

## **2.0 ALTERNATIVES**

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## 2.1 HOW WERE THE ALTERNATIVES DEVELOPED FOR THE NEBRASKA AVENUE COMPLEX MASTER PLAN?

A project team of architects, urban planners, landscape architects, architectural historians, and engineers worked together to create the alternatives for the NAC Master Plan. The project team identified and studied the existing conditions of the site and development constraints prior to developing the proposed action alternatives. Key issues included:

- Historic buildings and landscape features;
- Views into the campus from Ward Circle, Nebraska Avenue, and Massachusetts Avenue, and views from within campus towards the towers of the National Cathedral;
- Natural resources such as Glover-Archbold Park, which is managed by the NPS, and steep topography and drainage towards the eastern edge of the site;
- Transportation conditions in the vicinity of the site; and
- ISC Level V security requirements.

Planning principles to guide the development of the Master Plan alternatives were also developed through a collaborative process between GSA, DHS, and the project team in the fall of 2009. The principles were also reviewed at a public scoping meeting on November 17, 2009 and by key stakeholders including the staff of NCPC, the Commission of Fine Arts (CFA), the District of Columbia SHPO, DDOT, NPS, ANCs, and American University. Transportation issues were identified as the major concerns to be addressed on this site. Public and agency comments received during the scoping process helped shape the development of the Master Plan alternatives.



**Public Scoping Meeting, 11/17/09.**

Preliminary Master Plan alternatives were also reviewed by the CFA, SHPO, and NCPC in the summer of 2010.

The Master Plan principles include:

- Development Areas – Use the historic core and site perimeter influences to define the areas that can be developed on site.
- Campus Layout – Organize the campus along a primary and secondary axis.
- Campus Environment - Provide indoor and outdoor, formal and informal meeting, social and physical fitness spaces that reinforce a sense of campus.
- Zones - Reinforce existing campus zones with new buildings and landscaping.
- Campus Edges - Define the character of the campus perimeter for consistency with adjacent developments.
- Circulation - Create a pedestrian-centered campus that minimizes walking distances and increases connectivity. Encourage multimodal travel to the site by utilizing the nearby transit services and connecting to pedestrian and bicycle access.
- Access - Minimize the number of site access points to reduce the impact on traffic. Strategically locate secure perimeter access points to promote multimodal transportation.
- Parking - Consolidate parking in a perimeter location to create a more pedestrian-friendly campus consistent with the historic site. Design the garages to minimize visual impact and incorporate sustainable features such as landscaping.

- Security - Provide security to an ISC Level V with a 100' minimum setback from the outer boundary perimeter. A 50' setback from the existing fence would be required at the rear of the site next to Glover-Archbold Park.
- Historic Character - Rehabilitate and renovate the existing historic resources to the extent possible. In the development of new facilities on site, consideration should be given to appropriate siting and to the use of materials, scale, and proportion that would be compatible with the historic built environment.
- Views - Reinforce and maintain key view corridors around the site and provide a park-like setting to the buildings.
- Infrastructure and Utilities - Explore ways to reduce the visual impact of the infrastructure and utilities by consolidating the utilities, mechanical, and electrical infrastructure on the site.
- Stormwater Management - Provide a stormwater management strategy to address municipal and Section 438 of the Energy Independence and Security Act of 2007 (EISA) requirements in order to reduce stormwater runoff.
- Sustainability - Minimize the environmental impact through planning sustainable sites, conserving materials and resources, protecting water, increasing energy efficiency, and improving indoor environmental quality.

## **2.2 WHAT ALTERNATIVES ARE BEING CONSIDERED?**

The NAC Master Plan Draft EIS evaluates three action alternatives and a No Action alternative. The three action alternatives differ in the placement of buildings within the NAC site, the size of buildings, the total number of seats accommodated, the number of parking spaces, and site access and circulation. The other components of the alternatives, including the treatment of historic resources, sustainability features, and security requirements, are consistent between the three action alternatives.

It is important to note that the new buildings described in the following sections, under all action alternatives, have yet to be designed. The GSA Design Excellence architect-engineer selection process would result in the selection of the design team who would be responsible for the design of buildings and the overall architectural expression of the campus; the design would adhere to the planning principles and guidelines set forth in the Master Plan, NEPA, and Section 106 processes.

