

# WALTER REED LOCAL REDEVELOPMENT AUTHORITY

## HOMELESS ASSISTANCE SUBMISSION

MARCH 15, 2012



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**COVER LETTER**  
**[TO BE ATTACHED UPON COUNCIL APPROVAL]**

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## I. INTRODUCTION

The Walter Reed Local Redevelopment Authority (“LRA”), an instrument of the Government of the District of Columbia (“District”) and administered by the Office of the Deputy Mayor for Planning and Economic Development (“ODMPED”), is submitting this Homeless Assistance Submission to the U.S. Department of Housing and Urban Development (“HUD”) for the redevelopment of the surplus portion of the Walter Reed Army Medical Center (“WRAMC”), pursuant to the Base Closure Community Redevelopment and Homeless Assistance Act of 1994, as amended (the “Redevelopment Act”).

### The Walter Reed Army Medical Center (“WRAMC”) Campus

The WRAMC is situated on a 113-acre campus located in NW Washington, DC between Fern Street and Alaska Avenue to the north, 16<sup>th</sup> Street to the west, Aspen Street to the south, and Georgia Avenue to the east.

For over 100 years, this campus has been the home of the main US Army general hospital that served wounded soldiers as well as war veterans. The hospital carries a legacy of providing distinguished service and excellence in medical care to those who gave their lives for their country.

The campus comprises an area of approximately 4.6 million gross square feet (GSF) of floor area on the campus. There are 65 buildings on the campus that accommodated treatment, research and work space for 5,630 employees. Many of the buildings may be eligible for inclusion in the National Register of Historic Places. The campus is accessible from multiple entrances on all sides, but the primary entrances are off Georgia Avenue and 16<sup>th</sup> Street, which are major commuter corridors. Access to the campus is largely via personal vehicles and express bus lines on both major corridors; transit enhancements are proposed on Georgia Avenue. The entire campus contains approximately 4,200 parking spaces.

### Walter Reed Base Realignment and Closure

Following the 2005 Defense Base Closure and Realignment Commission (“BRAC”) decision to close WRAMC, two Federal Agencies requested reuse of the property: the General Services Administration (“GSA”) and the Department of State (“DOS”). GSA requested the northern portions of the campus (32.5 acres) while DOS requested the remaining 80.5 acres. However, in March 2009, DOS notified the Army of its intent to reduce acreage previously requested down to 18 acres on the West portion of the campus. As a result, on August 7, 2009, the Federal government declared 62.5 acres as surplus property, thereby making it available to the LRA for development of a Reuse Plan. See Figure 1.

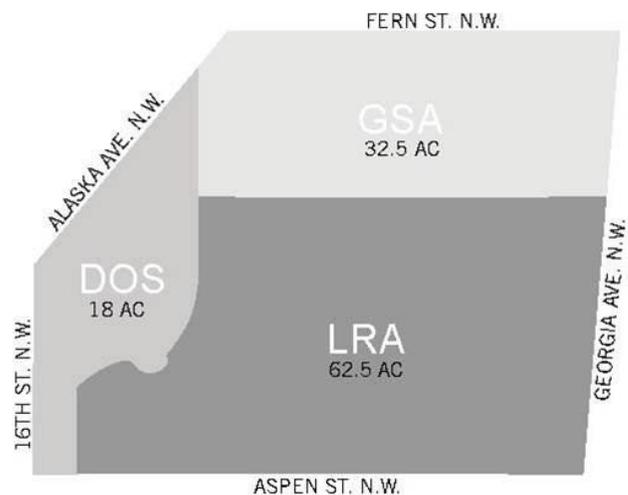


Figure 1: Original Surplus Property Boundaries

After an initial planning effort by the LRA for the 62.5 acres, GSA rescinded its interest in its parcel. DOS revisited its 2009 decision and requested an additional 28.5 acres. On August 12<sup>th</sup>, 2011, the U.S. Department of the Army (“Army”) amended the boundaries of the Walter Reed surplus property which

added approximately five (5) new acres, for a total of 67.5 acres of surplus property. The surplus property designated to the LRA is now comprised of 67.5 acres with an approximate total of 3.1 million gross square feet of building space, of which roughly 1 million have some historic value. See Figures 2 and 3.

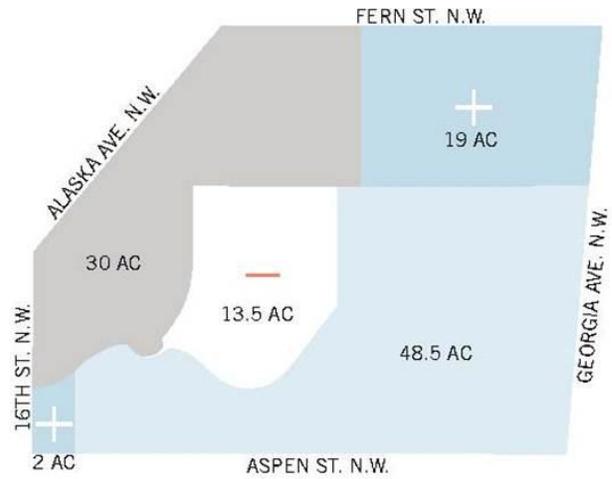


Figure 2: Area Change in Boundaries

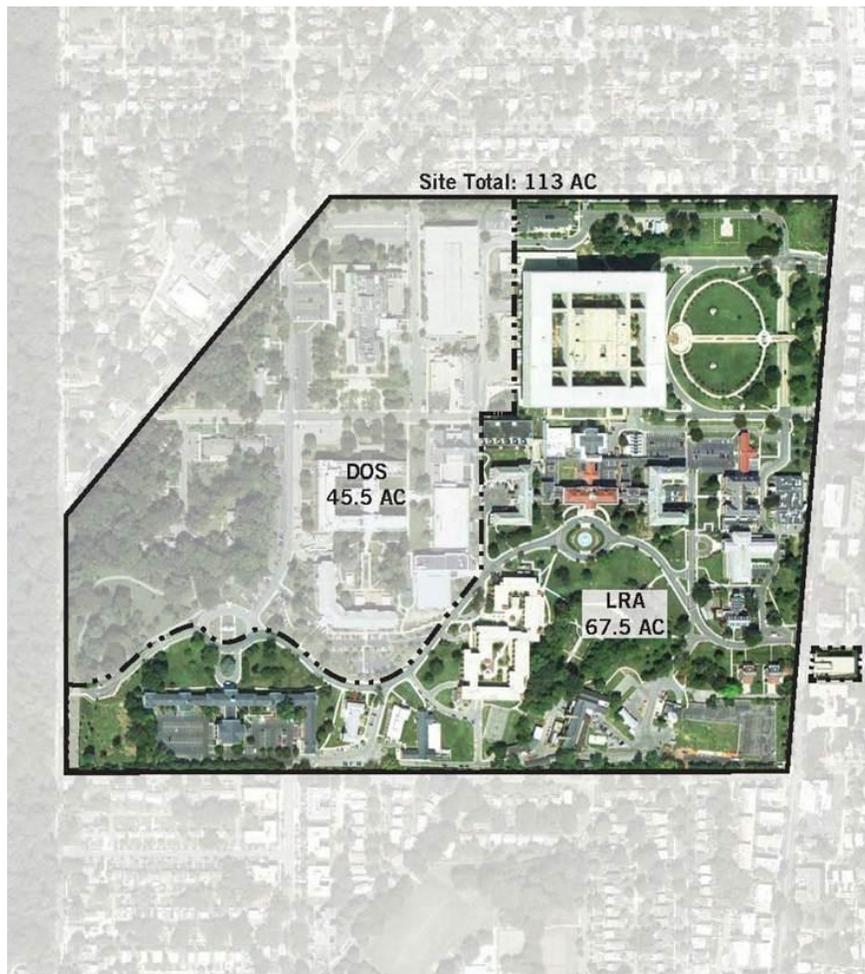


Figure 3: Amended Surplus Property Boundaries

## **The Walter Reed Local Redevelopment Authority**

In accordance with BRAC law, the District established the Walter Reed LRA by Mayoral Order 2006-21. DC is the only jurisdiction comprising the LRA and is recognized by the Department of Defense, Office of Economic Adjustment.

The Mayor of the District of Columbia established the Walter Reed LRA Committee to oversee the preparation of the Reuse Plan. The LRA Committee is comprised of 22 members including eight District agency directors, 10 voting and alternate citizen members, and four ex-officio members. The citizen members were appointed by the Chairman of the District Council. The District agency delegates and five of the citizen members are voting members of the LRA Committee.

## **Redevelopment Planning Process**

The planning process included the following main tasks:

1. Identifying preliminary community goals and objectives for the redevelopment of the site;
2. Evaluating the existing conditions of the site, the existing buildings on the campus, infrastructure and open space, traffic and environmental conditions;
3. Developing the initial conceptual development approach and plans;
4. Developing a series of site development alternatives for review and analysis by the LRA Committee, the community and the diverse stakeholders involved in the planning process;
5. Assessing the current market and economic conditions of the surrounding communities in the region;
6. Selecting a preferred plan that incorporated the preferred components of the alternatives; and
7. Refining the preferred plan to recommend densities, land use types, building realignment, infrastructure and its privatization opportunities, landscape, open space, and phasing strategy.

