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**Georgetown University
2010-2017 Campus Plan**

November 20, 2012

**ZONING COMMISSION
District of Columbia**
CASE NO. 10-32
EXHIBIT NO. 395

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EXECUTIVE SUMMARY

Georgetown University's 2010 Campus Plan (the "2010 Plan" or the "Plan") is designed to advance the University's academic excellence and mission, strengthen its service to and engagement with the local community and the city, respond to neighborhood concerns, sustain University financial resources, and enhance the University's mutually beneficial relationship with the District of Columbia and its citizens. Development on the Main Campus under the Plan shall be consistent with the University's goal of developing an integrated living and learning campus and the community's goal of as rapid a transition as possible toward a more residential undergraduate on-campus environment.

Elements of the 2010 Campus Plan include:

- Development of the Georgetown Community Partnership, a mechanism for collegial and productive work on the Plan's implementation and for engaging in long-term planning work;
- Provision of 385 additional beds for undergraduate students as well as relocation of 65 student beds located on the 1400 block of 36th Street to other on-campus housing, for a total of 450 additional on-campus beds for undergraduate students;
- Management of student enrollment levels through a freeze on traditional Main Campus undergraduate enrollment at currently-permitted levels and an agreed-upon enrollment maximum for the Main Campus covering both undergraduate and graduate students that will permit measured growth in graduate school programs on the Main Campus;
- Establishment of Georgetown Downtown as a new satellite location for the School of Continuing Studies;
- Commitment of sufficient resources to the University's quality-of-life initiatives to support a safe community, educate students to be good neighbors, and successfully mitigate the impacts of trash, noise, and student behavior;
- Continued enhancement of the Main Campus as a social hub for student life;
- Targeted improvements to academic, athletic, student life, and medical facilities on campus, including already-approved projects from the 2000 Campus Plan; and
- Continued environmentally-sensitive and sustainable efforts with respect to buildings and transportation solutions.

The 2010 Campus Plan is a consensus plan that reflects the outcome of negotiation, discussion, and agreement with District stakeholders and almost all neighborhood leaders. By design, the 2010 Campus Plan is a short-term plan that will run until 2017. During the term of the 2010 Plan, the University and neighborhood leadership will work together collegially toward the successful implementation of the 2010 Plan, with the goal of developing a twenty-year Campus

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Plan that will succeed the 2010 Plan. Key University goals for the successor twenty-year plan include:

- **Develop Main Campus in a 20-year campus plan as an integrated, student-centric living and learning campus, which competitively houses at least 90% of undergraduates (i.e. housing for an additional 244 students) on campus by Fall 2025 and which can successfully accommodate further modest enrollment growth;**
- **Develop Georgetown Downtown to facilitate transitional expansion;**
- **Redevelop modern, efficient medical facilities;**
- **Identify and develop the “next 100 acres”; and**
- **Foster a collegial, harmonious relationship between the University and the community to address future plans and common issues in an effective, creative and lasting way.**

For the reasons described below, the University respectfully submits that the uses reflected in the Plan will not be objectionable as a result of student conduct impacts, traffic or parking impacts, the number of students or as a result of other objectionable conditions.

SECTION 1. INTRODUCTION TO THE GEORGETOWN UNIVERSITY 2010-2017 CAMPUS PLAN

1.1 Georgetown University: A D.C. Asset

Georgetown University is one of the world's leading academic and research institutions and the oldest Catholic and Jesuit university in the nation. As a top-ranked institution of higher education in Washington, D.C. and home to several national research centers and internationally-recognized institutes, Georgetown University attracts exceptional students as well as eminent faculty. Georgetown also serves as a significant venue for academic, political, religious, and diplomatic dialogue and inquiry, providing a forum for important intellectual engagement.

Reflecting the University's Catholic and Jesuit identity and commitment to service and civic engagement, Georgetown places a high priority on engagement with the local community. From health care services to pro bono legal representation to educational programs and efforts in schools, neighborhood clinics and community centers throughout the District, the University and its students, faculty, and staff work side by side with District residents. As part of its Ward 7 Initiative, for instance, the University partners with other community organizations, D.C. schools, and Ward 7 community members in the DC Promise Neighborhood Initiative, an initiative focusing on the Parkside and Kenilworth areas in Ward 7 and aimed at providing intensive education and community support for children to break the cycle of poverty. Each year, thousands of hours of free medical services and free legal advice are provided to D.C. residents by University personnel. Each year, hundreds of District students are tutored, mentored, educated, and sponsored by Georgetown volunteers in University-organized programs. Each year, Georgetown works to live out its commitment to the District of Columbia and its residents and to seek ways to enhance and expand its engagement.

By necessity, Georgetown does more with less. In contrast to the very large endowments of many of its peer institutions, Georgetown's endowment resources are relatively modest. For example, Georgetown's average per student endowment of \$76,000 compares to the average per student endowment of \$470,000 at the nation's top private colleges and universities. As a result, financially the University is notably dependent on tuition to support investments in its future – a revenue stream entirely derived from student enrollment.

Georgetown has submitted ten campus plans to the Board of Zoning Adjustment since the adoption of the 1958 Zoning Regulations. All of the property proposed for inclusion in the current plan has been included in all previous plans.¹ The plan's campus boundaries generally include land owned and utilized by the University for over 200 years.

¹ The current campus boundaries were formally adopted by the National Capital Planning Commission in 1966, as shown on NCPC Map File No. 71.30(02.20)-24498 (March 3, 1966).

1.2 Continued Investment in and Service to the District of Columbia

The 2010 Plan is designed to allow Georgetown University to maintain its role as a premier academic institution, further develop collegial, in-depth progress on core issues with neighborhood representatives, and advance Georgetown's mutually beneficial relationship with the District of Columbia.

1.2.1 Maintain Academic Excellence; Remain a Significant Asset to the District of Columbia

Georgetown's status as a leading academic and research university with a meaningful commitment to its community is dependent on the University's ability to continue to attract stellar students and faculty and to steward its economic resources to enhance its financial strength. The University's proximity and easy access to the intellectual, political and cultural resources of Washington, D.C. is a significant benefit to the University. At the same time, the University's location in the District is a significant benefit to the District.

Indeed, Georgetown's location in the District of Columbia is important to both the University's continued success and the District's future. The University's presence in D.C. enhances the District's desirability as a place to live, work, study, locate a business and hire talented employees, and the University as a whole contributes significantly to the District's continued trajectory as a worldwide intellectual, political, cultural and economic center.

Moreover, many of the University's talented students remain in the District, as evidenced by the large number of Georgetown University alumni serving in federal, regional, and local governmental posts or otherwise in public service positions. Alumni hold significant nationally- and internationally-important positions, and many remain active at the University as faculty, members of Georgetown institutes and centers, and participants in Georgetown programs. These alumni are active contributors to the District's intellectual, political and cultural life as well as the District's economic well being. All told, more than 42,000 Georgetown alumni reside in the D.C. metropolitan area; of these, approximately 24,000 alumni live within District boundaries – making Georgetown one of the single biggest magnets of highly productive citizens in the city.

National leaders frequently remain in D.C. after concluding public service to serve on the Georgetown faculty, and international leaders have often sought Georgetown affiliation after their term of office, again with multiple benefits accruing to both Georgetown and the District.

Enhancing the District's workforce and tax base in other ways, the University's graduate and continuing studies programs train District professionals in specialized areas, helping to create the highly educated local workforce sought by employers of all types.

Additionally, as one of the District's largest employers and purchasers of goods and services from District-located vendors, Georgetown University in the aggregate has a materially positive

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economic impact on the District. In fiscal year 2009, Georgetown contributed directly to the District's economy by:

- Paying approximately \$127 million in wages and salaries to D.C. employees;
- Spending approximately \$72 million for goods and services from District vendors, \$29 million of which was paid to fifty-six Certified Local, Small or Disadvantaged Business Enterprise (“CBE”) organizations and has, since 1988, provided a total of \$198 million in contracts to CBEs;
- Paying approximately \$9 million in taxes to the District; and
- Employing over 8,300 employees on the Main Campus alone, approximately 38% of whom are residents of the District.

These statistics do not take into account the spending of University students and employees or the multiplier effect of University expenditures. Nor do these statistics reflect revenues relating to Georgetown’s successful athletic programs, including the Hoyas men’s basketball program.

