses.

Recent employment growth in the region has been positive. The metropolitan area has added 71,000 jobs in the last year. Jobs in the District of Columbia now total almost 675,000. This reflects the addition of 12,000 jobs since 2002 and 3,000 within the last year. Key growth sectors include finance and real estate, professional and business services, other services, and the leisure and hospitality industries.

The Office Market

Overall, the District's economic engine has driven growth in all of the major real estate sectors. The office market has been strong and remains one of the healthiest downtown markets in the country. The average vacancy rate in the United States now stands at 16 percent, whereas the 2004 year-end vacancy rate in D.C. was 7.5 percent.

Although the vacancy rate increased slightly from 2003, it reflects significant new deliveries of 2.5 million square feet and the absorption of 1.7 million square feet of space.

Office leasing has occurred throughout the District, with the federal government—primarily the U.S. General Services Administration (GSA)—and major law firms leading the charge in taking significant amounts of space. Rents are in the low \$40 to \$50 per square foot range for new space.

Institutional investment in the District has been strong. According to Cassidy & Pinkard, office sales in 2004 topped \$3.5 billion for the second year in a row. The average price paid was \$363 per square foot. In addition, one fourth of the sales were at prices above \$400 per square foot, underscoring the desirability of Washington, D.C., as a market for long-term institutional investment.

The outlook is for this level of development to continue. Of the 3.1 million square feet that was expected to be delivered in 2005, 1.7 million square feet reportedly was preleased at year-end 2004. Vacancy in the District at the end of first-quarter 2005 was down to 7.3 percent. Absorption totaled 430,000 square feet and ground was broken for 1,269,000 square feet. At the end of the first quarter, Cassidy & Pinkard expected 2.7 million square feet to be delivered in 2005, 50 percent of it preleased.

The Residential Market

The high level of commercial development and the accompanying employment growth drive the local residential market. The current apartment vacancy rate in the District is 3.1 percent; the newer Class A sector is even tighter, at 2.9 percent. This compares with a national average of 6.6 percent, with 5 percent generally considered a balanced vacancy rate.

These extraordinarily tight market conditions have driven rental rates extremely high. According to Delta Associates, gross rents for Class A units now average \$2,100 to \$2,200 per month and more than \$2.00 per square foot.

The city's development pipeline contains 2,800 units that have been planned and another 2,000 units on the drawing board. Mayor Anthony Williams has a goal of adding 100,000 new District residents over a ten-year period.

Based on the outlook for employment growth in the District, together with the number of development projects in the pipeline, these tight market conditions can be expected to continue well into the future. Delta Associates forecasts that in 2008, vacancy in stabilized properties will average just 1.5 percent. This suggests that rental rates will continue to escalate rapidly.

Tight apartment market conditions and high rental rates have helped drive the development of new condominium projects. Over the past 12 months, 3,200 new condominiums were sold in D.C. and 10,900 in the region. This compares to just 2,000 sales of new units in 2003 in the District and 5,400 in the region. In addition, a large number of resales of existing condominium units took place, with a total of 3,100 units changing ownership in 2004. With 29 residential projects currently in the development pipeline in the District, 3,500 units are expected to be added during the next 36 months. Additional development—of seven more projects presently on the drawing board—could bring these potential additions up to 4,800 units over the next few years, ensuring a continuing robust market.

These numbers illustrate the magnitude of activity in the residential market, which in turn is reflected in housing prices. The high level of demand has caused prices to rise precipitously. According to Delta Associates, the price of an existing D.C. housing unit rose 23 percent in 2004 and that of an existing unit in the region rose 27 percent.

Typical prices for new condominium units in the District have reached \$400 to \$600 per square foot. This translates into purchase prices starting at \$500,000. Resale condos, in comparison, tend to

be priced lower, starting at around \$325,000, an increase from \$227,000 in 2002. This reflects a more than 20 percent increase in the average price of resale condominiums.

University Needs

The George Washington University first opened its doors in 1821 as the Columbian College in the District of Columbia. It changed its name to the George Washington University in 1904 and in 1912 began the move to its Foggy Bottom campus, the area George Washington had envisioned for his national university. (The university also has a second campus devoted to graduate studies and research in northern Virginia.) Historically, GW's graduate programs have had a strong reputation, but its undergraduate program once was characterized by more part-time than full-time students. Over the past decade, GW has evolved into a world-class university with an undergraduate program that also has a strong reputation. The university now has a more strategic mix of full-time undergraduates and full- and part-time graduate students.

Importantly, GW's admission process has become extremely selective in recent years. Ten years ago, the university accepted almost 60 percent of the less than 10,000 students who applied. Today, the number of applications has doubled, and the university admits just 36 percent of its applicants. In the 2004 academic year, student enrollment on GW's Foggy Bottom campus reached 18,783. This figure reflects growth of about 2,000 students since 2000. The university is nearing its student enrollment cap of 20,000 students on this campus, as approved in the Foggy Bottom Campus Plan.

This shift in enrollment is significant for the university, since an increase in full-time undergraduate enrollment is anticipated to result in an increase in alumni giving. Full-time undergraduates who spend four years at a single university generally tend to be more generous as alumni when it comes to supporting their alma mater's endowment fund. The university's history thus has resulted in a smaller current endowment than would be expected at a school of 20,000 students.

Site Implications

The development perspective for Square 54 is strategically tied to its location along Pennsylvania Avenue on Washington Circle and to the fact that it is among the last vacant parcels of land west of the downtown. It also should be noted that Washington Circle is one of the green spaces designed by Pierre L'Enfant in his 1790 plan for the city. While some recent investment has been aimed at enhancing this public space, opportunities exist for additional improvements.