### **2.2.1 Elements Common to the Action Alternatives**

There are several features of the proposed project that are common to the three action alternatives. These elements include buildings identified for demolition, security setbacks, historic stewardship, and sustainable design.

#### **Building Renovation and Demolition**

Under all three action alternatives, Buildings 5, 7, 10, 15, 18, 19A, 21, 49, 59/94, 60, 81, 88, 98, 100, 101 and 132 would be demolished (Figure 2-1). These buildings largely represent non-historic resources identified for removal in order to achieve sufficient security setbacks, re-establish the campus' historic quads, or to make room for new facilities that can meet DHS' needs. Building 5 is considered a contributing resource to the proposed historic district. The National Register

nomination is under development and ongoing consultation regarding contributing buildings is occurring. Due to the ongoing consultation and continued development of the National Register Nomination, a final determination on the status of two other buildings proposed for demolition (Buildings 15 and 18) is unresolved.

**Figure 2-1 Building Demolition, *Red buildings would be demolished.***



The purpose for demolition of existing buildings at the NAC would be to eliminate miscellaneous, non-contributing buildings that do not support the historically rich fabric of the existing campus. In the northeast portion of the site, there are many small, non-contributing buildings that preclude further development because of their sprawling nature. In the historic core of the site, there are buildings that have in-filled courtyard spaces and, therefore, would be removed. Buildings 5 and 7 are proposed for demolition as they would need to be hardened, which would be cost prohibitive.

All buildings on site that would be demolished would be deconstructed. This includes the selective dismantlement of the building components, specifically for reuse, recycling, and waste management. During demolition, dust mitigation and noise mitigation measures would be used to minimize the disruption to the campus and the neighborhood.

Buildings 1, 2, 3, 4, 6, 12, 13, 14, 17, 20, 43 and 61 would remain on the NAC campus (Figure 2-2). Renovation and modernization would occur for all remaining buildings, except for Buildings 12, 13, 14, 19 and 61 as these five buildings would be renovated under the No Action Alternative.

**Figure 2-2 Building Renovation, *Beige buildings would be renovated.***



The renovation of the buildings would include modernization of the buildings systems for life safety and to comply with current building codes. A whole-building renovation may include replacement of the building HVAC system, replacing electrical distribution, lighting, fire protection, plumbing, and security systems. The exterior envelope may also be renovated to better align the building with its new function. Improvements such as window replacements, exterior wall insulation, or new roofing adapt the aging structure to significantly reduce energy use.

**Security Requirements**

The security requirements for the NAC site would remain an ISC Level V secure campus. A 100-foot setback from the property line would be required for all buildings except the historic chapel (Building 6). Any existing buildings located within this zone would be required to be hardened. As a result, Building 20 would be hardened. The setback on the eastern portion of the site adjacent to Glover-Archbold Park would be 50 feet from the present perimeter security fence line.

Currently the perimeter security fence is mostly a double fence around the secure campus. The fence sits on or near the property line along Nebraska Avenue and on the north edge of the site. In other locations the fence is set back from the perimeter of the site to accommodate steep terrain, existing trees, and circulation around the site outside the secure area. The fences that face Massachusetts Avenue and Nebraska Avenue are decorative in nature but have been upgraded in order to be crash resistant. There are buried intrusion detection systems on the site, but no flood lights around the perimeter. It is anticipated that the security measures currently in place would remain under each alternative.

**Historic Stewardship**

Under all three action alternatives, one historic contributing resource (Building 5) would be demolished. Building 5 was erected by the Navy and is a flat-roofed, one story structure with a massive footprint surrounding a small interior courtyard. It is attached to Building 4. As Building 5 is one story, the return on investment was determined to be too low to bear the costs of hardening (unlike Building 20, which is a larger, more functional building). Further, the National Register nomination is under development and ongoing consultation regarding contributing buildings is occurring. Due to the ongoing consultation and continued development of the

National Register Nomination, a final determination on the status of several buildings within the proposed Historic District is unresolved.