These are among the reasons that Georgetown’s success and the District’s attractiveness, prominence and economic vitality are mutually dependent.

1.2.2 Enhance the Campus Environment with Targeted Improvements

Georgetown’s Main Campus is one of the University’s most valuable assets. Proximate to the many resources unique to the nation’s capital, the campus features landmark architecture that defines the city skyline, while creating an intimate learning community for its students through a combination of quality academic facilities, housing, and other on-campus amenities. The University is committed to a vibrant, appealing campus that attracts students and functions as the center of student life.

Under the 2000 Campus Plan, after decades of constructing on-campus housing, the University emphasized the construction of new academic, student activity, athletic, and medical space. Recently-constructed facilities include a new academic building for science disciplines, a new home for the McDonough School of Business, a performing arts center, and an addition to the Hospital for the Cyberknife medical facility. (Two other projects approved for construction include modifications to the multi-sport facility and a new athletic training facility.)

Under the 2010 Plan, the University will continue to develop the Main Campus as an integrated living and learning hub for its undergraduate population. The University will provide a total of 450 additional on-campus beds through, among other measures, the relocation of Magis Row and new University housing. Other measures that will promote on-campus socializing include improvements to athletic facilities and a new student center that will provide a pub and other appealing venues for late-night socializing. These improvements will enhance student life on

campus, which will further the Jesuit tradition of *cura personalis* (care of the whole person) and maintain Georgetown's competitiveness as a preeminent educational institution.

Through the Georgetown University Medical Center and Georgetown University Hospital, Georgetown is an important District resource for health care education, research, patient care and employment. The Medical Center is an internationally recognized and highly-competitive academic medical center whose missions of research, teaching, and patient care are carried out with a strong emphasis on community outreach and *cura personalis*. Medical Center scientists and physicians also conduct cutting-edge biomedical research and clinical trials on-site. The 2010 Campus Plan provides for additions and improvements to the Medical Center's academic and research facilities. The 2010 Plan also carries forward planned improvements already approved in the existing campus plan, including an addition to the Lombardi Cancer Center as well as new buildings and parking facilities on Lots A and B.

1.2.3 Provide Leadership and Innovation in Managing Off-Campus Impacts

Part of Georgetown University's undeniable attraction is its location in historic Georgetown, which offers a blend of vibrant commercial life along M Street and Wisconsin Avenue and historic architecture and brick sidewalks that define Georgetown's residential streets. A significant number of students live in the neighborhoods immediately adjacent to campus.

Recognizing that there are community impacts associated with the students who live off-campus, the University has committed in the 2010 Campus Plan to providing extensive financial resources, personnel, and intellectual capital in order to develop one of the most robust off-campus student life programs in the nation. This program will include many initiatives specifically aimed at improving the quality of life for all neighborhood residents; some of these efforts were developed during the prior decade, while others have been added as a part of the 2010 Plan. These initiatives are carefully designed to educate students about their community responsibilities, enhance student and neighborhood safety, and directly respond to neighbor concerns about student impacts.

Going forward, the Georgetown Community Partnership ("GCP") will serve as a collaborative forum for the University to work collegially with representatives of community organizations to successfully implement the Campus Plan, to address issues of shared concern, and to develop a successor Campus Plan for the period commencing January 1, 2018. Through suggestions and feedback received through the GCP, the University will evaluate and collegially develop ways to enhance the efficacy of its quality of life initiatives. Additional on-campus housing and social venues will also promote activity on campus rather than off campus.

1.2.4 Lead in Transportation Solutions and Sustainable Design

Georgetown University has distinguished itself as a leader in transportation solutions and sustainable design over a period of decades. As an example, Georgetown's multi-modal transportation plan to reduce automobile dependence features the successful Georgetown University Transportation Shuttle ("GUTS") bus program. Over two million riders per year use this shuttle service for University and Hospital students, faculty, staff, patients, and visitors, linking the campus to surrounding Metrorail stations and other destinations. During a period when Metro bus ridership has declined, GUTS ridership continues to increase.

The University likewise has been a leader in sustainable design. Georgetown began building green roofs on campus in 1972. A solar panel array was incorporated into the Bunn Intercultural Center in the early 1980s (which is the longest running installation of its scale in the country), and a thermal storage tank (that holds approximately 2.2 million gallons of water and reduces energy demand) was installed under the Leavey Center in the mid-1980s. Over the past decade, Georgetown has improved the sustainability of the entire campus. In 2009, Georgetown adopted a campus-wide commitment to achieve a minimum of LEED Silver certification in all new construction or major renovations. The Rafik B. Hariri Building, which was completed in 2009, achieved LEED Silver certification, and the recently completed Regents Hall is anticipated to achieve LEED Gold certification.

Georgetown's sustainable efforts extend beyond construction. Georgetown was, for example, the first university in the District to recycle or compost all food waste from the student dining hall. The composted material is then reused for campus landscaping, and all of the fryer oil is collected and reused in local bio-fuel vehicles.

As a part of the 2010 Campus Plan, the University will deepen its commitment to sustainable design and operation. In addition to continuing to target LEED Silver as the minimum standard for all new construction and major renovation projects, Georgetown has adopted a goal of significantly reducing its carbon footprint by 2020. The University also proposes a comprehensive transportation analysis of the campus roadway network and the GUTS system to maximize the use of the Canal Road entrance for all of the GUTS routes except the Wisconsin Avenue route. The University will continue to advance other transportation demand management measures that will discourage private automobile use and will fund infrastructure improvements along Reservoir Road recommended by DDOT.

1.3 Neighborhood Context

Consistent with its commitment to service and good citizenship, Georgetown University strives to make a positive contribution to the neighborhood and the city. University engagement and contribution occurs on many levels – through services provided, civic engagement, attention to architectural and community aesthetics and environmental consciousness, among others.

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1.3.1 Edge Conditions and Border Transitions

The Georgetown University campus covers 104 acres and reflects the University's continuing sensitivity to the historical and architectural context of its Georgetown Historic District setting. The architectural heritage of the campus honored the traditional gridiron plan of surrounding Georgetown and drew inspiration from the classical campus planning theories of the Quadrangle at Cambridge University and Thomas Jefferson's Academic Village.

The campus is roughly bounded by the Georgetown neighborhood to the east, Reservoir Road and the Burleith and Hillandale neighborhoods to the north, Glover-Archbold Park and the Foxhall neighborhood to the west, and Canal Road and the Potomac River on the south. See Exhibit C (Campus Neighborhood Context Map). The M Street and Wisconsin Avenue commercial corridors are located within a few blocks of the campus.

The southern two-thirds of the campus contain the majority of the University's academic, administrative, residential, and athletic facilities, and the northern third of the campus is occupied by both Georgetown University Hospital, operated by MedStar Health, and Georgetown Medical Center, which includes academic departments and research facilities operated by the University.

Most of the campus is zoned R-3 and is located on a large parcel bounded by Reservoir Road on the north, Glover-Archbold Park on the west, Canal Road on the south, and 37th Street NW on the east. The campus has historically and continues to include most of four city blocks east of 37th Street as well ("East Campus"). East Campus includes a combination of residential and academic/administrative facilities, as well as some retail uses. East Campus is generally located in the R-3 Zone District as well, except for a small commercial strip zoned C-1 along 36th Street. Building types in these squares include a combination of townhouses and three- to four-story buildings.

Georgetown also owns townhouses located along 36th Street and Prospect Street. These townhouses have been used as undergraduate housing and residents are subject to the same rules of conduct that apply in campus residence halls. The University also leases academic and administrative space at the Car Barn, which is located on Prospect Street across the street from the campus. Additionally, the University leases space on M Street for academic and administrative use.

The local neighborhood immediately to the east of campus is generally referred to as West Georgetown and contains mostly single-family townhouses and several larger buildings that have been converted to apartment uses. The West Georgetown neighborhood also includes a few other institutional uses, such as the Holy Trinity church and school and Georgetown Visitation Preparatory School, both of which are located between the campus and the surrounding residential neighborhood. A small number of local neighborhood-serving retail uses are also

scattered throughout the residential neighborhood, and the Georgetown commercial corridor immediately to the south and east offers a variety of shopping, dining and entertainment options for students, neighbors, and the broader public alike.