Square 54 also is strategically located across from one of the region's most-used Metrorail stations. The Foggy Bottom Metro station is the third-busiest in the system, after only Union Station and Metro Center. In addition, the property anchors the western edge of the Golden Triangle commercial business district. The development site is particularly important from a future land use perspective, because it falls within the boundaries of the university's Foggy Bottom campus and is adjacent to the historic Foggy Bottom residential neighborhood.

Potential Site Components

The development of Square 54 is a major opportunity for responsible planning and design to serve a variety of users. It offers an ideal location to be developed as an example of the best practices of smart growth, transit-oriented development, and mixed-use design. The panel concluded, however, that using Square 54 for academic purposes would not realize the full potential of the site for the city or the local community. The panel believes that classrooms and student housing would be more appropriately located elsewhere within the campus boundaries.

Office Space. Square 54's location on Washington Circle adjacent to the office buildings along Pennsylvania Avenue makes it an ideal location for an institutional-grade, Class A office complex of singular distinction. Medical offices also would be appropriate.

Housing. The property also is an excellent site for residential development. Housing can provide a transition between the commercial uses on Washington Circle and the university and surrounding

neighborhood. The panel suggests that an appropriate scale for this residential component would be a total of 250 to 400 units in two buildings that would match the urban character of the immediate area.

Neighborhood Services. A site of this importance also must include a variety of uses that address the need for neighborhood services, as well as the social and cultural needs of the community. Toward this end, the panel believes that neighborhood retail is a critical use for bringing street life to the overall project. The panel determined that a variety of services are needed, most importantly a small, full-service grocery of perhaps 25,000 to 40,000 square feet to serve local residents. No real food store alternatives exist in the immediate area to address the needs of the 21,000 households—with an average income of \$87,000—that reside within a mile of Square 54.

Other appropriate neighborhood retail to serve the needs of residents, students, and workers could include a bookstore, sit-down restaurants, lunchtime delis, and other convenience shops and services. An appropriate scale for neighborhood retail would be up to 75,000 square feet, including the grocery store. One suggestion is to combine the university bookstore with a major bookseller, thereby freeing university space for other academic needs and creating a retail destination that will be shared by everyone—students, residents, and office workers alike.

Select cultural uses on the site—such as a public library, art galleries, or theater venues—also would be appropriate and would benefit the community. To help create an active street life, neighborhood retail and cultural facilities should be incorporated into the redevelopment plan.

The panel recommends that a mixed-use development plan for the site reflect the best practices of land use planning today. The panel followed this market assessment with a site analysis to help determine the appropriate density and intensity of the development components.

Planning and Design

Key issues related to the planning and design of this 2.5-acre site led the panel to recommend a mix of uses and densities in an effort to determine the best urban design solution for Square 54. After meeting with stakeholders, the panel found that a general consensus exists concerning the types of land uses that are believed to be most appropriate for a site of this prominence. Given the site's size and the varying character of its surroundings, the panel believes that all interested parties can benefit from the site's redevelopment. Each side of the site has a distinct character, with Washington Circle and Pennsylvania Avenue to the north; the new GW Hospital and the Foggy Bottom Metro station to the west along 23rd Street; I Street to the south, providing a natural separation between the university campus and the planned new mixed-use development; and, to the east, the quieter 22nd Street, where the Medical Faculty Associates office building is located.

The Washington Circle side of the site along Pennsylvania Avenue certainly is appropriate for the continuation of the downtown office market, providing a world-class address and the opportunity for a signature building. The 22nd and 23rd street sides should accommodate the residential component of the mixed-use project. Given the value of the site and the demand for downtown housing, the panel recommends that housing be provided in more than one building to safeguard against the development of a single, large, overpowering structure. Multiple buildings will allow open space to be included throughout the site, possibly providing views from the street into the center of the block.

The university will retain ownership of Square 54 under a 60-year ground lease with the Boston Properties/KSI Services developer team. The terms of the development agreement give the university the flexibility to recapture all or part

of the site for university purposes if it determines that to be necessary prior to commencement of construction by the developer team. The structure of the ground lease arrangement limits residential development to rental housing. For market reasons, the panel believes that this should consist primarily of market-rate housing, with some percentage of the units designated as workforce housing. Some units could be offered as furnished apartments to visiting professors, physicians, or businesspeople, while other units could be made affordable for hospital workers and university employees. Mixed-price housing can serve a wide range of occupants seeking rental opportunities.

The I Street corridor between 22nd and 23rd streets is the ideal spine along which retail services should be located. Ground-level retail, with some second-story retail space, should be designed to provide the street vitality so much in demand in urban neighborhoods throughout the country. Since the Foggy Bottom Metro station empties onto I Street, these services can bring together all segments of the community: commuters, office workers, students, existing neighborhood residents, and new residents. A multitude of services should be concentrated here, to the benefit of everyone. These services could include a small grocery store, drycleaners, and perhaps a bookstore that would serve both the university and the public.

Mixed-use development would serve the city and the university by adding the property to the tax rolls and allowing the university to realize income from the land lease. The university then could devote some of these funds to building needed academic facilities and student housing on developable sites elsewhere within the campus boundaries.

Site Analysis

The panel studied Square 54 to determine the best location and access for each potential use. Its analysis considered the following land uses: office, residential, retail, service and loading, and parking. In an effort to determine the best location for each land use, the panel gave each side of the site a grade ranging from A to D- for each use.

Office Development

The panel deemed the Washington Circle side of the site most appropriate for office development—giving it a grade of A—because of its high visibility and its impressive Pennsylvania Avenue address.