Treatment of the site under each action alternative would recapture as much of the historic landscape as possible. The main circular drive and green space between the Chapel (Building 6) and the original main building (Building 1) would remain free of additional development in order to preserve historic views into the campus. Each action alternative would also seek to reestablish courtyards and interior green space within the campus and maintain the main axes. Finally, each action alternative would consolidate provisions for parking vehicles outside the central campus to improve the overall feel and look of the original campus concept.

### **Sustainable Design**

Under each alternative, sustainability would be emphasized by using the highest feasible LEED ratings for new projects on the site. New construction or major rehabilitation projects would meet, at a minimum, GSA's LEED Gold requirement. The entire campus would follow directives in Executive Order 13514 *Federal Leadership in Environmental, Energy, and Economic Performance* and would implement the guiding principles from GSA's "Greening of Federal Facilities" (2001). These principles would be applied to all projects on campus and would strive to optimize energy performance, protect and conserve water, enhance indoor environmental quality, and reduce the environmental impacts of building materials.

Overall, the alternatives would incorporate sustainable design strategies, including the adaptive reuse of historic buildings, energy efficient new buildings with green roofs, use of renewable energy (where feasible), pervious pavements, the collection and reuse of water on site, enhanced indoor environmental quality, and reduced construction and demolition waste. Stormwater quantity and quality would also be controlled through ponds, gravel beds, underground detention, pocket bio-retention

**Impervious Surface:** a surface that cannot be penetrated by precipitation, which can lead to excessive stormwater runoff and limit the amount of stormwater that remains on site or recharges local aquifers. Common impervious surfaces include roadways, rooftops, and parking lots (*Green DC 2010*).

**Pervious Surface:** a soil or other material that allows the infiltration or passage of water or other liquids (*Low Impact Development Center 2003*).

or organic filters and bio-swales. Vehicular traffic on site would be minimized by limiting parking to one parking space for every four employees and the use of shuttle buses. Bicycle racks, bicycle lanes, and shower facilities would also be included in the campus to encourage alternate modes of transportation to the site.

### **Whole Building Design Guide, Design Excellence, and the Secretary of the Interior's Standards for the Treatment of Historic Properties**

The three action alternatives would follow the Whole Building Design Guide (WBDG) and GSA's Design Excellence Program. Historic resources that would be retained would also be subject to the Secretary of the Interior's Standards for the Treatment of Historic Properties. Each of these programs is described in more detail below:

- WBDG is a protocol employed by several federal agencies, including GSA, and was developed by the National Institute of Building Sciences to promote a comprehensive approach to developing federal property. The comprehensive approach provides guidance throughout the entire lifecycle of a building including Design Guidance, Project Management, and Operations and Maintenance. In this respect, the Whole Building Design seeks to maximize the efficiency and performance of the building by taking an integrated design approach. The integrated design approach considers the ultimate project goals and coordinates design objectives, such as accessibility, sustainability, and aesthetics, to maximize performance and meet the project's goals. To achieve integrated design, an integrated team process is essential because it brings all of the technical professionals, such as architects, engineers and planners, together with the building's stakeholders instead of keeping team members isolated from each other.

- GSA’s Design Excellence Program was initiated within its Public Buildings Service (PBS) to ensure that federal architecture is of the highest quality. PBS applies this process to all new construction, modernization, preservation, and renovation projects. PBS defines Design Excellence as:
  - Providing best value to our customer agencies and the American taxpayer.
  - Developing safe, productive, and attractive workplaces.
  - Operating efficiently and effectively – keeping projects on time and budget.
  - Ensuring that projects respond positively to national urban and environmental policies.
  - Selecting America’s best designers and artists to create facilities that ultimately become respected landmarks.

To accomplish Design Excellence, the Program outlines the various phases associated with the construction process such as site selection, and soliciting and evaluating an Architectural/Engineering Team. Use of private sector consultants to provide a high level of expertise in fields like architecture, historic preservation and urban design is one of the Program’s key components. This aspect of the program is important because it exemplifies a holistic approach to development that draws on several areas of professional services to create the best project possible. Since the program’s start in 1994, many newly constructed federal buildings have reflected GSA’s commitment to delivering exceptional projects that service as models for emulation.