The local neighborhood immediately to the north of campus includes the Burleith and Hillandale neighborhoods. Like Georgetown, Burleith is also located in the R-3 Zone District and includes mostly single-family rowhouses and a few institutional uses, such as Ellington School for the Arts and the Washington International School. Hillandale is a residential neighborhood located in the R-1-B Zone District, but was developed pursuant to a PUD. The French Embassy is also located across Reservoir Road from the western edge of the campus. To the west of the campus, across Glover-Archbold Park, is the Foxhall neighborhood. Like Georgetown and Burleith, the Foxhall neighborhood is also located in the R-3 Zone District and is comprised of single-family rowhouses and detached houses as well as a few institutional uses, such as Georgetown Day School, St. Patrick's Episcopal Day School, and the LAB School of Washington.

The West Georgetown, Burleith and Foxhall neighborhoods include a mix of apartment buildings, basement apartments, and numerous single-family houses that are rented by Georgetown students as well as some other area students and young professionals.

The primary vehicular entrance to the campus is located off Canal Road, which was recently enhanced to facilitate easier access. As a result, use of a secondary vehicular entrance at Prospect Street has decreased significantly and is used primarily for access by emergency and other vehicles servicing the University, reducing the number of vehicles on neighborhood streets in West Georgetown. The north end of campus features four entrances along Reservoir Road that primarily serve the Hospital and Medical Center.

1.3.2 Regular and Consistent Engagement in Community Affairs

Georgetown University has engaged the community immediately surrounding the university in numerous ways. The University's Office of Community Engagement as well as its Office of Off-Campus Student Life ("OCSL") both work extensively on city and neighborhood relations, and leaders of both departments regularly reach out to and work with community leaders to address neighborhood issues and concerns. Exhibit O describes the University's community outreach efforts in further detail.

Georgetown holds regular meetings with the community to facilitate ongoing communication. Since 1990, University representatives have met on a quarterly basis with representatives of Advisory Neighborhood Commission 2E and community groups. In addition, during the past decade, the University formed the Alliance for Local Living ("ALL"), an advisory council and community action group, for the purpose of discussing and addressing issues that arise in the surrounding neighborhoods. ALL met monthly and provided a conduit of information regarding the community's views on the adequacy and effectiveness of Georgetown's efforts to address

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University impacts. In the 2010 Plan, these earlier forums will be reorganized, discontinued, or otherwise subsumed by the GCP.

Georgetown's engagement also has included discussion and dialogue between the senior leadership at the University and in the community. After the close of the public hearings on the Campus Plan, the University's senior leadership engaged in an intensive and productive two-month long series of discussions with ANC 2E, CAG, and BCA leaders that culminated in a detailed agreement on the terms and conditions of the Plan. ANC 3D and FCCA were approached to support this agreement after the University and ANC 2E, CAG, and BCA had reached substantial agreement on its terms.

Georgetown students also contribute to communication and dialogue. As one example, students have served on ANC 2E for over fifteen years.

Under the 2010 Plan, community dialogue will be coordinated through the Georgetown Community Partnership. A key part of the GCP will be to provide new structures for community engagement. The GCP will be co-chaired by a senior leader from the University and a designee of ANC 2E and include a steering committee comprised of representatives of CAG, BCA, FCCA, and ANCs 2E and 3D as well as University leaders and students, which will promote continued productive work on substantive issues. The GCP will also feature a working group structure to facilitate in-depth focus on issues such as public safety and off campus conduct, environmental and landlord issues, transportation and parking, and data and metrics.

1.3.3 Service and Resources: Benefits to the Neighborhood

As reflected elsewhere in this Campus Plan, beyond the academic and intellectual capital that the University brings to the city, the District of Columbia and D.C. residents benefit in a variety of ways from Georgetown University's presence in the city: The University is a large employer and purchaser of goods and services; University students and personnel provide thousands of hours of volunteer and pro bono services; the Medical Center and Hospital provide top notch, convenient health care; the University provides zero-cost bus service across town, removing an estimated 7,700 vehicles from city streets each weekday; and Georgetown students who rent off-campus housing provide landlords with rental income.

Significant University funding supplements District government services-at no cost to the District or its residents. Georgetown-funded services include late-night Metropolitan Police Department reimbursable detail, the Student Neighborhood Assistance Program, twice-yearly bulk trash pickups organized around student move-in and move-out, and daily trash and litter pickup patrols in West Georgetown and Burleith.

Other benefits associated with the University are not as apparent. For example, Georgetown offers its neighbors access to a range of resources, including lectures by prominent public figures

and scholars; a variety of options for continuing education; a library with more than one million volumes and cutting-edge electronic research tools; religious services; performing arts and other cultural events; service and support groups; access to athletic facilities and sporting events; and free access to beautifully landscaped open space. Of particular importance to many community members is the senior citizens auditor program, which provides neighborhood residents and others with an opportunity to audit University classes on a space-available basis.

Student community activities likewise can benefit the larger community. A notable example is GERMS (Georgetown Emergency Response Medical Service), a Georgetown University student-run volunteer ambulance organization that serves the Georgetown community, offering 24/7, year-round rapid-response medical services, treatment and transport (all entirely free of charge). GERMS responds to over 1,000 calls annually. Georgetown students also provide local residents a range of welcome services such as babysitting, tutoring, home, yard and pet care. Residents interested in employing students are able to connect with interested students through a publicly available student employment website, as well as through the informal personal networks that are created between students and their neighbors.

SECTION 2. CAMPUS PLAN PROCESS

2.1 A Comprehensive Planning Effort to Evaluate Needs, Collect Information and Assess Impacts

Georgetown University's planning process for the 2010 Campus Plan included a comprehensive effort to evaluate the University's needs, gather information from community and city stakeholders (including information regarding the impacts of the University's existing activity and proposed changes), and conduct detailed assessments of the University's operations. The result of over two years of planning and evaluation is a plan that accommodates the University's forecasted needs and incorporates shared benefits for the surrounding community.

During this planning period, Georgetown University:

- engaged Cooper, Robertson & Partners, an architecture and urban design firm responsible for successful campus planning within urban frameworks, such as Harvard University's Allston campus and Yale University's campus, to lead the planning and design of the 2010 Campus Plan;
- initiated an outreach effort with two all-day community-wide meetings to discuss campus plan concepts, followed by eight community meetings to solicit feedback on initial plan proposals and address community issues raised at prior meetings;
- held on-campus meetings to discuss the campus plan with faculty, staff, and students;

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- met with representatives of the Office of Planning (“OP”) and the D.C. Department of Transportation (“DDOT”);
- regularly discussed the campus plan-related issues with ANC 2E commissioners and CAG and BCA community association chairs during regular monthly Leadership meetings and at quarterly community meetings; and
- engaged, at the request of OP, in more formal discussions with community leaders, facilitated by Don Edwards of Justice & Sustainability Associates, who specializes in such work and was responsible for, among other notable achievements, leading public discussions regarding the preparation of the 2006 District of Columbia Comprehensive Plan.

The original 2010 Campus Plan, as filed in December 2010, reflected a number of significant and substantial changes that resulted from the initial planning process, including an overall enrollment maximum, a freeze on undergraduate enrollment at current levels, enhancements to the University’s off-campus student life programs, and retraction of proposals for undergraduate housing in the 1789 block and certain improvements to the University’s heating and cooling plant, among other features, from the development plan.

During the public hearing process, the University further modified the plan to reduce the proposed enrollment maximum and add University housing for undergraduate students, a new satellite location for the School of Continuing Studies, and quality-of-life initiatives to benefit the surrounding neighborhoods. The University also eliminated a request for additional parking and agreed to fund a series of infrastructure improvements recommended by DDOT.

2.2 Consensus on a Shared Long-Term Vision for the Main Campus

After the close of the public hearing, the Zoning Commission directed the University, OP, and parties² to further assess the existing initiatives proposed to address the impacts of student noise and behavior or, in the alternative, develop new measures to address such impacts.

During this period, the University reassessed the significant short-term financial and operational commitments agreed to during the 2010 Plan process against the University’s long-term vision. The University concluded that its long-term vision would be best accommodated through the redevelopment of the 100-acre Main Campus as a more residential, integrated living and learning campus, continued development of targeted downtown satellite locations, and the identification of the “next 100 acres” for a future campus that could potentially anchor and catalyze

² The parties included ANC 2E, ANC 3D, the Citizens Association of Georgetown, the Burleith Citizens Association, and the Foxhall Community Citizens Association.

neighborhood development in the same way that the Georgetown University Law Center did for the District's East End.