Throughout the process, there was a structured outreach strategy to engage with the public and to obtain feedback regarding the concept plans, alternatives and preferred plan to guarantee that the final plan represents the community's long term vision for the reuse of WRAMC. After HUD's approval of the LRA's Homeless Assistance Submission, it is expected that the "final base redevelopment plan [will be] incorporated into the jurisdictional comprehensive land use plan, serving as the basis for zoning and other regulatory tools to guide the physical redevelopment."<sup>1</sup>

The LRA strived to develop a plan that will create a vibrant destination for the city, one that includes many goals and aspirations from the community as a whole and that will allow the site to build on the legacy of WRAMC and facilitate homeless assistance and public benefit uses. Through community engagement, the LRA developed four main goals for reuse of the site:

1. Integrate the site with the community
2. Provide a mix of uses
3. Create jobs and revenue for DC
4. Activate the site

The LRA focused on these goals during its property screening process for homeless assistance providers ("HAPs") and public benefit conveyance ("PBC") users. This Homeless Assistance Submission provides

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<sup>1</sup> Department of Defense, Office of Economic Adjustment. "Base Redevelopment Planning for BRAC Sites." May 2006. Pg 20.

detailed information on the LRA's outreach to homeless assistance providers, information about homeless in Washington, DC, the Notice of Interest process, the redevelopment planning process, the public outreach conducted by the LRA, and documentation that support the LRA's submission for HUD's review and approval.

The Reuse Plan is included as Exhibit A.

## II. OUTREACH TO HOMELESS ASSISTANCE PROVIDERS

A description of the surplus property at WRAMC was published by the Army in the Federal Register on August 7, 2009. The LRA published a newspaper advertisement in the Washington Post on September 6, 2009, inviting state and local government agencies, homeless service providers and other interested parties to submit notices of interest (“NOI”) for surplus property at WRAMC. The Washington Post is one of the most widely circulated newspapers in the vicinity of WRAMC and the Washington, DC metropolitan area. The LRA also issued Instructions for completing an NOI (“NOI Instructions”). The advertisement and NOI Instructions announced that NOIs would be accepted until January 6, 2010, giving respondents a total of 122 days to submit an NOI.

The Army published an amended notice of availability of surplus property in the Federal Register for WRAMC on August 12, 2011, announcing the updated acreage of available surplus property. As a result, the LRA conducted an additional NOI process between August 2011 and January 2012, for the five additional acres of surplus property available to the LRA. The LRA published a second advertisement in the Washington Post on August 15, 2011, and issued Amendment No. 1 to the NOI Instructions to describe the new development opportunities available through the additional surplus property. The advertisement announced that NOIs would be accepted until November 18, 2011, giving respondents a total of 95 days to submit an NOI.

Copies of both newspaper advertisements are included as Exhibit B.

In addition to publishing the newspaper advertisements, the LRA consulted with HUD for guidance on outreach to HAPs. HUD provided the LRA with a list of Supportive Housing homeless service providers via The Community Partnership for the Prevention of Homelessness (“TCP”). TCP manages the District’s Continuum of Care (“COC”) system. HUD also provided the LRA with contact information for the Shelter Plus Care homeless service providers in the District’s COC. The HAPs that were consulted by the LRA during the outreach process are listed in Exhibit C.

The LRA implemented a public outreach plan to develop a strategy for redevelopment of WRAMC, including the accommodation of HAPs. It was essential for the LRA that those who will be impacted by the change in ownership and use be well represented, considering that WRAMC is located in a densely populated area of Washington, DC and has been an integral part of Northwest Washington for almost a century. With this in mind, the LRA project team undertook an extensive and vigorous public engagement process that included a series of public workshops from 2009 through 2012, which were widely advertised and promoted in the communities surrounding WRAMC. Table 1 shows the schedule of activities for the LRA’s NOI and base reuse planning process.

**Table 1: Schedule of Activities for the NOI and Reuse Planning Process**

DATE	ACTIVITY
9/6/2009	Issuance of Original NOI Announcement
10/22/2009	Community Presentation
11/13/2009	NOI Workshop and WRAMC Tour #1
1/8/2010	WRAMC Tour #2
1/20/2010	Repeat NOI Workshop
1/28/2010	LRA Committee Meeting
1/29/2010	WRAMC Tour #3
2/16/2010- 2/17/2010	PBC Workshop
3/4/2010	Walter Reed Community Update Meeting
3/5/2010	Original NOI Response Due Date
3/10/2010	LRA Committee Meeting
3/22/2010	Determination of Completeness of Original NOI Responses
4/5/2010	Original NOI Cure Responses Due
4/12/2010 & 4/15/2010	Community Meeting/Presentation of Original NOI Responses
4/21/2010	LRA Committee Meeting
5/26/2010	LRA Committee Meeting
6/9/2010	Reuse Plan Public Workshop #1: Vision and Goal Setting
6/16/2010	LRA Committee Meeting
7/10/2010	NOI Taskforce Kick-Off Meeting (weekly meetings held through 10/4/10)
7/10/2010	Reuse Plan Public Workshop #2: Reuse Alternative Options
8/5/2010	LRA Committee Meeting
8/19/2010	Reuse Plan Public Workshop #3: Preferred Alternative
9/1/2010	LRA Committee Meeting
9/22/2010	LRA Committee Executive Work Session
10/6/2010	LRA Committee Meeting: Vote on approval of Reuse Plan and recommended NOI respondents
10/14/2010	Reuse Plan Public Workshop #4: Town Hall Presentation of Reuse Plan
6/30/2011	LRA Committee Meeting
8/12/2011	Army publishes amended notice of availability of surplus property in the Federal Register for WRAMC
8/15/2011	Issuance of Amended NOI Announcement (for new surplus areas)
8/26/2011	Update Meeting with NOI Taskforce
8/26/2011	Update Meeting with 2010 Recommended NOI respondents
9/28/2011	NOI Workshop and WRAMC Tour (for new surplus areas)
10/5/2011	Reuse Plan Public Workshop #5: Revised Reuse Alternative Options
10/13/2011	LRA Committee Meeting
10/31/2011	NOI Taskforce Meeting: Strategy for 2010 Recommended NOIs to Address Impact by New Property Boundaries
11/15/2011	Reuse Plan Public Workshop #6: Revised Preferred Alternative
11/18/2011	Amended NOI Response Due Date (for new surplus areas)

11/29/2011	NOI Taskforce Meeting: 2010 Recommended NOI Update and Initial Screening of Amended NOI Responses
12/2011-1/2012	Update/Finalize 2010 Recommended NOI Responses and Legally Binding Agreements/Memoranda of Agreement
12/1/2011	LRA Committee Meeting
12/6/2011	Determination of Completeness of Amended NOI Responses (for new surplus areas)
12/6/2011	NOI Taskforce Meeting: Screening Discussion for Amended NOI Responses
12/8/2011	Community Meeting/Presentation of Amended NOI Responses
12/16/2011	Amended NOI Cure Responses Due (for new surplus areas)
12/19/2011	NOI Taskforce Meeting: Final Recommendations
1/25/2012	LRA Committee Meeting: Vote on approval of recommended NOI respondents and Reuse Plan
2/2/2012	Reuse Plan Public Workshop #7: Final Town Hall Presentation of Reuse Plan

The LRA hosted NOI Workshops for HAPs and PBC users at WRAMC. The workshops included a presentation of the overview of the base redevelopment and planning process, information on any land use constraints known at the time, and information on the NOI process, and a tour of WRAMC. Nearly 300 interested parties attended the workshops.

The LRA conducted seven public workshops from 2009-2012 for development of the Reuse Plan. The LRA designed the meetings to be highly interactive and to engage participants directly so that they could understand the NOI and reuse planning process and provide important feedback to the various development stages of the plan, including feedback on the NOI process. The attendance at each of the seven workshops averaged more than 100 people and the registration and keypad polling data that was collected showed that there was strong representation from each of the surrounding neighborhoods of Shepherd Park, Takoma and Brightwood.

The LRA also hosted three community presentation events to provide the public with the opportunity to learn about each NOI proposal. The meetings consisted of brief presentations by each NOI respondent, during which each respondent summarized its proposed program, and concluded with a general Questions and Answer session. NOI respondents presented their qualifications and experience, project vision and approach, proposed funding plan, and community benefits, stakeholder engagement, and community outreach efforts.

The LRA posted information related to the redevelopment of WRAMC, including information on the NOI and base reuse planning process on its website at <http://walterreedlra.dc.gov>. On the website the executive summaries of each NOI response are posted as well as the community presentation document submitted by each NOI respondent. The LRA continually updated the website to provide the public with updates on the schedule of public meetings.

The NOI Workshop agendas and lists of public questions asked during the NOI Workshops are included as Exhibit D.