- The Secretary of the Interior’s Standards for the Treatment of Historic Properties provide guidance on how to protect and preserve historic resources while allowing for them to be reused and restored. Four treatments are outlined ranging in degrees of preservation and each with its own distinct standards. The first treatment is preservation, which seeks to retain all of a structure’s historic fabric through conservation, maintenance and repair. The second treatment is rehabilitation which allows for the reconstruction and repair of historic properties. The third is restoration which attempts to bring a historic property back to its most significant time period. Finally, reconstruction allows for re-creation of a non-surviving resource.

The Standards also offer guidance on which treatment to choose for a given historic property. Each historic property should be assessed on its relative importance in history, physical condition, proposed use, and mandated code requirements to prior to choosing a treatment standard.

### 2.2.2 Alternative A: Low Density Development

Alternative A includes a mixture of major building renovations, demolition and new construction on the NAC site. Existing buildings (505,450 GSF) and new construction (567,270 GSF) would comprise approximately 1.1 million GSF of space for DHS and a total of 3,700 seats at the location (1,780 existing seats plus 1,920 new seats). Approximately 37% of the NAC site would be covered by impervious surfaces, a decrease of 18% from current conditions. The new construction would include five buildings and a parking structure. The location and appearance of this parking structure, as well as density and number of seats, are the main differentiating features between this alternative and the others. The new construction within Alternative A is described in further detail below and is shown in Figure 2-3:

- Building A – approximately 164,940 GSF
- Building B – approximately 56,270 GSF
- Building C – approximately 93,465 GSF
- Building D – approximately 159,470 GSF
- Building E – approximately 93,125 GSF
- Parking Structure – a new five-story architectural parking deck would be constructed in the southwest corner of the NAC site where it abuts Ward Circle. As an architectural parking structure, this structure’s function would be largely masked by its designed façade, creating an urban presence on Ward Circle. It would replace what currently is a surface parking lot, surrounded by dense trees and brush. The majority of campus parking would be consolidated in this structure; it would accommodate 925 vehicles.

**Architectural:** designed with consideration for aesthetic effect.

As the buildings and structures of the Master Plan have yet to be designed, the term “architectural” indicates that the final design of the parking structure should have a visually appealing façade that hides its function (storing parked cars).

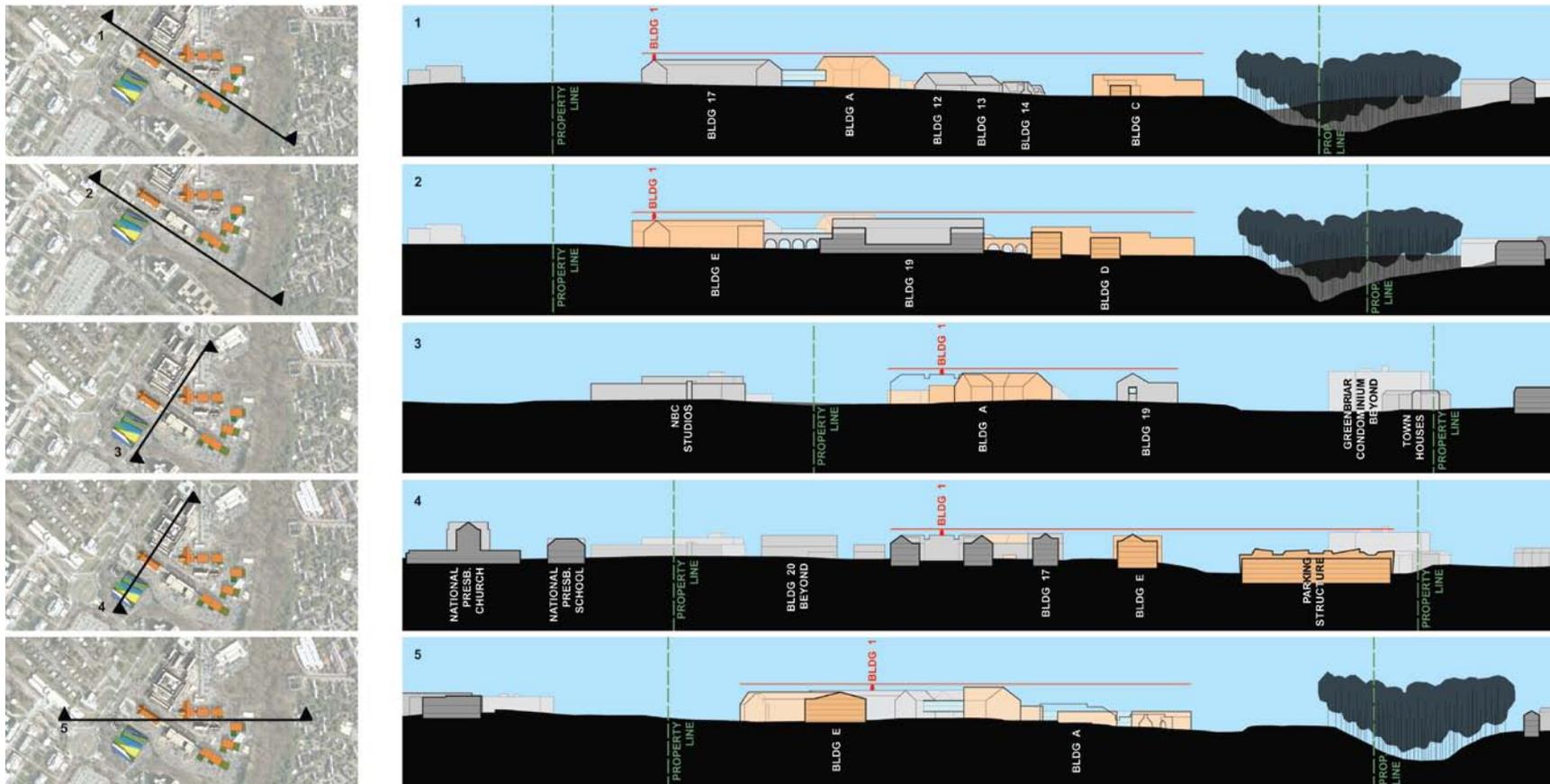
Figure 2-3 Three Dimensional Perspective of the NAC Master Plan, Alternative A