Within the context of this long-term vision, the University determined that its goals for the Main Campus and those of its neighbors were similar in key respects: all sought a more residential Main Campus. Achieving this shared vision would require, however, not only some substantial steps over the short term but also additional time to engage the appropriate planning and development team to re-imagine the Main Campus footprint, manage the University's complex internal constituencies, and advance systemic solutions and structural changes necessary to permit the redevelopment of the Main Campus.

Based on the foregoing and with the urging of community leaders, the University's senior leaders initially engaged the leadership of ANC 2E, CAG, and BCA in a facilitated series of discussions aimed at reaching accord. The University proposed reconceptualizing the 2010 Campus Plan as a short-term plan, during which the University would take substantial steps to address conditions found objectionable by the community and would engage city and community stakeholders in focused dialogue aimed at the successful, results-driven implementation of the short-term plan as well as collaborative planning to develop a long-term twenty-year campus plan that would accomplish shared goals including a more residential Main Campus.

The intensive six-week series of discussions and dialogue culminated in a detailed negotiated agreement on the terms of the short-term Campus Plan as well as shared principles that would guide Georgetown's long-term planning effort for the Main Campus. The University approached ANC 3D and FCCA later in the process. After concerns raised by FCCA were addressed, FCCA also agreed to the proposed agreement. The University, ANC 2E, CAG, BCA, and FCCA submitted the proposed agreement to the Zoning Commission as a series of joint conditions of approval. The joint conditions of approval, which were also supported by OP, were incorporated into the Zoning Commission's final order of approval, Order No. 10-32, which is attached as Exhibit X.

The University has already commenced its long-term strategic planning. The University has engaged Forest City Washington—an urban land use and development company that has played a major role in revitalizing the District's southeast and southwest waterfront neighborhoods—to help with this process. Forest City's expertise with the complexity of large-scale development and land acquisition in the District will help the University assess its institutional strengths and challenges to best determine the University's needs for the next 100 acres. Forest City will also help the University to evaluate and assess the future use of the Main Campus through strategic and comprehensive planning.

SECTION 3. THE GEORGETOWN UNIVERSITY 2010 CAMPUS PLAN

The 2010 Plan incorporates limits on enrollment, commits to additional on-campus student housing, and contemplates targeted and sustainable improvements to campus facilities and infrastructure. The Plan also significantly strengthens the University's management of off-campus impacts and investment in and service to the District of Columbia through, among other measures, the establishment of the Georgetown Community Partnership as a vehicle for addressing issues necessary for the University to implement the Plan successfully, together with other shared issues and concerns.

The 2010 Plan establishes the overall parameters for future University development. Shifting economic realities and changing social, educational and other conditions present challenges to institutions of higher learning such as Georgetown. Georgetown, like similar institutions, requires sufficient flexibility to successfully address these challenges. Necessary flexibility extends to the planning for facilities, infrastructure and programmatic changes that support academics, campus life and health care delivery program needs. (By way of example, Georgetown needs sufficient flexibility to take advantage of donor opportunities that may present themselves in the future.)

3.1 Maintain Top University Status

At the heart of Georgetown's success and financial viability are its students. Drawn from all fifty states and nearly every continent, Georgetown's students truly represent some of the best and the brightest.

3.1.1 Overall Enrollment

For the first time in its history and after careful consideration, Georgetown will adopt an agreed-upon enrollment maximum for the Main Campus, covering both undergraduate and graduate students. Within the overall enrollment maximum, Georgetown will maintain the current size of the School of Medicine and, as discussed below, the current size of the Traditional Undergraduate Program.

Growth toward the proposed maximum will be gradual and measured; it will not be linear but rather reflected in tranches as new programs come online. Measured growth in Georgetown's graduate school and continuing studies programs, as long as the impacts on the neighboring communities are successfully mitigated, advances the University's mission, contributes to its continuing top-tier status and classification as a research-intensive university, and benefits District residents and employees by providing educational opportunities to enhance the skills, and marketability of the local job force.

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The University will work with community parties through the GCP and together with outside advisors to develop detailed plans for measuring and successfully mitigating the impacts of residential and non-residential graduate students and undergraduates in the Georgetown, Burleith, and Foxhall communities so that the impacts are not objectionable for the remaining years of the campus plan.

The University's School of Continuing Studies ("SCS") has a central focus on education for non-traditional learners who live and work in the Washington D.C. area, and the growth of SCS programs over the past decade have made a vital contribution to building the human capital and economic potential of the region. As a part of the 2010 Plan, the University has identified a new downtown location for SCS that is closer to public transportation and to workplaces of prospective students. The new downtown location will be established at 650 Massachusetts Avenue NW. By December 2013, the University will relocate at least 1,000 SCS students to the new location or other satellite locations not within Zip Code 20007. This action shall produce a sharp reduction in the Main Campus student headcount and likely also a short-term reduction in impacts related to these students. The University will replace these students over the term of the Campus Plan and will do so in a way that minimizes impacts.

Georgetown's current and proposed enrollment for the Main Campus (i.e. the "Main Campus Student Headcount") is set forth in Exhibit K. The Main Campus Student Headcount accounts for all students registered in at least one course located at the Main Campus (except for those registered in the senior citizen auditor program). The conditions of approval include a clear, enforceable definition of the Main Campus Student Headcount.

3.1.2 Undergraduate Enrollment

Under the 2000 Campus Plan, Georgetown must comply with a limit on traditional full-time undergraduates that is based on the population averaged over Fall and Spring semesters, a methodology that dates back to the 1989 Campus Plan.

Under the 2010 Plan, as detailed in Exhibit L, Georgetown will:

- maintain traditional undergraduate enrollment at currently-permitted levels; and
- streamline the applicable enrollment definition to improve clarity, consistency, reporting and enrollment management.

The revised definition is more inclusive and eliminates averaging. As reflected in Exhibit L and captured in the conditions of approval, the only exclusion from the limit on undergraduate enrollment will consist of non-degree students, students in the School of Continuing Studies, and students returning for their second degree in nursing. These programs are not residentially-

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based and more closely resemble graduate programs. These students will, however, be subject to the newly-proposed overall limitation on enrollment.

3.1.3 Faculty and Staff

The proposed increase in graduate-level enrollment will necessitate a concomitant, limited expansion of faculty and facilities. Specifically, the University anticipates a growth in Main Campus and Medical Center headcount from 4,035 in 2010 to approximately 4,438 in 2020. As with graduate enrollment growth, the University anticipates that headcount growth will be gradual, and commits to discussing the impacts of such growth with the community through the GCP. See Exhibit M, which also includes the projected employment counts for MedStar Health.

3.2 Enhance the Campus Environment with Targeted Improvements

The 2010 Campus Plan calls for targeted campus improvements that will further the creation of an integrated living and learning campus, address the University's academic and operational needs, and improve the movement of people and vehicles throughout campus. The University's proposed Campus Development Plan is shown on Exhibit E. A zoning overview of the proposed new construction is included in Exhibit J and a narrative description of these improvements is included in Exhibit I.

3.2.1 Student Housing

Georgetown University currently provides 5,053 beds for undergraduate students—housing a greater percentage of its students than some other universities in the District. Existing housing options respond to student preferences and include apartment-style units and townhouses. Freshmen and sophomore students are required to live on campus. As part of its continuing efforts to encourage on-campus residence, the University recently amended its housing policy to require that all transfer students under the age of 21 also live on campus.

After continued discussion during the Zoning Commission hearings and with the Office of Planning and community stakeholders, the University revised the 2010 Plan to incorporate additional on-campus student housing that would further shared University and community goals of developing a more residential campus.

Magis Row. Since the early 1990s, Georgetown University has housed undergraduate students in rowhouses located on the 1400 block of 36th Street, which is immediately outside and adjacent to the campus. In recent years, the University developed the Magis Row program along the block, which is designed to foster civic engagement and responsible citizenship consistent with the best of Georgetown's Catholic and Jesuit values. Students who wish to live on Magis Row must develop a theme-based program with a related service program as a part of a competitive

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application process. Community themes have included Catholic social justice, addressing homelessness in the District, and sustainability.

As a part of the 2010 Plan, the University agreed to relocate the Magis Row program to the 1400 block of 37th Street and other locations mutually agreed upon through the GCP process in coming years and, by Fall 2013, discontinue the use of the 1400 block of 36th Street for undergraduate student housing. Concurrent with this change and by Fall 2013, the University will also identify alternative university-owned housing for 65 additional undergraduates (the number now living in Magis Row).