### III. INFORMATION ABOUT HOMELESS IN THE VICINITY OF THE INSTALLATION

The District's Department of Housing and Community Development Five-Year FY2011-2015 Consolidated Plan ("Consolidated Plan") builds extensively on the District's Comprehensive Plan, *Growing an Inclusive City: From Vision to Reality*, adopted in 2006 ("Comprehensive Plan"). The cornerstone of this plan can be described succinctly: "We strive to be a more 'inclusive' city—to ensure that economic opportunities reach all of our residents, and to protect and conserve the things we value most about communities" (Comprehensive Plan, 1-1). The Comprehensive Plan's overriding emphasis is on improving the quality of life for current and future residents of Washington, DC.

Specific to the needs of the District's homeless population, Chapter 3 of the Consolidated Plan outlines strategies that focus on coordinating closely with the District's Department of Human Services to implement the strategic plan to end homelessness. The District of Columbia is committed to being a national model in its approach to homelessness by preventing homelessness whenever possible and addressing the needs of our homeless neighbors by creating an individualized approach that improves well-being while moving people out of homelessness as rapidly as possible. The District will develop strategies that will allow it to be successful in federal funding competitions and that incorporate HEARTH Act requirements. It will be critical to align all possible resources, including local, federal, and private funds to be successful in achieving the goals. The Consolidated Plan outlines the following three policy objectives:

- Reduce the overall number of homeless individuals and families.
- Redesign the Continuum of Care to develop an appropriate mix of services and interim and permanent housing options.
- Design an evaluation strategy and mechanism to track the District's progress in preventing and reducing homelessness.

The Consolidated Plan includes ten outcome measures that the District will track to evaluate the extent to which it has been successful in preventing homelessness as well as helping people move out of homelessness more quickly through the implementation of this strategic plan. The Consolidated Plan includes an initial work plan which will be updated annually, as well as a list of facilities and service centers that assist the homeless population in DC.

Key elements of the Consolidated Plan are defined as follows:

- Prevention and diversion;
- Interim housing; and
- Affordable housing.

The Consolidated Plan is attached as Exhibit E and is also available online at:

<http://newsroom.dc.gov/show.aspx/agency/dhcd/section/2/release/20336/year/2010/month/8>

**IV. NOTICES OF INTEREST**

The LRA invited qualified respondents with experience in urban environments, and working with multiple federal and local government entities and community stakeholders to submit an NOI for the potential reuse of WRAMC. Respondents were instructed to submit an NOI designed to incorporate the vision of the community, and the goals and needs of the District.

During the initial NOI process (2009-2010), the LRA received and reviewed twenty-three (23) responses for potential uses on WRAMC, and during the amended NOI process (2011-2012), the LRA received and reviewed seven (7) responses for potential uses on WRAMC. Of the 30 NOI responses received, the LRA received a total of 12 responses by HAPs and 18 responses from potential PBC users.

Ten HAPs submitted a response during the initial NOI process:

1. T&T Healthcare	2. Veterans & Military Family Life Progress
3. H.E.L.P. Development Corp.	4. DC Department of Human Services
5. Ayeni International Incorporated	6. DC Department of Housing and Community Development & DC Department of Mental Health
7. Saving our Homeless Veterans/ Comrades	8. So Others Might Eat
9. Emory Beacon of Light & Urban Matters	10. Transitional Housing Corporation

The LRA subsequently received two responses by HAPs during the amended NOI process:

11. Transitional Housing Corporation	12. National Capital Veterans Coalition
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Eighteen PBC users submitted NOI responses for the surplus property:

1. DC Department of Fire and Emergency Services (DC FEMS)	2. Washington Yu Ying Public Charter School
3. DC Department of Transportation – IMPA	4. Concerned Citizens
5. DC Department of Transportation – UFA	6. Manna, Inc.
7. Washington Metropolitan Area Transit Authority	8. Zenith Community Arts Foundation
9. Building Hope	10. Centro Nia
11. Center City Public Charter School	12. Educational Services Overseas Limited
13. Friendship Public Charter School	14. Georgia Avenue Business Improvement District and Development Corporation / Walter Reed Health Education and Research Foundation
15. Howard University	16. Global Schools Collaborative, Inc.
17. Latin American Montessori Bilingual Public Charter School (LAMB)	18. Washington Latin Public Charter School

Copies of each NOI response, along with any cure response and any response to the LRA’s request for additional information, is included as Exhibit F.

## NOI Evaluation Process

The LRA evaluated each NOI response based on six levels of review. Throughout the NOI evaluation and reuse planning process, the LRA focused on balancing the NOI uses with a mix of uses envisioned for the site. The evaluation criteria are outlined in Figure 4 below.

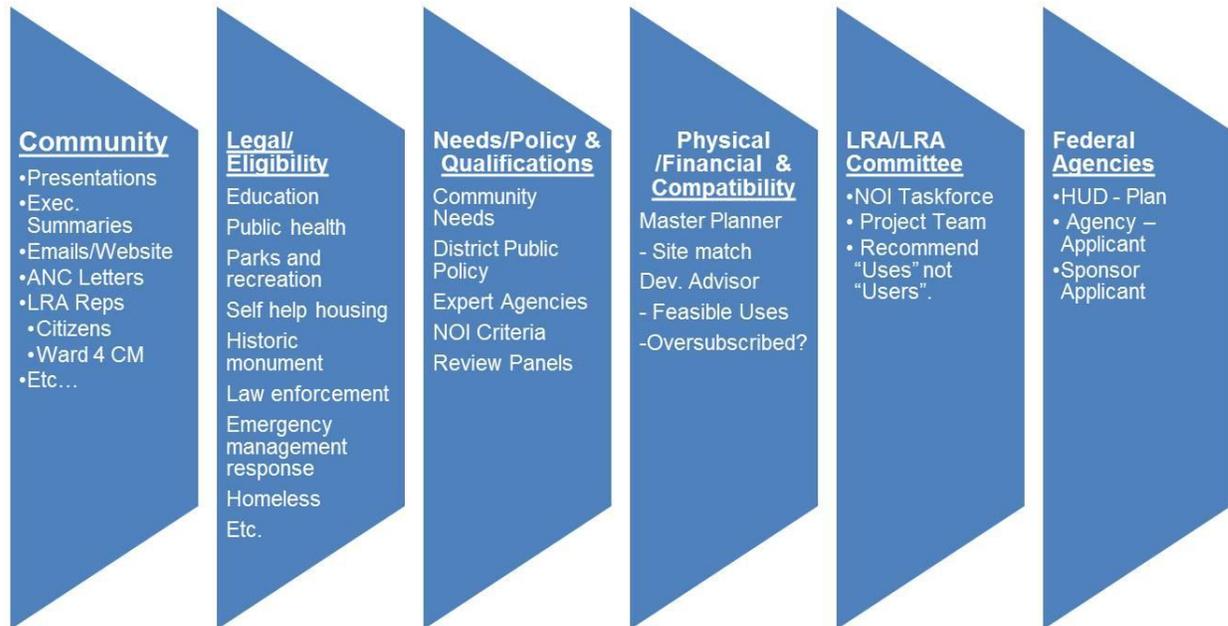


Figure 4: Evaluation Criteria

The evaluation of the NOI responses was completed by the LRA project team and the LRA-appointed NOI Task Force. The LRA established the NOI Taskforce, comprised of LRA Committee citizen members, District representatives from the Department of Human Services and Office of the Deputy Mayor for Education, and members of the LRA project team, to assist the LRA with evaluating each of the NOI responses.

The LRA developed a structured process to evaluate the NOI responses which included the following activities:

- Initial review of the responses for determination of completeness of NOI requirements. For any response that was deemed incomplete, the LRA sent the respondent a letter outlining any deficiencies identified in the response by the LRA. The LRA requested that the respondent submit a response to cure any deficiencies.
- Review and assessment of information provided by respondents regarding program, space request and financial viability.
- Request the submission of additional information to provide clarification of the proposal.
- Evaluate responses against evaluation criteria and Reuse Plan project goals developed by the community.

- Evaluate the responses in relation to the District's plans and policies (education, human services, cultural, homeless assistance, economic development, etc.).
- Interview recommended respondents to discuss their plans and alternative locations on the site.
- Make final recommendation to the LRA Committee.

As the LRA conducted the NOI process and reuse planning process simultaneously, the LRA gathered comments received during the public meetings and NOI Taskforce meetings that addressed the accommodation of facilities or services for the homeless as part of the NOI evaluation process. In general, the community supported providing homeless services for veterans, families and seniors on a portion of WRAMC. Most importantly, the public comments received by the LRA were aligned with the four goals that were established for the redevelopment of the site outlined in Section 6 of the Reuse Plan. The community supported a mix of uses on the site that would generate jobs and revenue for the District, integrate the site with the community and activate the site. The community wished for the site to be reused by multiple users and for multiple uses rather than having the entire site being reused by a single user for a single use.