In this alternative, the existing building mass on campus would continue to be concentrated along the north half of the site and set back from the road. New massing would be added to the northeast and east portion of the site. The new building at the center of campus (Building A) would create a buffer to the adjacent NBC property and would relate in scale and height to the adjacent existing historic buildings. A new building massing (Buildings E and D) at the east end of the main campus axis would reinforce the axis and relate the mass of Building 19 to Glover-Archbold Park. The new buildings on the northeast corner of the site would fan out to the adjacent park and step down to the east to create a transition to the parkland. As the buildings under all of the action alternatives have yet to be designed, building heights have not been determined; however, no building would be higher than Building 1 as seen from Nebraska Avenue (Figure 2-4).

The majority of buildings on campus would be used for general office use. However, this alternative, as with Alternatives B and C, would also include a cafeteria and food service spaces, conference and training spaces, employee services (such as a branch bank and ATM and a health center), and a childcare facility.

Figure 2-4 Alternative A Site Cross Sections



**Access & Circulation**

As shown in Figure 2-5, there would be three driveways to enter and exit the site:

- Nebraska Avenue (north) – This entry and exit point would be located between Building 17 and E and would be for pedestrians, bicycles, and VIP/Emergency vehicles. This would be both an entry to the site and an entry into the secure perimeter. This entry would be marked by a gate house, a guard booth, turnstiles and vehicle barriers. Bicyclists would need to walk their bicycle within the pedestrian spine of the site after entering the secure perimeter.
- Nebraska Avenue (south) – This entry and exit point would be located south of Building E, near the parking structure. It would serve pedestrians, bicyclists, and vehicular traffic and would be marked by a guard booth.
- Massachusetts Avenue – This entry and exit would have a guard booth set back significantly from Massachusetts Avenue and would be for vehicular, truck, bicycle, and pedestrian traffic.