The 23rd Street side of the site also features good visibility, but a high volume of traffic travels to and from Virginia along this major commuter route. This street also provides access to the new hospital's emergency entrance, resulting in a grade of B for office development. The 22nd Street side experiences low traffic volumes, but enjoys good visibility from Pennsylvania Avenue. Opposite Square 54 are private office uses. This side of the site, however, is deemed more appropriate for other uses, and thus also receives a B.

The panel believes that the I Street side of the site is the least desirable location for office development, and thus gives it a grade of C. This side of Square 54 lies directly across from the university and has a high degree of pedestrian traffic, making it far more attractive for other uses.

Residential Development

The Washington Circle side of the site along Pennsylvania Avenue also received an A grade for residential development. Again, this side enjoys high visibility and has the highest value as a street address. It thus becomes a matter of weighing the value of residential uses against office uses at this location. The panel found that other desirable locations exist for residential uses fronting on the bordering streets.

Both the 23rd Street side and the quieter 22nd Street side—which also is visible from Pennsylvania Avenue and located across from private uses—offer good locations for residential development. What makes the 23rd Street side slightly better

for housing (giving it a grade of B) than the 22nd Street side (which earned a B-) is the fact that the 22nd Street side appears best suited for service and loading, which would result in heavy truck traffic. Residential uses are least appropriate along I Street, which received a grade of C because of the noise associated with a high volume of pedestrian traffic.

Retail Development

The panel determined that I Street—which has the highest level of pedestrian traffic and low vehicular traffic volumes—is the best location for retail development, giving it a grade of A for this use. This location is deemed ideal for neighborhood service retail and restaurants, which could be conveniently situated along the border of the GW campus and convenient to office workers, residents, and people arriving by Metro. The fact that the Foggy Bottom Metro station empties directly onto I Street will draw passengers to the retail strip. The street also enjoys partial visibility from 22nd and 23rd streets.

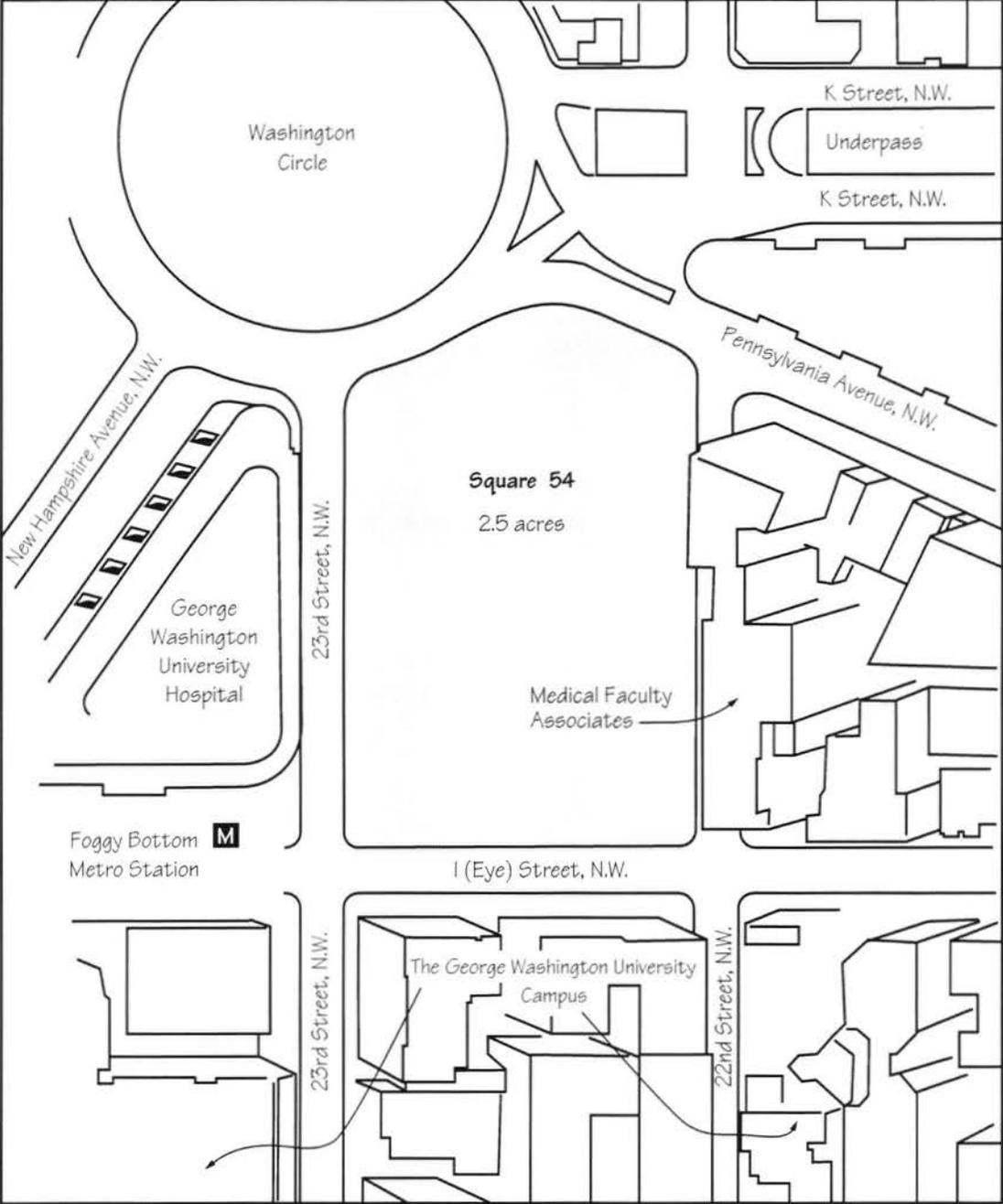
The 23rd Street and Washington Circle sides of the property also are deemed good locations for retail development, both receiving a grade of B+. On the 23rd Street side, the high volume of pedestrian traffic and the visibility of this location, across from the hospital, offer attractive benefits for retailers. High vehicular traffic volume, however, makes it less desirable for cafés and outdoor dining. The Washington Circle side also offers high visibility, but pedestrian volumes there are lower, and high traffic speeds and volume make the location unattractive for outdoor dining and restaurants.