Prior to the Army declaring the revised boundaries of the surplus property, the LRA Committee voted on October 6, 2010 to recommend seven (7) NOI respondents to negotiate for the potential reuse of portions of the original 62.5 acres of surplus property.

As a result of the revised boundaries of the surplus property, the LRA gained new portions of the property that presented new redevelopment opportunities. At the same time, the LRA lost a portion of the surplus property and a few buildings that were proposed for NOI uses, which became part of DOS' portion of the property. With the amended NOI process starting in August 2011, almost a year after the LRA Committee voted on accommodating the seven NOI respondents on the property, the LRA met with the seven originally recommended NOIs to update them on the NOI and base reuse processes and to seek confirmation from each of the seven respondents that they were still interested in locating to WRAMC.

For the amended NOI process, the LRA conducted screening for the additional surplus areas. (See Figure 5.) The LRA worked to determine the best location for each NOI respondent based on the new redevelopment opportunities created by the revised boundaries. The LRA and the NOI Taskforce evaluated the seven NOI responses that the LRA received for the five additional acres of surplus property.



Figure 5: Initial NOI Process (“Previously Screened Portion of WRAMC”) and Amended NOI Process “New Surplus Areas”)

The amended NOI process culminated with the LRA Committee’s vote on January 25, 2012, to make final recommendations to the LRA to approve the original recommended seven NOI respondents, which sufficiently met the needs of the community. After examining the buildings on the newly screened portion of the campus, it was determined by the LRA and planning team that these buildings were not supportive of the requested uses and therefore no additional NOI users were selected. Exhibit G is the final approved motion made by the LRA Committee.

**Responses by Homeless Assistance Provider**

The LRA has approved three of the 12 Homeless Assistance Providers as follows:

- **H.E.L.P. Development Corp. (“HELP USA”)**, for the provision of no more than 75 units of permanent supportive housing targeting homeless veterans and veterans’ families to be located in suitable space in Building 14. HELP USA’s program serves the District’s and the community’s interest in addressing the needs of homeless veterans and families. The response demonstrated HELP USA’s qualifications and experience, as well as the financial capability to execute its program.

- **So Others Might Eat (“SOME”)**, for the provision of no more than 40 units of permanent supportive housing targeting homeless individuals ages fifty-five (55) and older to be located in Building 17. SOME’s program serves the District’s and the community’s interest in addressing the needs of homeless seniors. SOME’s response demonstrated its qualifications and experience, as well as the financial capability to execute its program.
- **Transitional Housing Corporation (“THC”)**, for the provision of approximately 6,000 square feet of office space to support its homeless activities to be located in suitable space in Building 14. THC submitted two proposals in its response during the initial NOI process, one for development of permanent supportive housing to benefit District families at risk or facing homelessness and one for the development of office space to support its homeless activities. During the amended NOI process, THC submitted a separate response to develop permanent supportive housing for homeless families. THC’s NOI responses demonstrated that it had strong qualifications and experience in developing permanent supportive housing to address the District’s homeless needs. Since HELP USA’s program in part serves homeless families through development of housing, the LRA approved of THC’s proposal for office space to provide for a mix of uses that address the District’s homeless needs.

Nine of the Homeless Assistance Providers NOI responses were not approved for the following reasons:

- **T&T Healthcare:** The response was determined to be complete after the LRA received a cure response from the respondent. However, the financial viability of the proposed program and the capacity of the respondent were uncertain.
- **Ayeni International Incorporated:** This organization’s response was deemed incomplete, despite the LRA providing the respondent with the opportunity to cure. The LRA sent a deficiency letter to the respondent on March 23, 2010, and requested a response by April 5, 2010. The LRA received no response. Information regarding the number of units, supportive services to be offered and financing were not clearly defined and incomplete.
- **Saving our Homeless Veterans/Comrades:** The response was determined to be complete after the LRA received a cure response from the respondent. However, the organization’s financial viability and capability were uncertain. The response also did not clearly outline a supportive service program or succession plan for the site beyond year 15.
- **Walter Reed Community Investment Partners Inc. c/o Emory Beacon of Light:** The response was determined to be complete after the LRA received a cure response. However, the financial viability of the project was unclear, especially for the homeless only portions. The response included several material inconsistencies. In addition, the respondent had yet to be formed as a non-profit entity to be eligible. Other respondents were already legally registered as a non-profit entity.
- **Veterans & Military Family Life Progress:** The response was deemed incomplete, despite the LRA providing the respondent with the opportunity to cure. The LRA sent a deficiency letter to the respondent on March 22, 2010, and requested a response by April 5, 2010. The LRA received no response. The program for gym and homeless uses was unclear based on eligible

uses. Financial information and expected costs were not detailed. Other programmatic information was omitted.

- **DC Department of Human Services:** The response was considered complete. However, the program of permanent units and shelter space was unclear, as well as how the project would be integrated into the surrounding community.
- **DC Department of Housing & Community Development & DC Department of Mental Health:** After having a chance to cure in March 2010, the response was deemed complete; however implementation elements in the response remained unclear. There was a lack of detail around the development program, breadth of rehab proposed, the terms of the disposition strategy, as well as the depth of gap financing sources since no budget was included for any of the proposed activities. Additionally, the timing and role of hiring a consultant to study the site further was not fully described and some of the proposed uses were ineligible.
- **Transitional Housing Corporation:** THC's response during the amended NOI process was determined to be complete after THC provided a cure response; however the space requirements were not compatible with the buildings available and the financial viability to develop the program was uncertain. THC's original response was accepted as identified above.
- **National Capital Veterans Coalition:** The response was deemed unresponsive, as the program was focused primarily on veterans and community service rather than addressing homeless needs, and the respondent's request was for property not available through the amended NOI process.

### **Responses by Public Benefits Conveyance Entities**

The LRA approved four of the 18 Public Benefit Conveyance respondents as follows:

- **DC Fire and Emergency Medical Services ("DC FEMS"):** This response was determined to be complete. FEMS demonstrated a strong and urgent need for a new public safety facility, as well as the capital funding in place to construct the new facility.
- **Howard University:** This response was determined to be complete. Howard University demonstrated the financial and programmatic capacity to develop a new ambulatory care and medical office building center.
- **Washington Latin Yu Ying Public Charter School ("Yu Ying"):** This response was determined to be complete. Yu Ying demonstrated the financial and programmatic capacity, as well as the demand to develop a new charter high school on the site.
- **Latin America Montessori Bilingual Public Charter School ("LAMB"):** This response was determined to be complete. LAMB demonstrated the financial and programmatic capacity, as well as the demand to develop a new pre-kindergarten to 5<sup>th</sup> grade school on the site.

Based on the evaluation criteria described earlier in this section, the remaining 14 PBC respondents, as listed on page 12, were not approved by the LRA to be accommodated on the site.

## V. LEGALLY BINDING AGREEMENTS

The Legally Binding Agreements (“LBAs”) between the District and each of the approved HAPs are included as Exhibit H. The LBAs include as a contingency an ‘environmental renegotiation’ clause (Section 3.1.3) as follows:

*“The designation by the Department of the Army and the District (and any other environmental regulator, as applicable) that the Walter Reed Property is environmentally suitable for the intended purposes set forth in the Provider’s NOI; “*

The LBAs also include a ‘Reverter’ clause (Section 2.04) as follows:

*“**Reversion.** In addition to the LRA’s other remedies under applicable law or equity for breach of the use restrictions in Section 2.02 of this Agreement, or transfers in violation of any of the Lease covenants, or if at any time the Provider Site or any part or interest thereof is used for any purpose not consistent with the NOI and the uses designated or permitted under Section 2.02 of this Agreement or the Lease, or is leased, mortgaged, encumbered or otherwise disposed of in violation of the Lease, and such use or transfer is not cured to the reasonable satisfaction of the LRA within sixty (60) days of the Provider or its successor receiving written notice of such violation from the LRA stating the LRA’s assertion in reasonable detail that Provider is in violation of the terms of this Agreement or the Lease, at the option of the LRA, the Lease shall terminate with respect to such portion of the Provider Site as to which such violation has occurred upon written notice by the LRA, and Provider, its successors and assigns, shall forfeit all right and interest in and to the Provider Site and in and to any and all improvements, tenements, hereditaments, and appurtenances thereto.”*

The opinion of the LRA’s chief legal counsel, through the District’s Office of the Attorney General, as to the enforceability of the LBAs under District of Columbia law is included as Exhibit I.

### **Continuum of Care**

The homeless services continuum in the District of Columbia provides a wide array of services to the homeless and those at-risk of homelessness. These services include: outreach, transportation, prevention, shelter, supportive services, and housing. The continuum serves approximately 15,000 homeless people per year. There are approximately 6,500 homeless persons in the District according to “A Regional Portrait of Homelessness: 2011 Count of Homeless Persons in Metropolitan Washington” prepared by the Metropolitan Council of Government’s Homeless Services Planning and Coordinating Committee, May 2011. This report is available on the internet by visiting the following website: <http://www.mwcog.org/uploads/pub-documents/p15eXlo20110512131909.pdf>.