Figure 2-5 Site Access, Alternative A



In addition to the entry point through the secure perimeter directly off of Nebraska Avenue, there would be two additional entry points into the secure site. One entry to the secure site would be between Buildings E and 19 for pedestrians who arrive at the site on foot, by shuttle, or by driving a personal vehicle or cycling and parking in the parking structure. This entry would be marked by turnstiles and a guard booth. Another entry to the secure site would be on the east side of campus between Buildings D and 19. This would be a vehicular entrance that provides screening of vehicles, trucks, and bicycles entering the secure perimeter through a Vehicle Screening Building. Pedestrians would be excluded from this entry to the secure perimeter due to operational considerations related to site security, access considerations (topography and proximity to public sidewalks), and safety considerations. Bicycle lanes would be provided on all roads within the NAC site, where practical.

The following summarizes access to the site by user group:

- Access to the site as an employee: Enter site and secure perimeter from Nebraska Avenue as a pedestrian or bicyclist; enter site in a vehicle or bicycle from Nebraska Avenue or Massachusetts Avenue and enter secure perimeter on foot between Buildings E and 19; enter the site from Nebraska Avenue via shuttle and enter secure perimeter on foot between Buildings E and 19.
- Access to the site as a visitor: Enter site from Massachusetts Avenue or Nebraska Avenue in a vehicle or by bicycle and enter secure perimeter on foot between Buildings E and 19; enter site and secure perimeter from Nebraska Avenue as a pedestrian or bicyclist.
- Vehicular access to the secure perimeter: Enter site from Nebraska Avenue or Massachusetts Avenue and enter the secure campus area by car or bicycle at the vehicle screening area between Buildings 19 and Building D.

**Campus Parking**

Under Alternative A, the NAC campus would include 1,025 parking spaces, with 925 spaces provided within the parking garage outside the secure perimeter and 100 spaces located inside the secure fence, primarily adjacent to the NBC property on the northeast edge of the site. It would utilize a 1:4 ratio for regular DHS employees (one parking space for every four employees, employee parking would equal 925 spaces). The 100 spaces included outside the 1:4 ratio would include 80 parking spaces for security (24/7 employees) and 20 authorized visitor parking spaces; these spaces would primarily be located outside the secure fence. It should be noted under all action alternatives that the 100 spaces inside the perimeter fence may be part of the 1:4 ratio or the 100 additional spaces. For instance, the visitor spaces would naturally be outside the perimeter fence while security spaces may be a combination of inside and outside the security fence. A limited number of visitors would be anticipated at the NAC under each alternative due to the nature of DHS' activities on-site.

Bicycle parking would be provided near the Nebraska Avenue entrance and within the parking garage outside the secure perimeter and within the secure perimeter near Buildings 12, 13, and 14.

**Landscape Concept**

As shown in Figure 2-6, the landscape concept for Alternative A would consist of core design elements consistent across all alternatives, including reestablished historic courtyards, preservation of existing trees on site, primary pedestrian access ways with ramps for ADA accessibility, and redesigned internal campus walkways with bioswales and urban design features. However, at the southwest corner of the site, a designed landscape, using native trees and vegetation, would surround the parking garage, complementing the design of the new structure. The existing trees and brush at Ward Circle would be cleared, allowing the parking structure and landscape to be visible to the passerby. Furthermore, the primary pedestrian spine of the campus, which runs perpendicular to Nebraska Avenue, would terminate its main view corridor at the dense forest of Glover-Archbold Park

**Figure 2-6 Landscape Concept, Alternative A**



### 2.2.3 Alternative B: Mid-Density Development

Alternative B includes a mixture of major building renovations, demolition, and new construction on the NAC site. Existing buildings (505,450 GSF) and new construction (715,000 GSF) would total approximately 1.2 million GSF of space for DHS and a total of 4,200 seats (1,780 existing seats plus 2,420 new seats).

Approximately 38% of the NAC site would be covered by impervious surfaces, a decrease of 17% from current conditions. The location of Building F on Ward Circle is one of the main differentiating features between this alternative and the others. New construction under Alternative B is described in further detail below (Figure 2-7).

- Building A – approximately 109,300 GSF
- Building B – approximately 139,380 GSF
- Building C – approximately 87,395 GSF
- Building D – approximately 104,885 GSF
- Building E – approximately 112,190 GSF
- Building F – This building would be approximately 161,850 GSF and is intended to be architecturally and stylistically differentiated, giving the campus a distinctive presence and improving the urban character at Ward Circle. This building would also feature a connection to Building E.
- Parking Structure – a new five-story parking deck with a green roof would be constructed in the southeast corner of the site, replacing what currently is a surface parking lot. The majority of campus parking would be consolidated in this structure; it would accommodate 1,050 vehicles.