Consistent with the University's long-term vision for a more residential campus, the University will transition the 1400 block of 36th Street to use as housing for Georgetown faculty and staff or, subject to approval by the GCP, daytime university administrative uses.³ At least five townhouses evenly spaced on the block will be repurposed to such uses by Fall 2013, with the balance used as graduate student housing during a transition period. By Fall 2016, all 16 townhouses on the block will be repurposed as faculty/staff housing or daytime administrative uses.

Additional On-Campus Beds. As a part of the 2010 Plan, the University agreed to house an additional 385 students in new University housing by Fall 2015. Any new residence hall constructed to meet the above commitment will be located either on the Main Campus west of 37th Street or at another location outside of Zip Code 20007. This means that by Fall 2015, a total of 450 students once living on the 1400 block of 36th Street or in other parts of the neighborhood will be housed by the University in locations agreed to in the Plan.

The University has explored the potential conversion and expansion of the hotel located above the Leavey Center to a residence hall as one potential means to deliver additional on-campus beds in a location that would be consistent with the University's planned development of a more residential campus. The proposed addition to the Leavey Center would not exceed the height of the existing hotel, as shown on the plans attached as Exhibit W. The University requested that the Commission approve further processing for the proposed addition, and the Commission granted such approval, provided that the design is approved by the Commission of Fine Arts pursuant to the Old Georgetown Act.

Long-Term Goal of 90%. The above housing is provided as part of the University's long-term goal of housing at least 90% of undergraduate students on campus by Fall 2025. The University

³ The 1400 block of 36th Street is located outside the boundaries of the campus plan and in the R-3 Zone District. In approving the negotiated settlement submitted by the University and the settlement parties, the Zoning Commission granted special exception approval for the use of the properties on the 1400 block of 36th Street for daytime administrative uses, as shown on Exhibits G and H.

has established the goal of identifying and delivering housing for an additional 244 students by Fall 2025 as one aspect of the proposed long-term, twenty-year campus plan.

Graduate Student Housing. As a part of the 2010 Plan, the University will explore the feasibility of developing attractive University-controlled graduate student housing outside of the neighborhoods near campus. To this end, the University issued a Request for Information on November 1, 2012 seeking development or master lease options for graduate student housing outside of the Georgetown, Burleith, and Foxhall communities.

3.2.2 On-Campus Life

Development of an integrated living and learning campus requires not only student housing, but also the academic, athletic, and student life spaces that activate the campus. To this end, a vibrant campus is central to the Georgetown experience, and further development of the Main Campus as an appealing social hub for students is instrumental in advancing Georgetown's long-term goals for a more residential campus.

The 2010 Campus Plan calls for the continued implementation of programs and construction of new space intended to improve on-campus life for students. One key feature is the renovation of the former New South dining hall into a student center that will provide an appealing on-campus venue for late-night socializing, including an on-campus student pub, at the heart of the undergraduate residential community. Other improvements include food trucks and other measures to increase the attractiveness of on-campus socializing and promote student life on campus.

3.2.3 Athletics and Recreation

Georgetown athletics is synonymous with excellence and includes nationally prominent athletic programs ranging from soccer and lacrosse to sailing and track and field and, of course, basketball. Despite their competitive successes, Georgetown's student-athletes have generally lacked the level of training, practice, and game facilities enjoyed by their rivals at peer institutions. Other members of the Georgetown community, including students, faculty, and staff, also share in the commitment to physical health and recreation, but similarly lack adequate facilities. As neighbors have the ability to access certain University athletic facilities, improved facilities would benefit the local community as well.

The 2010 Campus Plan retains the approved addition to the multi-sport facility and the approved athletic training facility. In addition, Georgetown will carry forward a planned addition to McDonough Gymnasium, and proposes to construct a roof over Kehoe Field to permit year-round use of the field and address ongoing maintenance issues. The roof over Kehoe Field will also permit the University to renovate Yates Field House, which is the primary recreational center for students, faculty, and staff and for many neighbors who enjoy community

memberships. The use of Kehoe Field is not intended to change with the addition of a roof; it will continue to be used for intramural and non-spectator athletic events, such as team practice, as well as similar athletic uses.

3.2.4 Academic Facilities

The 2010 Campus Plan contemplates only modest additions to academic facilities beyond those already approved in the existing Campus Plan. Specifically, the 2010 Plan includes a renovation to and expansion of the existing Reiss Science Building, whose laboratory facilities date to 1962. A connection between the renovated Reiss Science Building and the newly completed Regents Hall also is contemplated. Already-approved and planned improvements to academic buildings at the Medical Center are carried forward. As reflected in prior Campus Plans, ensuring that the University's research and science facilities are up-to-date is critical in sustaining the University's record of groundbreaking research, enhancing its educational mission and maintaining its classification as a preeminent, research-intensive institution.

The 2010 Plan also features an addition and improvements to Lauinger Library. These facilities directly respond to space needs articulated by the student body and will also strengthen the University's academic quality and ability to host programs and events for students on the interior of its campus.

3.2.5 Circulation Improvements

Under the 2010 Campus Plan, Georgetown has planned landscaping and pedestrian-related improvements throughout the campus to enhance the pedestrian experience and integrate these pathways into the overall campus pedestrian network.

3.3 Provide Leadership and Innovation in Managing Off-Campus Impacts

Georgetown University agrees in this Plan to operate a comprehensive and expansive program to educate students about the responsibilities attendant to off-campus living and to address – proactively where possible – neighborhood concerns regarding noise, trash, and other impacts. Led by the Office of Off-Campus Student Life (“OCSL”), Georgetown's comprehensive off-campus program will be operated in coordination with the University's Department of Public Safety, Department of Facilities, and the Metropolitan Police Department (“MPD”).

At the core of Georgetown's agreed-upon off-campus programs are measures designed to prevent the occurrence of adverse impacts due to noise, trash, and other disorderly conduct. Not only are students educated on the rules and expectations for off-campus behavior, but the University also provides a multi-pronged, permanent administrative presence on neighborhood streets to monitor student conduct and deter disruptive behavior. The goal of these efforts is to directly address student activity – in student homes and on the public streets – before student

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behavior becomes disruptive. These efforts also serve as privately funded operations that increase neighborhood security and supplement police, trash, and transportation services provided by the District government. Significantly, the Plan is results oriented, not efforts or inputs oriented; success in mitigating and managing off-campus impacts in accordance with the Plan will be measured by results.

In conjunction with the development of the 2010 Plan, Georgetown University implemented several new and meaningful steps to bolster its off-campus student life program. These enhancements include:

- The addition of off-duty, University-paid MPD officers to patrol the neighborhoods surrounding campus during nighttime hours.
- The continued growth of the Student Neighborhood Assistance Program (“SNAP”), which permits the University to proactively address, and respond to, issues of student safety, student behavior, and street noise during nighttime weekend hours.
- Late night shuttle from the Main Campus to M Street during nighttime weekend hours, which supplements the existing nighttime neighborhood shuttle.
- Daily litter and trash patrols throughout the West Georgetown and Burleith communities, which build on-bulk trash collection during student move-in and move-out.
- Policy changes to equalize party policies for on-campus and off-campus parties and successfully address the impacts of off-campus student parties.
- Proactive efforts to promote safe and legally compliant rental properties, including “good neighbor” behavior from local landlords and responsibility for property maintenance by students.
- The addition of two full-time University-employed staff members living and working in the neighborhoods as Community Advisors, who serve as a liaison between students and community members and provide educational and policy enforcement support.

The University will commit sufficient financial, personnel, and programmatic resources to these Quality of Life initiatives during the term of the Plan, in order to support a safe community, educate students to be good neighbors, and successfully mitigate the impacts of trash, noise, and student behavior. The University may modify these programs only as necessary or appropriate to increase efficacy (that is, to focus on results). Through the GCP, the University will evaluate and collegially develop meaningful ways to enhance the efficacy of these programs based on suggestions and feedback received through the GCP from neighbors, students, and other

stakeholders. Through the GCP, the University will also engage city agencies to give vigorous attention to housing code, basic business license, trash, and public safety issues.

The core elements of the University's off-campus student life program, including the new elements incorporated as a part of the 2010 Campus Plan, are summarized below.