<b>Jurisdiction</b>	<b>2010 Total Population</b>	<b>2011 Literally Homeless</b>	<b>Homeless as Percent of Total Population</b>	<b>Homeless Persons per 1,000 People</b>
Alexandria	139,966	416	0.30%	3.0
Arlington County	207,627	461	0.22%	2.2
District of Columbia	601,723	6,546	1.09%	10.9
Fairfax County*	1,116,623	1,549	0.14%	1.4
Frederick County*	233,385	280	0.12%	1.2
Loudoun County	312,311	156	0.05%	0.5
Montgomery County	971,777	1,132	0.12%	1.2
Prince George's County	863,420	773	0.09%	0.9
Prince William County*	454,096	675	0.15%	1.5
<b>Region with D.C.</b>	<b>4,900,928</b>	<b>11,988</b>	<b>0.24%</b>	<b>2.4</b>
<b>Region without D.C.</b>	<b>4,299,205</b>	<b>5,442</b>	<b>0.13%</b>	<b>1.3</b>

Source: Metropolitan Washington Council of Governments tabulation of Census 2010 PL 94-171 Redistricting Data

\*NOTE: Fairfax County's population count includes the City of Fairfax and the City of Falls Church. Frederick County's population count includes the City of Frederick, MD. Prince William County's population count includes Manassas Park and the City of Manassas.

There are a growing number of seniors and veterans who are becoming homeless. Many of the seniors have been homeless for a long period of time and have become seniors while being homeless. There is currently a gap in terms of the availability of programs (specifically housing programs) that serve these specific populations. These populations have unique barriers (e.g., chronic medical conditions, dementia, Alzheimer's, post-traumatic stress disorder, etc.) that are a challenge to address in standard programs that serve a more broad population (e.g., programs focusing generally on men or women as opposed to a specific subpopulation).

The specific homeless services to be provided by the selected HAPs will include permanent housing for homeless veterans, families and seniors. Additionally, supportive services will also be provided to address the unique barriers and needs of these populations.

### **Impact of Housing and Services for the Homeless in the Community**

Walter Reed is located in Ward 4 of the District. This Ward encompasses a diverse population in terms of race, ethnicity and socio-economic status. Though there are a number of social service programs within the Ward, there are a small number of homeless programs in comparison to homeless programs in other Wards of the city. However, there are a significant number of seniors in this community, and a

number of veterans as well. Lastly, there are existing housing programs in the Ward that serve formerly homeless individuals/families, and low-income residents as well.

WRAMC is currently fenced and is, therefore, somewhat separated from the surrounding neighborhood. With the removal of the fences around the property and the selection of other non-homeless programs/organizations, the homeless programs/population will be well integrated into WRAMC. Additionally, through the supportive services provided by the HAPs, the formerly homeless veterans, families and seniors will be well integrated into the community as a whole.

Overall there is an expected positive impact on the community in terms of the integration of these populations overall and the opportunity for formerly homeless veterans, families and seniors who were residents of this community to be able to return. The fact that the proposed programs will be permanent housing will alleviate most of the typical concerns that may be raised by community residents, which are associated with shelter and transitional housing programs. Permanent housing programs provide more stability for tenants/participants, less tenant turnover and more comprehensive supportive services.

#### **Impact of the Concentration of Homeless and Low-Income Individuals and Families in the Community**

As previously stated, Ward 4 of the District (where WRAMC is located) is a diverse community with a mix of income levels among its residents. In comparison with other Wards of the District, Ward 4 ranks approximately fourth (out of 8) in terms of the number of low-income residents. Ward 4 ranks similarly in terms of the concentration of homeless individuals and families. Wards 7 and 8 of the District have the highest concentrations of low-income residents and individuals/families that become homeless.

#### **Impact of the Availability of General Services in Support of Homeless Individuals and Families Served by the LBAs**

As previously stated, there are less homeless programs and services located in Ward 4 than other Wards of the city. However, the homeless continuum is designed in a way that provides good access to those seeking services. There is a comprehensive transportation system dedicated specifically to the homeless, some direct financial assistance for transportation and most programs/services are located close to public transportation. Additionally, one of the organizations that have been selected, THC, will have administrative offices on site that can be utilized by the formerly homeless veterans, families and seniors to access needed services. Lastly, the supportive services that will be directly provided on site will focus on connections and access to needed services (e.g., medical services, mental health services, general health services, etc.).

## **VI. BALANCE BETWEEN ECONOMIC REDEVELOPMENT, OTHER DEVELOPMENT, AND HOMELESS ASSISTANCE**

### **Consistency with the District's Consolidated Plan**

The District's Department of Housing and Community Development ("DHCD") is the agency responsible for overseeing compliance with the District's Consolidated Plan. DHCD reviewed the approved HAPs and confirmed that they are consistent with the Consolidated Plan. DHCD has provided a certification memorandum that outlines how the approved HAPs match the priorities discussed in the Consolidated Plan. The certification memorandum is included as Exhibit J.

### **Balance Between Economic Redevelopment, Other Development, and Homeless Assistance**

The proposed reuse of WRAMC envisions a vibrant mixed use community of residential, dynamic retail, and innovative corporate and institutional uses that creates an exciting new neighborhood core. This development program meets the regulatory requirements of HUD regulations related to the BRAC process (32 CFR 176) and balances the economic development needs of the community with the needs of the homeless.

The recommended development program takes into consideration and aims to balance a range of factors in order to provide a program that is viable from a market standpoint, homeless assistance needs, and that satisfies the District's goals for the redevelopment of WRAMC. All uses, including accommodation of homeless assistance and public benefits providers, were considered for their contributions to these objectives. Critical factors that were considered include:

- Meeting community goals: Early in the Reuse Planning process, the community identified a set of goals for the redevelopment of WRAMC that formed the foundation of the approach to the Reuse Plan. The goals included:
  - Reconnecting the site with the surrounding community, including providing community amenities;
  - Providing a mix of uses, including retail, residential, and community and cultural uses;
  - Creating jobs and revenues for the District;
  - Activating the site by attracting high-quality development partners and identifying a program that could begin implementation quickly.
- Supporting District policy needs: The Reuse Plan takes into account the District's policy goals related to homeless assistance, education, affordable housing and supportive services, and municipal services. Relevant District agencies were engaged to inform the Reuse Plan's approach to providing opportunities to meet District policy goals on the site in alignment with broader District approaches and requirements for those uses. NOI users represent approximately 11% of the development proposed for the site; one quarter of which is designated for HAPs.
- Achieving financial feasibility of development: The District has identified a goal to support redevelopment of the site in a manner that is financially self-sustainable, in order to minimize the fiscal impact on the District and increase the potential speed of redevelopment. While there are strong development opportunities on the site, there are significant infrastructure costs associated with readying the site for new mixed-use development and achieving the

sustainability goals set forth in the Reuse Plan. The development program aims to balance the potential land value that can be generated on the site with the substantial required capital costs that will be required to support that development. For this purpose, selected portions of the site have been identified for significant new development in order to ensure the ability to preserve other portions of the site as open space and for public benefit, community, cultural uses and NOI uses.

- Producing economic and fiscal benefits for the District: The District and the community set forth the goal of creating jobs and fiscal benefits through the redevelopment of the site. The fully operational WRAMC employed only 15% District residents and did not contribute to the District tax base. The redevelopment of the site is an opportunity to increase the number of jobs for District residents, attract additional residents to the District, and generate significant tax revenues – including personal and business income, sales, and property taxes. The Reuse Plan is projected to support approximately 2,900 jobs on site, and 1,955 new housing units supporting 4,000 new residents.

The overall program of the Reuse Plan is comprised of six major land-use categories that were identified through the market analysis and the NOI process, which include:

#### *Office/Institutional*

The program includes approximately 400,000 square feet of office and/or institutional uses, with potential for growth of approximately 100,000 square feet associated with the reuse of Building 1. Office uses are contemplated to include an anchor corporate or institutional user of 200,000 to 300,000 square feet in and adjacent to Building 1, plus additional corporate and/or institutional uses to form a cluster on the northeastern corner of the site. This amounts to approximately 75,000 square feet of medical office space that is ancillary to an ambulatory care center in existing Buildings 6 and 7, and NOI and potential non-profit office uses in existing buildings.

#### *Retail*

The plan envisions the creation of an approximately 200,000 square feet retail center anchored by a destination retailer of up to 100,000 square feet that can draw customers from an area larger than the typical market area for neighborhood retail of approximately two (2) miles and, therefore, could attract additional in-line neighborhood and convenience retailers to locate on the site as well. Destination retailers could include a specialty grocery store, a large format retailer that is not currently represented in the market, or other retailers that would attract customers from throughout Washington, DC, and nearby Maryland communities.

The retail program will be concentrated primarily on the northeast corner of the site, with ground level retail development below 3-5 stories of office and residential uses. Parcels on Georgia Avenue between Dahlia Street and Butternut Street can support additional smaller scale retail below office and residential uses. This commercial development will provide much needed economic benefits to the immediate neighborhood by providing an expanded range of retail amenities. Underground structured parking will be required to support these uses.