The least desirable location for retail is along the 22nd Street side, which received a grade of C because of its low visibility, less traffic, and fewer pedestrians. This side of the site appears to be best suited for use as a service and loading zone for the mixed-use project.

Service and Loading

As mentioned above, low levels of automobile and pedestrian traffic make the 22nd Street side of the site best suited for service and loading access; this side thus receives a grade of A for this use. While the lower speed and volume of

Project area.



traffic along I Street could make this side of the site workable for service and loading, the area has far more value as a retail corridor providing storefronts and sidewalk dining opportunities. The panel gave it a grade of B-.

High traffic volumes and the hospital emergency access area inhibit truck loading along 23rd Street, thus earning this side a grade of C. Even more challenging for this use would be the Washington Circle side, because of the area's very high traffic volumes, multiple intersections, and curved roadway, all of which would result in an extremely hazardous situation. Because the Pennsylvania Avenue/Washington Circle side is the site's most prestigious address with the highest real estate value, it received a grade of D- for this use.

Parking

Twenty-second Street works best as a service street, although southbound traffic will have to proceed to 21st Street via Pennsylvania Avenue, earning it a grade of B+ for parking access. The I Street side is too valuable for retail and open-space amenities to interrupt it with access to below-grade parking, earning it a B. Left-hand turns during peak hours would be too difficult when exiting parking facilities onto 23rd Street, although this street does allow two-way traffic, earning it a B-. Pennsylvania Avenue along the circle would be the least desirable access point for parking. This side's high value for other uses, along with high volumes of traffic, results in a grade of C- for parking/access.

Putting It All Together

The panel was emphatic about the need to spread retail services around the base of the development in order to animate the street with pedestrian activity. Destination retail uses and a signature restaurant should be included in the office section off Pennsylvania Avenue. Office lobbies also should be positioned along Pennsylvania Avenue, perhaps facing the circle. This is certainly the most prestigious side of Square 54 and the address to use for these prominent development components.

Residential lobbies could be located off both 22nd and 23rd streets. The panel suggests a combination of built forms with the massing of separate buildings to avoid a fortresslike development.

Additional neighborhood service retail should be located at street level along 23rd Street, while 22nd Street should maintain a quieter, more residential facade. Because traffic is less intense on 22nd Street, the panel also recommends locating service/loading and parking access there.

The I Street corridor should be the real focus of neighborhood goods and service retail. This area, between 22nd and 23rd streets, should be developed as the project's gathering place, providing conveniences and services for everyone in the area. The grocery store entrance should be on I Street. While the grocery store will need some street-level frontage, it also could include some lower-level space. The panel believes that the I Street spine should be developed with sidewalk cafés, attractive street furniture and street trees, decorative paving, and so forth, to attract a variety of users, including university and hospital employees as well as office workers, neighborhood residents, and Metro riders.

Square 54 has the potential to become a destination development that also provides needed services and amenities for those who live and work in the area. The panel's plan, described below, includes substantial building setbacks on I Street designed to create a people-friendly streetscape.

Density

Development density should reflect the value of this site, which is the last major developable parcel along Pennsylvania Avenue west of the downtown. The prominence of this site, which fronts on Pennsylvania Avenue and Washington Circle, requires a world-class signature development that respects the surrounding context. The panel believes that this can be accomplished by interlacing open space with varied building massing, as determined by the allowable FAR.

The current campus plan's zoning restrictions limit development on the campus to an aggregate FAR of 3.5. Since Square 54 is within the campus boundaries, the allowable FAR for this site must be increased in order to make possible the height and density of development that are most appropriate for the site, given its value and surroundings. The university also is seeking to accommo-

date its academic and student housing needs within its boundaries. To make this possible, the panel also suggests a concurrent—but lower— increase in the FAR for the rest of the campus. Basically, the panel recommends that the campus FAR be increased to 5.0, which it believes will enable the university to accommodate current and future needs within its existing boundaries.

After considering a number of density scenarios for Square 54, the panel recommends an increase in the FAR for Square 54 to between 7.0 and 8.0. It believes that by varying the sizes of buildings and their placement, the developers can achieve this level of density and maintain land values without overshadowing the surrounding existing development. Most existing office buildings in the area are about 130 feet tall, while residential buildings are about 110 feet high. Varying building heights and massing on Square 54 can help define building uses and ameliorate the impacts of denser development. The panel does not recommend an FAR higher than 8.0, however, because it believes it would be too difficult to ensure a top-quality project developed at that density.

A Potential Development Concept Plan

The panel devised a potential development concept plan for the purpose of estimating the impact of an increased FAR on the site. The plan includes open space and service/loading access with below-grade parking. It also contains the following elements:

Office Development on Pennsylvania Avenue and Washington Circle. This would include ten stories of office space above ground-floor retail space in an 11-story building with approximately 45,000 square feet per floor, for a total of about 495,000 square feet.