3.3.1 Office of Off-Campus Student Life In Neighborhood

In addressing community concerns about student behavior in the West Georgetown and Burleith neighborhoods, the University, in the 2010 Plan, strengthens its commitment to a robust and effective off-campus student life programs, centered in the Office of Off-Campus Student Life. This office, located in the West Georgetown neighborhood, is staffed with four full-time staff, as well as part-time SNAP personnel and student staff. The office's approach includes proactive, affirmative educational outreach efforts and meaningful enforcement tools. The goals of this program include educating students about their responsibilities as community members, enhancing student and neighborhood safety, and being directly responsive to concerns about student impacts in the neighborhoods. Under the 2010 Plan, the University will commit sufficient resources to support a safe community, educate students to be good neighbors, and successfully mitigate the impacts of trash, noise, and student behavior.

3.3.2 Educational Programming

Mandatory Orientation. Georgetown requires all undergraduate students living off-campus who live off campus during the academic year and during the summer to attend an orientation program that addresses "good neighbor" issues, reminding and educating students about appropriate conduct in the off-campus community. This program emphasizes preventing objectionable noise both inside and outside of buildings and illegal underage drinking, applicable rules and standards regarding proper disposal of trash and recyclables, restricted parking in the Georgetown, Burleith, and Foxhall neighborhoods, and University expectations that all students conduct themselves in a respectful, dignified, and responsible manner, and adhere to all District laws, University policies, and community standards of consideration for and kindness towards others.

Community Advisors. In August 2010, Georgetown hired two new staff members to serve as Community Advisors, and to live in the surrounding neighborhoods. The Community Advisors, who are trained student affairs staff members similar to residence hall directors on campus, facilitate communication between students and neighbors, and lead proactive initiatives to identify and address individual issues as they arise. Community Advisors are key partners in the University's multi-faceted efforts to educate students about the responsibilities and expectations for off-campus living. Community Advisors are available during evening and weekend hours, and work closely with the Student Neighborhood Assistance Program described below.

3.3.3 Shuttle Services

Neighborhood Shuttle Services. The University offers a late-night shuttle service on weekends around the Burleith and West Georgetown neighborhoods. By providing students an alternative to walking in neighborhood streets late at night, the shuttle services are designed to offer students additional security and reduce walk-by noise on neighborhood streets. The shuttle service operates in a continuous loop from 11 PM until 3 AM Thursday through Saturday. The University also provides the SafeRides service, which enables students to request an individual ride to or from campus and any location in the Burleith or West Georgetown neighborhoods. SafeRides is available seven days a week.

M Street Shuttle. At the request of the community and DDOT, the University added a new late-night weekend shuttle that transports students between the Campus and restaurants, bars, movie theaters and other Georgetown commercial district destinations on M Street. Under the Plan, the University will explore shorter intervals for these shuttles to increase their convenience and attractiveness to students.

3.3.4 Trash and Litter Cleanup

Bulk Trash Collections. For more than a decade, the University has collected bulk trash during student move-in and move-out periods. To improve effectiveness, the duration of each pickup period was extended in 2003 and again in 2006.

Daily Trash Collection. Starting in Fall 2011, the University commenced daily (seven-days-a-week) trash collection in the West Georgetown and Burleith neighborhoods when school is in session. All trash not properly stored in a trash receptacle is picked up by the University from all addresses – regardless of whether the occupants are students at the University.

Compliance with District of Columbia Regulations. The University expects its students to comply with District regulations regarding trash storage and disposal. The University’s Community Advisors and other officials regularly patrol the neighborhood and will issue citations to students who fail to comply with University policy and District law.

Community Cleanups. The University also partners with CAG to conduct spring and fall community cleanups.

3.3.5 Safe and Legally Compliant Rental Properties

DCRA Partnership. Starting in Fall 2011, the University partnered with the Department of Consumer and Regulatory Affairs (“DCRA”) in an initiative to work toward ensuring that properties rented to students are safe and legally compliant with District regulations. Under the

Plan, the University will continue to coordinate with DCRA to address problem properties and also engage in student education.

Basic Business Licenses. By Fall 2013, the University will publish and maintain a list of rental properties in the Georgetown and Burleith neighborhoods that maintain a basic business license according to DCRA's website.

Repetitive Concerns Policy. The University maintains a posted list of "properties of concerns" (that is, properties that are the recipient of three or more credible complaints received by Georgetown over a two-year period). When an address is subject to multiple complaints for any reason (trash, noise, etc.), the University, through OCSL, sends a letter to the property owner notifying the owner of the repeated complaints, explaining the nature of those complaints. If the problems are not remedied, the address may be removed from the Off Campus Housing website, and future student residents will be required to meet with OCSL staff to ensure they are aware that the address has a history of ongoing issues and that they will be held accountable for future misconduct.

Landlord Marketing Campaign. The University continues to encourage and promote "good neighbor" behavior from local landlords.

Property Maintenance. As a part of the 2010 Plan, the University will adopt a new policy that requires students to maintain rental properties in the same manner that they would be expected to if they owned the properties (e.g. snow removal and yard maintenance as required by District law). Violations of the policy will be part of the Code of Student Conduct.

3.3.6 Proactive Nighttime Patrols and Real-Time Response to Neighborhood Complaints

The University also expends considerable resources on efforts to address issues proactively and to respond to complaints from the community and is committed in the 2010 Plan to applying sufficient resources to achieve successful results. The University responds to complaints in two primary ways. First, when SNAP is in operation on Thursday, Friday and Saturday nights, its personnel can directly respond to reports of disruptive behavior. Second, after each weekend, the University collects complaints of student misconduct from multiple sources (Hotline, MPD, DPS, SNAP, etc.), carefully reviews each of them, and determines whether disciplinary action or other follow-up is warranted.

Hotline. Georgetown operates a 24-hour hotline to provide neighbors with the ability to seek the University's assistance in real time. The number, **202-687-8314**, is publicized to the community and actively promoted by the University as a means for addressing concerns regarding student behavior. The University documents each report of misconduct and refers it to an appropriate administrator for response and follow-up.

Student Neighborhood Assistance Program. SNAP is a unique and innovative effort that is designed to engage students affirmatively, prevent problems before they occur, and give the University the ability to respond promptly when issues are reported, SNAP is a neighborhood patrol service, staffed by a team of trained student affairs personnel and private security officers who patrol the Burleith and West Georgetown neighborhoods in marked cars on Thursday, Friday, and Saturday nights. While on patrol, SNAP personnel will regularly and proactively engage students to advise them when behavior or actions are or could become disruptive. SNAP is also strategically directed to pay specific attention to certain houses or blocks that may be more likely to generate reports of misconduct. When SNAP is in operation, Hotline calls are directly routed to SNAP, so that the patrol cars already present in the community will be able to promptly respond to and address each complaint in real time.

MPD Reimbursable Detail. Georgetown funds and manages seven MPD officers (a “reimbursable detail”) on Thursday, Friday, and Saturday nights during the academic year as well as officers on weekday nights and during the summer months. These officers directly supplement the city-funded police presence around the University and help to address safety and quality of life issues. The University closely coordinates and manages the reimbursable detail through strategic positioning and patrolling at key locations in order to address community safety concerns and deter potential student noise and other misconduct, both at student houses and on the surrounding neighborhood streets.

Collecting Reports of Student Behavior. Each Monday morning, OCSL collects activity reports from the Hotline and SNAP, as well as from the off-duty MPD reimbursable detail and from MPD’s Second District, when available. Any reports received directly from a neighbor to a recipient other than the Hotline or SNAP are also referred to OCSL for review and further action as appropriate.

Weekly Evaluation and Review. OCSL staff evaluates all reports of misconduct they receive from any source, including reports resulting from proactive interactions with students and those that were responses to reports of misconduct. These evaluations also permit OCSL staff to determine, on a weekly basis, whether adjustments should be made to SNAP patrols, reimbursable detail locations, or other measures to more effectively target objectionable behavior.

3.3.7 Robust Conduct Policies and Enforcement Will Deter Future Misconduct

Georgetown University takes seriously the conduct of students who live in properties off-campus. In instances where students have breached the University’s expectations for behavior as outlined in the Code of Student Conduct, the University will pursue appropriate and meaningful sanctions.