### *Residential*

The WRAMC is located adjacent to stable residential neighborhoods, and with anticipated population growth in this section of DC over the next 10 years. Residential uses comprise 48% of the proposed program, and includes a range of housing opportunities; mixed-income housing, permanent supportive housing to be operated by NOI respondents, student housing, and hospitality uses. The plan envisions 1,955 units of housing, to be accommodated within new and existing buildings. This housing is envisioned to include 90 urban townhomes and primarily multifamily rental units in the near-term, with the potential for for-sale condominiums in later phases. The housing is anticipated to have a range of price points, with initial price points that lie between those currently in the WRAMC vicinity and those in more Metro-accessible locations in Silver Spring and Takoma, supported by enhancement of transit accessibility with the addition of streetcar and the place-making opportunities on the site. In addition, there may be opportunities for affordable housing to be determined by District policies.

Homeless Service Providers identified through the NOI process comprise approximately 5% of the residential program. A portion of Building 14, currently barracks, and Building 17, will be designated for this purpose.

### *Pre-K-12/University Education*

The plan envisions Building 11 to be reused to accommodate public charter schools.

### *Health Care*

The plan includes 112,000 square feet of space in existing Buildings 6 and 7 for health care uses that serve the local community. The District is exploring a use agreement with NOI respondent Howard University Medical Center to operate an outpatient ambulatory care center in those buildings.

### *Municipal/Community Services*

The plan includes 25,000 square feet of space to relocate DC FEMS Engine 22 to the site of Building 18 (to be redeveloped).

## **VII. PUBLIC COMMENT REQUIREMENTS**

### **Citizen Participation Process**

Input from the public is always important to the work of a local redevelopment authority, but that is particularly true with projects such as the redevelopment of WRAMC. WRAMC is located in a densely populated area of Washington, DC and has been an integral part of the life of that part of the city for almost a century. The closing of Walter Reed is a significant event for the community, and it was essential that the interests of all who are to be impacted be well represented in the planning process.

With this in mind, plans were developed for an extensive and vigorous public engagement process that would revolve around a series of public workshops to be widely advertised and promoted in the communities surrounding WRAMC. The goal was to have at least 100 community participants at each public workshop and to make sure that those who attended were representative of the broad diversity of the communities surrounding WRAMC. The workshops were conducted in two phases to correspond with the two parts of the overall planning process. The first phase of meetings corresponded with the planning that was done for the original portion of WRAMC that was designated for reuse by the LRA. The second phase was conducted after the boundaries for the land were defined and additional acreage was added.

The first phase of workshops took place from June to October of 2010. The dates and topics of the four public workshops in this first phase were as follows:

- Public Workshop #1: Vision and Goals (Wednesday, June 9, 2010)
- Public Workshop #2: Alternative Opportunities and Ideas (Saturday, July 10, 2010)
- Public Workshop #3: Preferred Scenario Analysis (Thursday, August 19, 2010)
- Public Workshop #4: Presentation of the Final Plan (Thursday, October 14, 2010)

The second phase of workshops took place from September, 2011 to February, 2012. The dates and topics of the three public workshops in the second phase were as follows:

- Public Workshop #5: Reuse Plan Update and Alternatives (Wednesday, October 5, 2011)
- Public Workshop #6: Preferred Scenario Analysis (Tuesday, November 15, 2011)
- Public Workshop #7: Presentation of the Final Plan (Thursday, February 2, 2012)

All of these meetings were designed to be highly interactive and to engage participants directly so that they could understand the planning process and provide important feedback to the various development stages of the plan. Each meeting lasted two to three hours and was structured around facilitated table discussions that enabled participants to reflect on information that was presented and then share their ideas and suggestions. Participants completed worksheets that summarized their views and extensive keypad polling was conducted at the workshops.

Prior to each workshop, extensive outreach efforts were conducted in order to ensure that all segments of the community were aware of the meetings. Outreach focused primarily on the neighborhoods surrounding WRAMC, but invitations were also issued to some key groups, organizations and individuals outside of the immediate area. In addition to the announcements posted on the Walter Reed LRA's website, there were five basic types of outreach activities:

1. Door-to-Door Canvassing  
Outreach staff knocked on more than 2,000 doors and handed out flyers to community residents who live in the neighborhoods next to WRAMC. In addition, canvassers distributed flyers and issued invitations to at least 100 businesses on Georgia Avenue and surrounding areas.
2. Presentations to Groups and Organizations  
Personal invitations to the workshops were given by the outreach team and LRA representatives at meetings of neighborhood groups, business associations, churches, organizations dealing with housing and the homeless and other community groups.
3. Phone calls to interested individuals  
A list of about 400 community members and stakeholders received regular phone calls about upcoming workshops. Included on the list were neighborhood organizations and key community leaders as well as individuals who had expressed specific interest in the redevelopment of WRAMC.
4. Emails to key groups and individuals  
Regular emails were sent to over 700 key community leaders and individuals with reports on the planning process and invitations to upcoming workshops.
5. Information in newsletters and online community bulletin boards  
Notices were printed in neighborhood newsletters and notices posted on a variety of online bulletin boards which gave the date, time, location and topic for each of the public workshops.

These outreach efforts proved to be quite successful and each of the public workshops was well attended by a diverse cross section of the community. The attendance at the seven workshops averaged more than 100 people per workshop, and the registration and keypad polling data that was collected showed that there was strong representation from each of the surrounding neighborhoods of Shepherd Park, Takoma and Brightwood.

The participants were also generally reflective of the racial, ethnic and gender breakdown of that section of Washington, DC. There was also a particularly strong representation of long time community residents with as many as a third of the participants indicated that they have lived in the neighborhoods around WRAMC for more than 20 years.

Not only were the workshops well attended, but participants gave the workshops high marks as being informative, valuable and well run. The keypad polling conducted during the workshops made it possible to get a quantifiable picture of what participants thought of the meetings, and the results were very satisfying. Participants indicated overwhelmingly that they found the meetings to be both informative and valuable. When asked at one of the workshops how much they had learned about the redevelopment process, 77% of participants said that they had learned either a lot or a great deal. At the same time, participants gave high marks to the way the workshops were designed and carried out when 70% said that they were either "satisfied" or "very satisfied" with the meetings and another 18% said they were "somewhat satisfied."

Although the outreach for the seven workshops was generally quite successful, there were also some recruitment challenges that the LRA was not able to completely overcome. Participation was low at

each of the meetings from two segments of the population: young people (ages 18-34) and Latinos. Only 8% of participants were young people and yet they make up about 22% of the population in the area surrounding WRAMC. Similarly, Latinos make up about 6% of the population and only about half that number participated in the workshops. Special outreach efforts were directed at these two groups, but the level of participation was not what was hoped for.

Each workshop provided critical information from participants on their preferences for the development of the Reuse Plan. Keypad polling was used to prioritize community preference on a variety of issues. Facilitated table discussions and worksheet results were summarized for the planning team and LRA to incorporate in the decision making process. A structured Question and Answer process was also utilized to allow participants opportunity to seek responses to specific issues. Summary Reports from keypad polling and participant worksheets are included in the Appendix for each public workshop.

Throughout the public engagement process, community input and concerns were considered, influenced and helped to balance the issues that would guide the final Reuse Plan. The community continues to believe the reuse of WRAMC should honor its legacy as a Center for Innovation and excellence. Key themes that evolved from the various workshops have been addressed in the overall Reuse Plan including: Preservation of green open spaces; provision of mixed-use housing to address the needs of the community and provide an income base to the city; community benefits that address housing needs for seniors, support the homeless community and education; mixed retail that allow residents and the general public access to a variety of shopping that can support the neighboring community and businesses on Georgia Avenue.

### **Summary of Comments from Public Outreach Efforts**

#### **Vision and Goals Setting – June 9, 2010**

Over 116 community members and stakeholders from neighborhoods in Ward 4 participated in the first public workshop on June 9, 2010 at the WRAMC to explore reuse vision ideas and goals for the campus. The workshop included a presentation by the District's Office of the Deputy Mayor for Planning and Economic Development on the Reuse Planning process and an overview of the Existing Conditions Assessment of the campus by the Reuse Planning Team for the project.

During facilitated table discussions, participants discussed their vision and goals for the reuse of WRAMC. Below are the goals that emerged from that discussion about possible future uses of the WRAMC site and participant's hopes about how it will benefit the community:

- Create a plan that accommodates a mix of uses, including retail, diverse housing options, and cultural uses.
- Retain open/green space, specifically community gardens and dog parks, "less densely developed than surrounding neighborhoods"
- Provide a variety of housing options: including affordable housing, veterans and senior housing
- Create recreational opportunities such as sports and recreation centers, museums and center for arts.
- Create small village feel with a community center, multicultural center, fire station, church, and medical services and accessible to foot traffic.

- Support the redevelopment of the Georgia Avenue corridor, and provide public benefits for the surrounding community.