An Apartment Building Fronting 22nd Street. This would consist of 11 stories of housing above street-level retail space in a 12-story building with approximately 12,000 square feet per floor, for a total of 144,000 square feet.

An Apartment Building Fronting 23rd Street. This slightly larger building would contain ten stories of housing above ground-floor retail with approximately 18,000 square feet per floor, for a total of 198,000 square feet.

This development scenario, which would result in a total developed area of about 837,000 square feet and an FAR of 7.3, supports the panel's recommendation that an FAR of 7.0 to 8.0 is appropriate for Square 54. This represents a significant increase from the existing 3.5 FAR for university property.

Development Process

The redevelopment of Square 54 should meet the challenge of creating a place that accommodates all stakeholders, a development in which everyone can take great pride. This will require effective communication and flexibility. A process must be developed that will ensure community participation and input. This process already is well underway, and the ULI Advisory Services panel is one step in the process. In addition to the panel's input, the university has spearheaded a number of other studies, which are discussed below, to help involve the community in determining the development potential of Square 54.

The Stakeholders

The panel believes that the redevelopment of Square 54 is essential to meeting the varied goals of a diverse group of stakeholders, which includes the following:

- *Community stakeholders* include residents, businesses, churches, local advisory neighborhood commissions, and other civic and community associations and organizations.
- *City stakeholders* include the District of Columbia Zoning Commission, Office of Planning, Office of the Deputy Mayor for Planning and Economic Development, Department of Transportation, Department of Consumer and Regulatory Affairs, Historic Preservation Review Board, National Capital Planning Commission, and the National Park Service.
- *University stakeholders* include GW students, faculty, staff, alumni, and the board of trustees.
- *Business and institutional stakeholders* include the Greater Washington Board of Trade, Boston Properties, KSI Services, the World Bank, the International Monetary Fund, the Kennedy

Center, and real estate developers, brokers, and consultants.

Given the variety of existing uses, densities, and architectural styles in the surrounding area, stakeholders will be challenged to help create a unique development solution for Square 54 that fits within the existing context. Using smart growth, transit-oriented development, and mixed-use development principles should result in a successful place where people can live, shop, work, and play. While the approval and development processes can become complicated, they need not be. Effective communication, flexibility, and commitment to a reasonable solution will help stakeholders achieve most of their aspirations.

The Planning Process

In an effort to enhance effective communication among all stakeholders and assist them in the planning, approval, and development processes, George Washington University and the D.C. Office of Planning have been engaged in creating a process that will solicit and encourage community participation and input. This comprehensive planning effort has already begun and includes the following four major components:

- *GW Campus Analysis Study.* Before considering the potential of using Square 54 for other than university purposes, GW undertook an analysis to evaluate its future space requirements and how that growth could be accommodated within the boundaries of its Foggy Bottom campus.
- *GW Campus and Neighborhood Study.* Following the preliminary work completed for the campus analysis, and upon the recommendation of OP, GW retained Ehrenkrantz Eckstut and Kuhn Architects to work with the District, the community, and the university to evaluate the future development of the Foggy Bottom cam-

pus and Square 54 in the context of the surrounding neighborhoods.

- *Developer Team Site Study.* After a comprehensive review and evaluation process, the university selected Boston Properties and KSI Services (BP/KSI) to lead the Square 54 redevelopment effort. The BP/KSI team has started preliminary work to consider and determine the appropriate mix of uses and density and to evaluate Square 54 within the context of the surrounding area.
- *ULI Advisory Services Panel Square 54 Redevelopment Study.* GW, in conjunction with OP, convened this ULI panel to bring volunteer, impartial experts from a variety of disciplines and regions to evaluate land use and redevelopment opportunities for Square 54. The panel was asked to provide recommendations as to the appropriate densities and uses on the site, given the context of the Washington Circle area and the Pennsylvania Avenue corridor, together with a consideration of the needs of the surrounding neighborhoods.

Stakeholder Goals

While the variety of stakeholder goals and individual goals may seem incompatible, the panel believes that reasonable compromise will allow for a suitable and timely solution.

The panel identified a number of goals for which consensus appears to exist among a majority of stakeholders:

- Promote a vibrant sense of community;
- Ensure that university development is confined within its boundaries, providing on-campus housing for at least 70 percent of the undergraduate students on the Foggy Bottom campus;
- Create an exciting destination for residents, students, and professionals with amenities and gathering places that help enhance an enriched quality of life and improve community relations;
- Incorporate smart growth, mixed-use, and transit-oriented development principles;

- Respond positively to changing market dynamics;
- Provide a unique opportunity for the city to attract residents, add jobs, and augment sales, property, and income taxes by getting Square 54 on the tax rolls;
- Bring people and activity to the street to help generate energy, safety, and enhanced university, business, and community interaction;
- Utilize appropriate architecture and scale to ensure that new construction will be in context with a variety of current and future uses, including the university, Pennsylvania Avenue office buildings, institutional buildings, and the residential neighborhood;
- Create an appropriate “front door” for the project that is compatible with the neighborhood context; and
- Generate revenues to fund GW’s academic mission and sustain its momentum to remain a world-class institution and fulfill its academic mission.

In order to make Square 54 available for non-university uses, in the future GW will need to build new facilities elsewhere within the campus boundaries, which will require increasing the campus FAR.

Partnering

All stakeholders can benefit from partnerships formed among various stakeholder groups. These include the following:

- GW partnering with an experienced and respected development team comprised of Boston Properties and KSI Services;
- BP/KSI partnering with a respected university and the nation’s best land use experts—planners, architects, traffic consultants, capital providers, and others; and
- BP/KSI, GW, the city, and the community partnering among each other to deliver mutually agreed-upon concepts with approvals granted in a timely fashion.