Sanctions. Georgetown investigates each allegation of improper off-campus student conduct to confirm whether a violation of the Code of Student Conduct occurred. Among other things, these investigations include requiring students about whom the University receives conduct complaints to have an in-person meeting with a University administrator. When a violation of the University's Code of Student Conduct is confirmed, the University follows up with sanctions pursuant to the Code. The severity of each sanction depends on the facts and circumstances surrounding each incident of misconduct, and can range from a warning to disciplinary probation for first-time incidents that are not egregious. When appropriate, the University also provides notification of the confirmed violation to other parties, including the landlord, parents, and academic deans and athletic coaches. Under the results-based 2010 Plan, the University is committed to making sanctions effective in deterring future misconduct.

Serious Sanctions for Egregious or Repetitive Misconduct. Georgetown takes very seriously repeated violations of its community standards, and the University will impose rapidly accelerating and serious sanctions when students or addresses have egregious or repeated violations of the Code of Student Conduct. These sanctions may include parental notification, imposition of disciplinary probation, relocating a student to on-campus housing, imposing disciplinary suspension, or, in rare instances, separation from the University.

3.3.8 *Party Policies*

Under the 2010 Plan, the University has agreed to implement policy changes that will assure that the environment for student social gatherings on campus is at least as welcoming on campus as off campus in order to encourage students to initiate socializing on campus and/or return to campus for late night socializing. Specific policies include elimination of the need to pre-register parties, training administrative staff to manage student parties on campus in ways that allow those parties to continue when it is reasonable to do so, and educating students in ways that encourage them to socialize on campus in safe and appropriate ways. The University will maintain transparency in operations and results to the maximum extent possible via the GCP.

The University has also agreed to implement policy changes that will successfully mitigate the impact of off-campus student parties. The University will adopt a noise policy that specifically provides that "excessive noise inside or outside a building" is unacceptable. This will mean that if noise can be heard beyond the property line, it is probably too noisy, taking into account the time and the nature of the activity generating the sound. Violations of this policy will be grounds for discipline under the Student Code of Conduct, and violators shall be sanctioned. The University will also adopt a policy that states living off campus is a privilege, not a right, taking into account conduct and seniority. Students who have engaged in serious or repeated misconduct will not be permitted to live off campus.

3.4 Leading Sustainable Design and Transportation Solutions

The 2010 Campus Plan continues Georgetown's long tradition of integrating smart and sustainable initiatives into campus development and operations. A full discussion of existing and proposed sustainability initiatives is attached as Exhibit Q.

3.4.1 Advancing Progressive, Sustainable Design and Operations

Under the 2010 Campus Plan, Georgetown will continue to design all new facilities and major renovations to existing facilities to a minimum of LEED Silver certification. Future buildings also will utilize storm water management features similar to those used throughout the campus, including green roof facilities and pervious surfaces. The new science center, Regents Hall, utilizes a cistern to store rainwater which will be treated for reuse in irrigation. Wind spires are being studied as a source of power for exterior lighting.

Georgetown has also adopted a goal of significantly reducing its carbon footprint by 2020. In 2008, Georgetown University completed its first greenhouse gas inventory and carbon footprint estimate. Over 98% of the University's greenhouse gas emissions are from electricity and natural gas used for heating and cooling. Reducing emissions tied to these activities will be the focus of the University's efforts. Overall, emissions per square foot have fallen by approximately 19% since 2006 due to a variety of factors, including improved efficiency at the central heating and cooling plant, energy conservation initiatives, changes in the mix of energy used, and a greater use of "clean" sources of energy by local energy companies.

3.4.2 Improving a Comprehensive Multi-Modal Transportation Plan

For decades, Georgetown has developed and implemented an aggressive Transportation Demand Management ("TDM") program that promotes the use of alternative modes of transportation and creates disincentives relating to single occupancy automobile use. The University's program is detailed on the TDM matrix included in Exhibit R. Reflecting the University's commitment to self-assess, the 2010 Campus Plan includes commitments to monitor and report on the performance of its TDM programs. An outline of the proposed annual transportation performance monitoring study is also included in Exhibit R.

GUTS and Campus Circulation Improvements

The centerpiece of the University's TDM program continues to be the successful Georgetown University Transportation Shuttle bus program. Established in 1974 as an alternative to driving for students, faculty, and staff, GUTS serves over two million riders per year. In conjunction with other TDM measures, GUTS significantly reduces private automobile trips to and from the campus and demand for on-campus parking.

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The 2010 Plan also calls for modifications to vehicular circulation patterns, including the GUTS system. The University originally proposed a “loop road” on the western perimeter of the campus. In response to neighbors’ concerns, the University agreed to eliminate the loop road during the hearing process and instead proposed a bus turnaround as an alternative solution. Following further discussion with the community after the close of the hearing, the University agreed to undertake a comprehensive transportation study of the campus roadway network and the GUTS system. The comprehensive study will provide the University with an opportunity to evaluate changes to the pedestrian and roadway system in concert with the University’s goal of developing a residentially-focused living and learning campus.

The University will complete improvements related to the GUTS system within three years after final approval of the Campus Plan (and with a goal of within two years after final approval of the Campus Plan). Combined with relief from left-turn restrictions at the University’s Canal Road entrance, these improvements will maximize the use of the Canal Road entrance for all GUTS routes except the Wisconsin Avenue route. The University will also install traffic control gates at Canal Road to restrict left turns from Canal Road during the AM peak period to GUTS buses only.

As a part of the 2010 Campus Plan, the University has also agreed to work with DDOT and the communities to implement and evaluate improvements to Reservoir Road.

Pedestrians

Given the range of amenities available both on-campus (including a grocery store, bank, convenience stores, and dining options) and within walking distance (the Georgetown shopping district), walking is the mode of choice for most students and many faculty and staff. As addressed elsewhere, the 2010 Campus Plan incorporates improvements that will improve pedestrian mobility and minimize pedestrian-vehicular conflicts on campus.

Bicycles

Georgetown currently provides over 1,600 bicycle parking spaces at 97 racks in 43 locations throughout the campus, including at all residence halls and most academic and administrative buildings. In addition, all students, faculty, and staff are able to shower at Yates Field House, and a locker in the Field House is available for a nominal fee. Georgetown promotes cycling use and recently worked with DDOT to establish a location for a Capital Bikeshare station at the campus main gates at 37th and O Streets.

During the period covered by the 2010 Campus Plan, the University will monitor bicycle parking demand, add new bicycle racks where needed, explore opportunities for additional covered bicycle parking options, and work with DDOT to identify potential locations for future expansion of the Capital Bikeshare program on and near campus.

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Parking

The University currently operates with a parking cap of 4,080 spaces. These spaces are allocated between the University and the Hospital pursuant to the University's lease agreement with MedStar, with 2,700 spaces allocated for Hospital use and 1,380 spaces allocated for use by the University for faculty, staff, visitors, and, on nights and weekends, students. See Exhibit S.

To reduce parking demand, Georgetown aggressively manages its limited parking supply. The University:

- controls the number of parking permits issued, and does not issue on-campus permits to students;
- has increased parking rates by 78% over the past ten years to discourage driving, using the rate increase-related revenue to fund, in part, the GUTS program;
- subsidizes satellite parking, at discounted rates, with transportation to campus provided through the GUTS program;
- improved access to the Southwest Quad garage; and
- offers deeply discounted parking rates for evening and weekend students to encourage parking on campus rather than on neighborhood streets on evenings and weekends.

Under the 2010 Plan, the University will continue to maintain the above parking inventory. Spaces set aside for alternatives to private automobile use, such as spaces for car sharing vehicles such as Zipcar or charging stations for electric vehicles, shall not count toward such limit. The University will also develop and implement a revised parking management system that promotes the use of satellite parking for daytime students who drive to class and on-campus parking for evening students who drive to class. Finally, the University will work with the community, DDOT, and DPW to develop and implement changes to the management of the on-street parking supply on the streets within and near campus as well as ensure regular enforcement of District of Columbia laws and regulations regarding on-street parking.

The University will also adopt policies to encourage students living off campus not to bring cars to campus. The University will promote transportation alternatives by providing on-campus Zipcar spaces and working with DDOT to expand the Capital Bikeshare program on and near the campus. Subject to reasonable, very limited exceptions, the University will also prohibit Traditional Undergraduate Program students from bringing cars to campus and parking their cars on the street in Georgetown, Burleith, and Foxhall.