Area residents, businesses and property owners shared ideas and thoughts with the District staff during preliminary information meetings over the course of a seven month planning process, which focused on four topic areas. Workshop participants participated in table discussions and then filled out worksheets that identified the top three (3) priorities for each topic area and provided additional comments and ideas. The participants identified the following top priorities:

**Topic 1 – Preservation and Reuse:**

- Integration 27%
- Support Georgia Avenue 27%
- Public Benefits 20%

**Topic 2 – Mix of Uses:**

- Retail 27%
- Range of Housing Types 26%
- Cultural 23%

**Topic 3 – Jobs and Revenue:**

- Jobs for DC Residents 48%
- New Jobs 44%
- DC Revenue Generation 43%
- Better Transit and Transportation 43%

**Topic 4 – Implementation and Timing:**

- Select Good Development Partners 54%
- Address Environmental Issues 49%
- Manage Site Vacancy 43%

**Additional comments and ideas on the four topics areas included:**

- Preserve natural topography and large older trees. Integrate natural features into plan.
- Consider a senior living community.
- Health club and exercise facility, community pool, public recreational facility, library.
- Encourage grocery store, hotels and inns, restaurants, childcare.
- Utilize historic trails and sculptures.
- Cultural, family-friendly retail.
- Control crime while property is vacant.
- Balance tax incentives with potential tax revenue generation.

**Alternative Opportunities and Ideas – July 10, 2010**

The second public workshop brought together almost 100 members of the community and other stakeholders for three hours of presentations, table discussions and feedback from participants. The agenda began with a summary of what was learned from the first meeting on June 9th and then featured a presentation from the planning team on the existing conditions at WRAMC and four alternative ideas about how the site could be used. This meeting also presented community goals established by participants during the first workshop. Participants were polled as to whether they agreed with the findings during the first workshop and suggested additional comments. Over 82% of participants agreed or strongly agreed with the goal statement on desired community benefits that included the following:

- Have open/green space and be less densely developed than surrounding areas;
- Provide recreational and cultural opportunities;
- Contribute to a healthy environment in the area;
- Help to keep property values high;
- Provide job opportunities;
- Make educational and cultural facilities available;
- Provide a variety of housing options;

- Have retail and shopping options for the community.

### **Presentation of Concepts**

The planning team presented four alternative concept approaches to reuse. The concepts included “Campus District”, “Town Center”, “Regional District”, and “Neighborhood District.” The concepts were discussed by participants who were eventually polled on their preferences. Overall, the Town Center and Neighborhood District received higher ratings than the Campus and Regional District concepts. The results of the participant polling are detailed below.

### **Which alternative idea offers the best integration of the site into the surrounding neighborhoods?**

- Campus District 6%
- Town Center 31%
- Regional District 16%
- Neighborhood District 47%

### **Which alternative idea creates the most exciting use of open space?**

- Campus District 19%
- Town Center 20%
- Regional District 12%
- Neighborhood District 49%

### **Which alternative idea character most appeals to you?**

- Campus District 12%
- Town Center 41%
- Regional District 17%
- Neighborhood District 29%

### **Which alternative idea do you feel has the greatest potential to support investment and improvements on Georgia Avenue?**

- Campus District 12%
- Town Center 57%
- Regional District 16%
- Neighborhood District 16%

### **Walter Reed Reuse Plan Public Preferred Reuse Plan – August 19, 2010**

The third workshop had the highest attendance with more than 125 members of the community and other stakeholders for two hours of presentations, table discussions and feedback from participants. This was the first meeting for over 34% of the participants as a result of the outreach strategy that continuously worked to increase community awareness of the process.

Representatives of the District and the planning team were present to share the progress of the plan. The agenda began with a summary of how public input had influenced the planning that had been done so far and then featured a presentation on the results of the market analysis that was recently completed. The planning team outlined a Reuse Plan scenario that showed how open space, retail, housing and other uses might be incorporated on the site. Keypad polling was also used to get community feedback on a wide range of issues.

### **Market Analysis Findings and Program Considerations**

The market analysis provided an assessment of as-is market potential for WRAMC. The analysis listed reuse possibilities that targets over 800 residential units; 130,000-160,000 square feet of neighborhood-serving and specialty retail, and complementary public uses. Key elements of the market analysis also included:

- Public investments in new and improved transit by, through and near the campus that can drive demand higher.
- Needed infrastructure improvements on campus may warrant select development to offset or balance potential public cost.
- Creating a mix of uses in existing and potential new spaces on the campus can impact demand.

***The second phase of workshops took place from September, 2011 to February, 2012. The dates and topics of the three public workshops in the second phase were as follows:***

#### **Public Workshop: Reuse Plan Update and Alternatives – October 5, 2011**

This public workshop was held almost one year from the presentation of the final plan held in October of 2010. More than 100 Ward 4 residents and stakeholders attended the workshop, which included presentations that focused on providing the community with information on the new boundaries assigned to the LRA portion of the campus and the impact and benefits of the new boundaries on the draft Reuse Plan presented in 2010. Of the participants at the meeting, 53% had attended at least one of the public workshops in the previous year.

The program included table discussions, question and answer periods and polling feedback from participants. The agenda began with a summary of how public input had influenced the planning that had been done so far and confirmed that the vision and project goals set by the community would continue to influence revisions in the Reuse Plan. Featured presentations included the Site and Market Conditions analysis that had been recently completed by HR&A and members of the Perkins + Will planning team. The market analysis provided data about the types of uses that are most likely to be economically successful on that site with the new borders aligning Georgia Avenue and the northeast corner of the site where the hospital currently sits. Perkins + Will representatives then outlined a Reuse Plan concept highlighting possible uses for open space, retail, housing and other uses that might be incorporated on the site.

After these presentations, the participants worked in small groups to discuss what they liked, identify questions they wanted answered and make additional suggestions for the planning team. Keypad polling was also used to get community feedback on a wide range of issues. Below are the results of table discussion and polling results from the community workshop.

After hearing the presentation on possible new uses for the site now that the boundaries have changed, participants were asked “which opportunities in this new site configuration are of most interest to you?”

#### **Top Comments**

- Preservation of the green space, including preservation of the mature trees on the land;
- Creation of a friendly retail environment, though many were divided on exactly what type of retail they wanted (i.e. chains like Trader Joes or small businesses);
- Need for balance between retail and open space;

- Creation of public space and community space;
- Preservation of historical buildings, especially Building 1;
- Creation of single family homes and/or condos;
- Easy pedestrian walkways, as well as roads for cars;
- Sustainability, both environmental sustainability and economic sustainability;
- New town center, though this could be part of the retail environment with entertainment options for youth.

**Some of the concerns expressed in the discussion included:**

- Traffic increase on 13th and 16th streets, and adequate parking;
- Possible DOS insensitivity to the needs of the community and historic preservation;
- Historic value of the place and grounds will not be maintained;
- Fear that the District government will not take community needs into account;
- The need for adequate security during the building process;
- Quality of retail and a need for more amenities in the neighborhood;
- Potential impact on taxes for residents.

The design theme and three concepts were presented to the community that highlighting the following:

- Possibility of retaining Building 1 and the Great Lawn as the heart of the site;
- Potential street car network;
- Enhanced open space and connectivity;
- Sustainability and provision of bio-retention systems that followed the former Cameron Creek.

The concepts presented for the use of the northeast corner of the site were of three types: (1) “Minimal Intervention”, (2) “Maximum New Use”, and (3) “Balance of Use and Space.”

After the presentation of the concepts, participants asked questions about the plan concepts and held table discussions on what they liked about the three approaches to the northeast corner and planning themes.

**Top Comments**

Within the three concepts, “Concept 3: Balance of Use and Space” was highly favored by participants, with some stating they liked the openness and green spaces preservation. “Concept 1: Minimal Intervention” was favored by many participants for not enough development, although a few participants expressed positive comments for its preservation of the neighborhood and openness.

Some participants did express a concern that not enough information was presented to make a decision about the plans and they did not understand specifics of each option. However, they did like the open space concepts presented. As a result, in addition to answering questions from the audience, the full presentation was posted on the LRA and government website for community review and comment.

Participants were then polled on their preference on the concepts, and the results are listed below.