The BP/KSI collaboration brings experience, skills, creativity, and proven solutions to the complicated process of mixed-use development, including:

- The ability to create a development concept that will deliver a viable place for people to work, shop, play, and live;
- Experience designing and building mixed-use office, retail, and residential facilities with structured parking that provide long-term benefits for stakeholders;
- Expertise with urban infill projects in the Washington, D.C., area;
- Access to required capital;
- A thorough understanding of the development process, including development concepts, entitlements, financing, design and construction, marketing and leasing, property management, and more;
- Coordination of development and project management to deliver the project on time and within budget; and
- The ability to effectively communicate with all stakeholders, reach consensus, and negotiate and document all agreements.

The partnership between GW and BP/KSI offers several advantages. It allows each partner to do what it does best. (In other words, it “lets the teachers teach and the builders build.”) It also provides GW with the ability to retain long-term ownership of the land and improvements while receiving annual cash flow through a ground lease arrangement.

All stakeholders are far more likely to achieve their respective goals in a timely, mutually respectful, and meaningful manner if they approach the process as partners. This partnering arrangement should result in the enhancement of the Washington Circle area well into the future.

The Implementation Process

In order to successfully implement the redevelopment of Square 54, the panel recommends that the development partners do the following:

- Embrace the community-wide planning process;
- Create and present development concepts to the stakeholders;
- Encourage stakeholders to reach out to communicate effectively with each other in a transparent fashion to share constructive ideas and build mutual credibility;
- Share updated GW campus-wide land use plans, including plans for Square 54;
- Initiate and secure all regulatory approvals;
- Complete design and specifications as well as the bidding process and begin construction;
- Establish a flexible but focused marketing campaign, determine the optimal tenant mix, and secure anchor tenants; and
- Set up and manage property operations, including ongoing community relations.

The panel believes that a world-class development can be built on Square 54, provided all stakeholders realize benefits from the project. For this to occur, all interested parties need to be open-minded, cooperative, transparent, and committed to quickly reaching an agreement that will ensure the long-term viability of the redevelopment plan.

Conclusion

Square 54 is a unique site that has the potential to become a special place. The panel emphasizes the benefits of a mixed-use development solution that can bring together all stakeholders by serving the needs of the community, the city, and the university. The combination of Class A office space, high-quality rental housing, and neighborhood-oriented retail in multiple structures must feature world-class architecture. This site is far too valuable for anything less than a signature project. Furthermore, a mixed-use development in this location will promote smart growth principles, address specific neighborhood needs, and enjoy the advantage of being served by a multimodal transportation network, including the Foggy Bottom Metro station, which is located directly across the street from the site.

Most cities today are striving to establish an active street life in their downtowns. The advantage of the I Street side of Square 54 is that it already has all the necessary ingredients: a location central to the downtown and adjacent to a Metro station with a high concentration of people. Redesigning the I Street streetscape as a retail corridor will provide a buffer between the denser development and the “people spaces” associated with the university and adjoining residential neighborhoods. A new Class A office building will further help to expand the area’s daytime population. An active street life provides another major community benefit by making the streets safer:

Improved pedestrian access around the site, especially to and through Washington Circle, also will benefit everyone in the vicinity. Pedestrians also will benefit from improved vehicular movement around the circle. The panel suggests that the D.C. Department of Transportation address these traffic issues for the benefit of both pedestrians and vehicular flow. Given the value of the land, the panel recommends underground parking to serve the site, preferably with access from 22nd Street.

The panel agrees that the development solution can and must serve the interests of *all* principal stakeholders. Those involved in the project—as well as those potentially affected by it—generally appear to support the proposal for a high-quality mixed-use development that will include office, residential, and retail space. It will be important to incorporate open space—possibly allowing views into the interior of the site—in the project’s design.

The panel’s main assumption is that the George Washington University will accommodate its academic and student housing needs within the mutually agreed upon campus boundaries, concurrent with its need for additional facilities. It is clear that the university is concentrating on evaluating development opportunities elsewhere within its existing campus plan boundaries to satisfy its need for additional academic space and student housing. By accommodating its needs elsewhere within the campus boundaries, GW can make Square 54 available for income-producing development opportunities. It is crucial that the university abide by its agreement to do so; this will have a major impact on ensuring the community’s support for this project.

The panel found that stakeholders generally support certain specific uses on Square 54. Everyone concerned noted the need for a moderately sized neighborhood grocery, as well as for other types of basic neighborhood services. In terms of housing, stakeholders generally agree that residential development on the site will help address the mayor’s initiative to significantly increase housing city-wide, with a goal of attracting 100,000 new residents over a ten-year period. Additional housing also will offset the need to replace some of the rental units recently lost in the Foggy Bottom area. The panel suggests that while most of the rental housing on the site should be market rate, it also should include some workforce housing units. It has been noted that a portion of the site

could be used to accommodate student housing or other university uses, but that this should be done only if the university cannot accommodate its space needs elsewhere on campus.

When asked what amenities the new development project should contain, the community unanimously responded with “services that would be appropriate for the neighborhood.” Such uses are quite consistent with a high-quality, mixed-use, transit-oriented development. The panel envisions a variety of services, together with restaurants—including outdoor cafés—and a well-designed streetscape. In addition, the panel suggests exploring the potential for civic uses such as a combination university/public bookstore.

Lastly, in determining the best urban design solution for Square 54, the panel’s analysis starts to give shape to this strategically located development site. It is important to reiterate the panel’s conviction that world-class design should be non-negotiable. The mixed-use components of the development will energize the area with new vitality and bring users together in a meaningful way.