3.5 Modernize and Improve Medical Center and Hospital Facilities to Meet Patient Needs

Plans for the Medical Center carry forward projects that were included in the 2000 Campus Plan and incorporate additions and improvements needed to advance the Medical Center's educational and research missions. The 2010 Campus Plan also carries forward planned improvements for the Hospital already approved in the existing campus plan.

SECTION 4. BENEFITS OF THE 2010 CAMPUS PLAN

The 2010 Campus Plan reflects a negotiated balance among the University's needs, the concerns of the surrounding communities, and the interests of the city as a whole. This balance is reflected in the conditions of approval that were jointly proposed by the University and the community. Through continued collegial and productive dialogue at the GCP, the University will implement the 2010 Plan and engage in long-term planning work for the next campus plan.

SECTION 5. COMPLIANCE WITH PROVISIONS OF THE CAMPUS PLAN REGULATIONS

In all respects, the 2010 Campus Plan fully complies with Section 210 of the District of Columbia Zoning Regulations. Specific zoning requirements are addressed in the sections that follow.

5.1 Sub-section 210.1 - College or University which is an Academic Institution of Higher Learning.

See Act of Congress, attached hereto as Exhibit A, dated September 18, 1814, establishing the College of Georgetown in the District of Columbia.

5.2 Sub-section 210.2 - Such Use is Located so that it is not Likely to Become Objectionable to Neighboring Property.

As set forth in this plan and demonstrated by the conditions of approval that were jointly submitted by the University and the community, the 2010 Plan is not likely to become objectionable to neighboring property.

5.3 Sub-section 210.3 - Compliance with the Maximum Bulk Requirements

The campus is located within the R-3 and C-1 zoning district and its total gross floor area cannot exceed the R-5-B limit of 1.8 FAR. The proposed additional gross square footage and existing square footage will result in a FAR of 1.45, or 0.35 below the 1.8 FAR permitted under the zoning regulations. See Exhibit J.

5.4 Sub-section 210.4 - Submission of the Plan as a Whole Showing Location, Height and Bulk, Where Appropriate of All Present and Proposed Improvements

5.4.1 Buildings, Parking and Loading Facilities

As shown on Exhibits E and J, the University has developed a plan for the campus as a whole that shows the location, height and bulk of all proposed improvements. These new buildings, when combined with the proposed improvements to pedestrian pathways, campus roadways, and open spaces, will result in a more attractive, walkable, and sustainable campus.

Buildings. The University has conducted a study using internal analysis and benchmarking with peer institutions to quantify the space required for its needs. Consistent with the results of the study, the proposed Campus Plan calls for new building development as set forth below:

- Academic/administrative: 164,500 square feet of gross floor area
- Residential/campus life/athletics space: 232,150 square feet of gross floor area
- Medical/health care space: 541,436 square feet of gross floor area
- Academic/administrative/medical/health care space: 97,500 square feet of gross floor area

Parking and Loading. As discussed in detail above, the 2010 Campus Plan calls for substantial improvements to campus roadways intended to improve pedestrian and vehicular movement through campus.

The current locations of campus parking facilities are shown on Exhibit S. These spaces are largely concentrated in the Southwest Quad parking garage, Leavey Center garage, and other garages associated with the Hospital on the north side of campus.

5.4.2 Screening, Signs, Streets, Public Utility Facilities

Landscaping. As an integral part of the 2010 Campus Plan, Georgetown will enhance the prominence of open space on the campus to maximize use and enjoyment in keeping with the environmental integrity and historic context of the campus. The landscape plan integrates new buildings and open spaces into the campus through the extension and enhancement of the pedestrian pathway grid. A common language of paving materials, site furnishings, and planting will continue to unify the campus.

Signage. The University will enhance its visual and graphic communication on-campus through updates to its way-finding system and related design guidelines as part of the overall campus planning efforts.

Utilities. Georgetown University is well served today because of an extensive retrofit of its utility infrastructure undertaken in the mid-1990s. As discussed above, the central heating and cooling plant produces steam and chilled water to serve University and Hospital needs, and other campus buildings contain sustainable features such as solar panels and a thermal storage tank that supplement the central plant's operations.

5.4.3 Athletic and Other Recreational Facilities

The 2010 Campus Plan continues Georgetown's efforts to improve the University's athletic and recreational facilities for both intercollegiate athletics and recreational use alike. In addition to completing the improvements previously approved under the 2000 Campus Plan, such as the multi-sport facility and the athletic training facility, the 2010 Campus Plan proposes an addition to McDonough Gymnasium, improvements to North Kehoe Field, and a roof over Kehoe Field to permit year-round use of that field. Kehoe Field also serves as the roof to the primary on-campus recreation facility, the Yates Field House. Completion of the roof over Kehoe Field will also address long-standing water damage issues that affect Yates Field House below, and permit the future renovation of that facility as well.

5.4.4 A Description of All Activities Conducted or to be Conducted therein and of the Capacity of All Present and Proposed Campus Development

The activities conducted on the Main Campus include activities associated with general university use as well as auxiliary uses. The following general mixed-use categories generally describe the activities on campus:

- Academic/administrative – classrooms; laboratories; libraries; faculty offices; parking; administrative offices; conference facilities; auxiliary services; and accessory uses such as child development centers, heating and cooling plant, and limited support functions.

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- Residential/campus life/athletic – housing both temporary and long term; athletic facilities; auxiliary services; and student activity facilities.
- Medical/health care – hospital; clinics; physicians' offices; medical school; medical library; parking; conference facilities; research laboratories; and administrative and related support functions.
- Commercial/investment properties – commercial and/or income producing properties.

Exhibits F and G illustrate the uses of all existing and proposed buildings, respectively, and a narrative description of the existing areas of campus as well as proposed improvements under the 2010 Campus Plan is included in Exhibit I. These uses, at the sizes and locations proposed, are unlikely to generate objectionable impacts on the surrounding community.

5.5 Sub-section 210.5 - No Interim Use of Property is Proposed

No interim use of property is proposed.

5.6 Sub-section 210.6 - No Major New Building is Proposed to be Moved Off-Campus

The 2010 Campus Plan does not include a proposal to move any major new building off-campus.

5.7 Sub-section 210.7 - Compliance with the Policies of the District Elements of the Comprehensive Plan

The 2010 Campus Plan will be implemented in a manner that fulfills the goals of the District of Columbia Comprehensive Plan. The 2010 Plan fulfills all of the goals of the Education Element for colleges and universities: it promotes the development of satellite campuses (EDU-3.3.1), balances university growth with neighborhood needs (EDU-3.3.2), ensures that the Plan is not likely to become objectionable to neighboring properties (EDU-3.3.3), provides for additional student housing (EDU-3.3.4), and addresses the University's transportation impacts (EDU-3.3.5).

In general, implementation of the 2010 Plan will encourage private sector growth and will improve community labor force skills and employment opportunities. The 2010 Plan also supports objectives in the Comprehensive Plan relating to solid waste management, improved air quality, land area protection, environmental health, sanitation, and energy conservation.

The 2010 Plan will fulfill major goals of the Comprehensive Plan pertaining to architectural character, building height limitations, physical and symbolic imagery, streetscapes, sidewalks, urban parks and places. With regard to architecture and planning, the 2010 Plan will fulfill the goals related to historic preservation and stabilization of neighborhood character. Consistent with the objectives of the Comprehensive Plan, the University intends to develop facilities offering unique opportunities for learning, teaching and research.

Finally, the 2010 Campus Plan addresses the goals of the District Comprehensive Plan related to the containment of health care costs and the extension of medical services to all areas of the city.

5.8 Sub-section 210.8 - Certification: The Proposed Buildings are Within the Floor Area Ratio Limit for the Campus as a Whole

Exhibit J lists the computation of the FAR of the proposed construction, FAR of the existing structures that will remain after the completion of new construction, as well as FAR of building projects approved by the Zoning Commission but not yet constructed.

5.9 Sub-section 210.9 - Referral to the District of Columbia Office of Planning and the District of Columbia Department of Transportation

The 2010 Campus Plan application was referred to the Office of Planning and the DC Department of Transportation for their review and report and ultimately endorsed by both agencies, subject to the joint conditions of approval.

SECTION 6. CONCLUSION

For the reasons set forth above, the 2010-2017 Georgetown University Campus Plan fully satisfies the requirements of the Zoning Regulations.