**Of the open spaces you expect to see on this site, which two seem more appealing to you:**

- 42% Town Center
- 27% Retail Corridor
- 23% Georgia Ave “Green Breathers”

- 11% Bio-retention
- 31% The “Great Lawn”
- 6% Urban Agriculture
- 28% Family Recreation

**How do you feel about the plans to extend the current north-south and east-west streets through the site?**

- 10% Everything I have heard sounds good
- 23% I generally like the idea, but need more details about what the streets will be like
- 21% I like the basic idea, but I am a little concerned that it may create too much traffic through the site
- 30% I don’t like the idea of so many streets going through the site
- 16% I don’t know enough at this time to say what I think

**If there were to be something to draw people to the site from across the city and region, I would prefer to see:**

- 23% A large, well known retail store
- 22% An entertainment center or recreation complex
- 22% A research and technology center
- 4% A healthcare institution
- 7% An educational institution
- 22% Other

**If the site has something to draw people from across the region, the main concern I would have is:**

- 26% It would cause a big increase in traffic
- 9% It would create more parking problems
- 2% It would create too much noise
- 36% It would destroy the nature of the neighborhood
- 20% I don’t have any major concern at this time
- 8% I have another concern not listed here

**What are the two main economic benefits you see from the redevelopment of the WRAMC site:**

- 33% An opportunity for neighborhood people to get jobs
- 38% It could help businesses on Georgia Ave
- 14% It would make our neighborhood better known
- 44% We would have easy access to new businesses
- 28% I’m not clear on the main benefits to redeveloping Walter Reed

**Which of the statements below is closest to your vision of what you hope people will say twenty years from now about the impact of the redevelopment of the WRAMC site?**

- 13% It created a restful and relaxing place people can enjoy and recall the unique history of the site;
- 50% It created the right mix of residence, businesses, and open space that enhanced the quality of life for everyone;
- 11% It helped to revitalize the businesses in our area and created lots of jobs for DC residents;

- 8% It became a place where people from around the region come to shop, relax, and enjoy time with their family
- 18% It created a cultural and educational center that was heavily utilized by the community and surrounding region

### **Public Workshop: Preferred Scenario Analysis – November 15, 2011**

Presentation of the preferred plan was the primary focus of the public workshop in November; however, the program also included a project update on the reuse process, status of NOIs and recap of previously meetings. Polling at the beginning of the meeting indicated that at least 61% of participants had attended previous meeting, with 39% attending one or less meetings.

The planning team reviewed the three reuse concepts presented at the previous public workshop and summarized the community feedback they had received. It was explained that Concept 3, which involved developing Georgia Avenue frontage with green “breather” intervals of open space had received the most support.

During the presentation of the preferred plan, the market analysis report reviewed key factors impacting ability to achieve market potential for residential units, retail, and office space. The design approach for the preferred plan included removal of the perimeter fence to integrate the campus with community, extending the street network, preservation and enhancement of open spaces as well as providing for a mix of uses on the land. The framework plan focused on a town center approach preferred by participants that highlighted the potential for destination retail opportunities as well as promoting approximately 14 acres of open space and reclaiming the historic vista adjacent to Building 1. A critical element of the presentation addressed circulation throughout the site. This encompassed new routes for traffic circulation, parking facilities and pedestrian connectivity via a network of open and built spaces.

After the presentation, the planning team answered questions from participants on various elements of the Reuse Plan and table facilitators lead a round of discussion questions. During the table discussions, participants were asked to comment on what they liked most about the plan that was presented and what concerns, if any, that they had.

Below is a summary of the most common answers given to these two questions:

### **Discussion Questions**

#### **What do you like most about the plan that was just presented?**

- Green spaces and preservation of historic green space, open space and use of existing mature trees
- Variety of uses
- Opening the land up to the community
- Town center concept
- Mixed used development, theaters, retail, restaurants, residential and office/education
- Preservation of Building 1
- Waste water management /storm water system
- Preservation of historic buildings
- Using Building 1 as an educational center/university

- 13th Street Loop and mall

**What concerns, if any, do you have about the plan?**

- Traffic, "Fear it will become congested," "Worried about 13th Street"
- Street Cars are a bad idea—they cannot survive a cost-benefit analysis
- Do not want a big box retailer in the neighborhood; focus on small businesses
- How will this be funded?
- Timing of plans, construction and demolition
- The increased density of the community
- Do not want firehouse
- Potential noise is too great
- Lack of affordable housing in the plan
- Where is the senior housing/assisted living housing?

After the table discussions, a round of keypad polling was conducted to get participants' views on different aspects of the plan that was presented. Below are the results of that polling.

**How satisfied are you that the plan meets the goal for a mix of uses on the site?**

- 21% Very satisfied
- 22% Satisfied
- 37% Somewhat satisfied
- 17% Slightly satisfied
- 3% Not at all satisfied

**How satisfied are you that the plan meets the goal of integrating the site with the local neighborhoods?**

- 21% Very satisfied
- 24% Satisfied
- 22% Somewhat satisfied
- 19% Slightly satisfied
- 13% Not at all satisfied

**How satisfied are you with the plan as it meets the goal to preserve and utilize open space?**

- 35% Very satisfied
- 32% Satisfied
- 16% Somewhat satisfied
- 9% Slightly satisfied
- 7% Not at all satisfied

**How satisfied are you that the plan addresses circulation within the site – for vehicles, public transit, & pedestrians?**

- 10% Very satisfied
- 20% Satisfied
- 34% Somewhat satisfied
- 15% Slightly satisfied
- 21% Not at all satisfied

**In your table discussion, would you say there were more things people liked than they disliked or was it the other way around?**

- 17% There were a lot more things people liked than disliked.
- 17% There were a few more things people liked than disliked.
- 29% There were about the same number of things people liked and disliked
- 14% There were a few more things people disliked than liked.
- 22% There were a lot more things people disliked than liked.

**Overall, what would you say is your general level of satisfaction about the preferred plan that was presented?**

- 16% Very satisfied
- 24% Satisfied
- 36% Somewhat satisfied
- 13% Slightly satisfied
- 10% Not at all satisfied

### **Public Workshop: Presentation of the Final Plan- February 2, 2012**

The purpose of the public meeting on February 2nd was to present the LRA Committee approved Reuse Plan to the public. The meeting lasted two hours, with over 100 participants and stakeholders in attendance. Polling was used early in the program to review the demographics of the audience and provide an opportunity for participants to answer questions on how satisfied they were with the process. The demographic polling revealed that the same diverse mix of residents who attended the previous workshops were present to hear the presentation of the plan.

The polling also revealed that participants were generally quite satisfied with the community engagement process that had taken place over the previous year and a half. Below are the results of that polling:

**At every public meeting we have had facilitated table discussions to allow all participants to share their views and ask questions. What would you say was your level of activity in the discussions you participated in?**

- 10% Not very active
- 24% Somewhat active
- 27% Active
- 21% Very Active
- 3% Extremely active-may have talked too much!
- 22% Haven't been in discussion - this is my first time

**At each meeting, we have given some opportunity to ask questions about the ideas and plans being presented. As you think back on the meetings, do you think that the time allotted for those question periods was:**

- 3% Much longer than we needed
- 12% A little longer than we needed
- 38% About right
- 31% A little less time than what we needed
- 16% Much less time than we needed

**Based on what I've seen, those in charge of the planning process have generally done a good job of understanding the concerns of the community and providing answers/ explanations to questions.**

- 27% I agree with this statement
- 16% I somewhat agree with this statement
- 24% I neither agree or disagree
- 24% I somewhat disagree
- 8% I disagree with this statement

**Two websites were set up to keep people informed about this planning process. In what ways, if any, did you use either website? (List all that apply)**

- 42% Get information on meetings
- 42% Register to attend events
- 47% Look at background information
- 38% Download reports or materials
- 35% I have never been to the project website

After the polling, the planning team conducted a thirty-minute presentation of the approved plan and answered numerous questions from the audience. Key questions/concerns from the participants are described below along with the basic answers that were provided:

- Concern about demolition of building causing vibration and noise, especially if dynamite was used with solidly built structures like Building 54. (It was explained that very little dynamite would be used in this type of demolition and that extreme care would be taken not to disrupt the surrounding area.)
- Desire for construction work to stay in DC for jobs. (District representatives indicated they will do everything they can to make sure District residents get a good share of jobs.)
- Very much concerned about increased traffic – 16th Street is already a parking lot during rush hour. (Traffic experts that were present again explained efforts to mitigate the future impact of traffic.)
- What is happening with the DOS site? (It was explained that the DOS is in the early stages of working with the Army on their property agreement and that there is nothing to announce at that point.)

The meeting closed with a brief summary of next steps and the explanation that after final approval has been given a master developer will be engaged, hopefully in the summer of 2012.

#### **Public Hearing Summary and Comments**

Prior to submission to HUD, the Mayor and the District Council approved of the Homeless Assistance Submission, including the Reuse Plan and Legally Binding Agreements. The District approval process included a public hearing on *[upon Council approval, insert date of public hearing]*.

*[Summary of public hearing comments to be inserted]*

The video recording of the hearing is available at: *[Insert web link for Council hearings.]*

### **Public Benefit Transfer Outreach**

The LRA conducted outreach to public benefit providers concurrently with outreach to homeless assistance providers. The Washington Post newspaper advertisements invited both homeless assistance providers and entities interested in obtaining property through a public benefit conveyance, other than a homeless assistance conveyance. See Exhibit B.

In addition, the LRA hosted a separate workshop and tour of WRAMC with several District agencies on February 16-17, 2010, to discuss the District's public benefits needs (e.g. police station, library, parks, etc.) and other uses (e.g., a bus barn for the Washington Metropolitan Area Transit Authority).

The LRA received 18 NOI responses from potential PBC entities, and four were approved as part of the Reuse Plan. Please refer to Section IV for further information.