All of this leads to the real issues of building for success. Toward this end, the panel suggests that the university, the development team, the city, and the community continue to consider how they will address the following challenges:

- Accommodate expected university space needs within the mutually agreed-upon campus boundary;
- Define the mechanisms needed to ensure all parties’ compliance with agreements established among stakeholders;
- Put in place agreements to allow development to proceed in a timely fashion; and
- Seize upon this opportunity for all stakeholders to work together to create a model of mutual benefit.

The panel believes that all stakeholders will benefit from this development plan, which addresses the needs of the entire community. There is something in the plan for everyone.

About the Panel

Byron Koste

*Panel Chair
Boulder, Colorado*

Koste joined the University of Colorado (CU) Real Estate Center as its first director in September 1996 and also serves as executive director of the CU Real Estate Foundation. Mixed-use development is a key component of the Real Estate Center's program, which is responsible for designing mixed-use projects for the university. A team of students representing CU was the winner of the third annual ULI Gerald Hines Student Urban Design Competition in 2005. In addition to his work with the university, Koste has chaired public workshops for the city of Boulder on the topic of mixed-use development.

Koste came to the Real Estate Center from Westinghouse Communities, Inc. (WCI), a wholly owned subsidiary of Westinghouse Electric, where he held a variety of financial and managerial posts, culminating in his appointment as president in 1992. At WCI, Koste was chiefly responsible for the development of the company's Florida West Coast operations, including Pelican Bay, Bay Colony, and Pelican Marsh in Naples; Pelican Landing in Bonita Springs; and Gateway in Fort Myers. In 1989, Koste was awarded the Order of Merit, Westinghouse's highest honor bestowed upon an employee for distinguished service to the company and the community. Koste also received the 2002 ULI Pathfinder award from ULI's Southwest Florida District Council for his pioneering efforts in establishing high-quality master-planned communities in that region.

Koste received a bachelor of arts degree with a major in economics and fine arts from Dickinson College in Carlisle, Pennsylvania; a master of business administration from Duquesne University in Pittsburgh, Pennsylvania; and is a graduate of the Executive Program at Stanford University

in Palo Alto, California. He also is a board and executive committee member of the Philharmonic Center for the Arts at Pelican Bay, a trustee for Dickinson College, past chair of ULI's Environmental Council and the ULI Colorado District Council, and a board member of the Colorado Chapter of the National Association of Office and Industrial Parks.

Over the past few years, Koste has been actively involved in many aspects of the ULI Advisory Services program. He has chaired a workshop on regional cooperation for smart growth in California; a panel to determine the market potential of a 100+-acre undeveloped site in Shawnee-on-the-Delaware, Pennsylvania; and a panel on redevelopment strategies for university-owned property at the entrance to Lafayette College in Easton, Pennsylvania. He also participated in a panel dealing with mixed-use transit stations in Richardson, Texas, and sponsored a panel for the University of Colorado that considered the management of nonacademic real estate assets.

Walter S. Bialas

Pittsburgh, Pennsylvania

Bialas joined PNC Bank in 1993 to establish an internal market research group. As vice president of the research group, his main role is to provide market due diligence in support of the bank's commercial underwriting process. Bialas provides custom research to evaluate unique market dynamics, assess locational issues, evaluate the impact of competitive projects, and test the reasonableness of pro forma assumptions. Projects evaluated at PNC Bank range across the United States and include all property types. Bialas's particular analytic strengths include retail and affordable housing.

Prior to joining PNC Bank, Bialas spent ten years with the national consulting practice of

GA/Partners—Arthur Andersen, formerly known as Gladstone Associates, in Washington, D.C. While he was a senior manager there, he advised clients on the market and financial feasibility of proposed projects throughout the country.

Bialas received his bachelor's degree in urban studies from Albright College in Reading, Pennsylvania, and his master's degree in city and regional planning from the Catholic University of America in Washington, D.C. He is a member of the International Council of Shopping Centers Research Advisory Task Force and serves on the Steering Committee of the ULI Pittsburgh District Council. Bialas previously has served on ULI Advisory Services panels dealing with downtown revitalization in Portsmouth, Virginia; Birmingham, Alabama; and Akron, Ohio. He also chaired a panel dealing with the redevelopment of a major regional shopping center site in San Antonio, Texas.

Bruce Leonard

Bethesda, Maryland

Leonard is a principal with StreetSense, a full-service retail real estate company specializing in brokerage, consulting, and development. He has worked on and designed more than 30 projects that integrate office, retail, residential, and hotel uses in major cities throughout the United States and Europe. Leonard has played a key role in many well-known projects, including Mizner Park in Boca Raton, Florida; Bethesda Row in Bethesda, Maryland; Santana Row in San Jose, California; Crocker Park in Cleveland, Ohio; and the redevelopment of the Miracle Mile, a main street in Coral Gables, Florida. He continues to produce master plans and development strategies for many mixed-use projects, including National Harbor in Washington, D.C., a 10 million-square-foot project; the Village of Valley Forge, Pennsylvania, a 6 million-square-foot develop-

ment; Moorefield Station, Virginia, a 1 million-square-foot town center; and Crosstrail, Virginia, a 5 million-square-foot community.

Prior to joining StreetSense, Leonard was a vice president at Starwood Urban/Urban Investment Advisors (SUI). While at SUI, he was responsible for managing and directing the design of all new projects. Leonard played a key role in evaluating potential development sites in major urban locations, creating a development strategy and transforming that strategy into a physical design. His role also included selecting design professionals and other experts to produce the necessary drawings, construction documents, specifications, and other components required to complete a project. Leonard's other responsibilities included working with the asset management and leasing/tenant construction teams, reviewing all tenant work within the company's portfolio, establishing design standards, and assisting tenants with city design review boards and other governmental departments.

Originally from Canada, Leonard received a bachelor of environmental studies degree in planning and urban design from the University of Waterloo, where he graduated with honors. He received a postgraduate degree in architecture from the University of British Columbia. Leonard frequently writes about key urban issues. He recently coauthored the ULI publication *Ten Principles for Reinventing America's Suburban Business Districts*, collaborated on the Institute's earlier *Ten Principles for Reinventing America's Suburban Strips*, and soon will begin work with several other authors on a book about new retail trends. Leonard has served on two previous ULI Advisory Services panels dealing with the redevelopment and repositioning of regional shopping center sites in San Antonio, Texas, and New Orleans, Louisiana.

Steven W. Spillman

Los Angeles, California

Spillman is executive vice president of Emerald Development Company, an affiliate of W.P. Carey, the \$7 billion real estate investment bank. The company specializes in the development, redevelopment, and acquisition of income-producing properties and corporate facilities in the United States, Europe, and Asia.

During his 30 years in the real estate industry, Spillman gained extensive experience in business planning, feasibility analyses, entitlements, financing and ownership structures, political and community relations, design and construction, marketing, leasing and sales, and the operations of major projects and properties for both new and adaptive uses. He has worked with a wide range of product types, including office, retail, industrial, residential, recreational, hotel, mixed-use, and hospital projects.

Prior to joining Emerald, Spillman founded Pacifica Companies, a real estate investment and development advisory firm that provided worldwide services for more than a decade. He also was a principal at Mitsui's Birtcher, with responsibility for commercial and residential mixed-use developments in the western United States. While at internationally recognized companies such as Aetna's Urban Investment and Development Company, Jaymont Properties, and Burnham, Spillman managed the development and operations of prominent high-density, infill projects in New York, Boston, Cleveland, Chicago, Milwaukee, Dallas, and Houston.

Spillman began his career as an architect, designing and building significant medical, retail, office, industrial, recreational, residential, and mixed-

use projects. He has been a long-term member of ULI's Leadership Group, and currently chairs an Urban Development/Mixed-Use Council and is a top ULI Foundation fund raiser. Spillman served as a panelist on both the Kennedy Space Center and South Texas Medical Center Advisory Services panels. He also has served as vice chair of ULI-LA's Executive Committee, as founding chair of Centraplex (a marketing consortium), and as a founding director of the Pediatrics Infectious Disease Research Foundation. For the past 15 years, he has been a member of the board of the Japan America Society, and he continues to chair, moderate, and speak at national conferences and workshops.

Spillman graduated cum laude from Kansas State University with a bachelor of architecture, earned an MBA in finance from the University of Missouri, and was a Purdue Everham Scholar. He is a registered architect and real estate broker.

Appendix: Roundtable Participants

Community Roundtable

Rita Champagne
Foggy Bottom Resident

Gary Griffith
West End Resident

Barbara Kahlow
Member, West End Citizens Association

Sara Maddux
Member, West End Citizens Association

Vince Micone
Chair, ANC 2A, and 2A06 Commissioner

William Miller
West End Resident

James Morris
ANC 2A05 Commissioner

Barbara Spillinger
Foggy Bottom Resident

Michael Thomas
West End Resident

John Wimberly
Pastor, Western Presbyterian Church

Businesses and Institutions Roundtable

Meseret Bekele
Owner, Foggy Bottom Grocery

Kurt Haglund
Senior Vice President, The Staubach Company

Richard Heapes
Principal, Street-Works

Peter Johnston
Senior Vice President, Boston Properties

Dick Knapp
Senior Vice President, KSI Services, Inc.

Greg Leisch
CEO, Delta Associates

Raphael Pelli
Partner, Cesar Pelli and Associates

Inger Prebensen
Deputy Director, Technology General Services
Department, International Monetary Fund

Bea Watson
Executive Director, St. Mary's Court

University and City (District and Federal Agencies) Roundtable

Sally Blumenthal
Deputy Associate Regional Director,
National Park Service

Ramona Burns
Ward 2 Transportation Planner,
D.C. Department of Transportation

Edward Cherian
Faculty Representative, GW

Robert Chernak
Senior Vice President, Student and
Academic Support Services, GW

Eve Dubrow
Associate Vice President for Operations, GW

Desi Duchaine
Mayor's Office of Community Outreach

John Fondersmith
Development Review Specialist,
D.C. Office of Planning

Patricia Gallagher
Executive Director, National Capital
Planning Commission

Linda Gallo
Faculty Representative, GW

Cynthia Jachles
Realty Specialist, Washington Metropolitan
Area Transit Authority

Louis H. Katz
Executive Vice President and Treasurer, GW

Jeffrey Lawhead
Capital City Fellow,
D.C. Department of Transportation

Ellen McCarthy
Interim Director, D.C. Office of Planning

Michelle Molotsky
Director, Constituent Services, Office of
Jack Evans, Ward 2 Councilmember

Travis Parker
Development Review Specialist,
D.C. Office of Planning

Sherry Rutherford
Managing Director, Real Estate
Planning & Development, GW

Richard Sawaya
Vice President, Government, International
and Corporate Affairs, GW

Chris Shaheen
Ward 2 Planner, D.C. Office of Planning

Stephen Joel Trachtenberg
President, GW

Omar Woodard
Outgoing President, GW Student Association