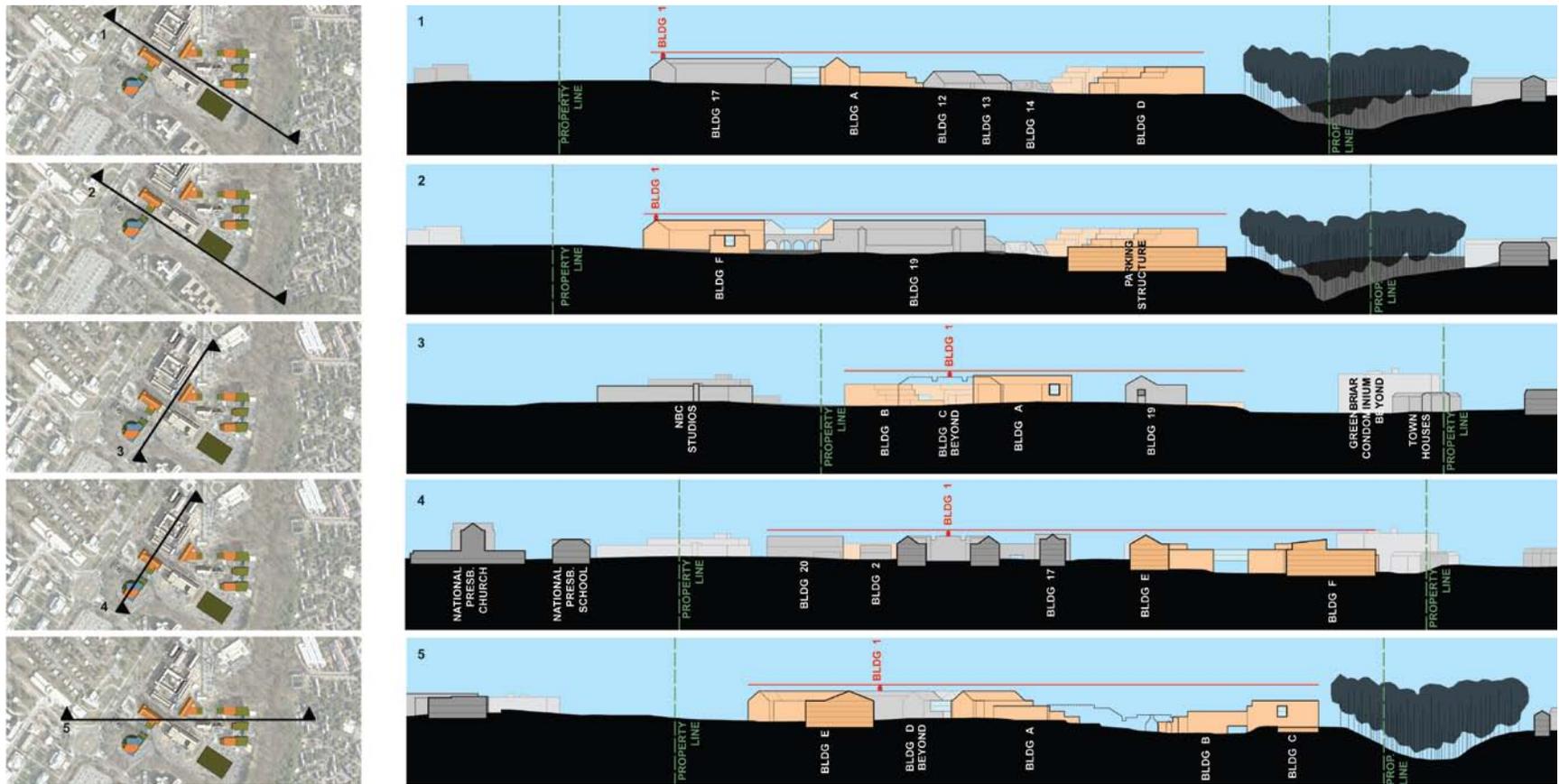
Figure 2-7 Three Dimensional Perspective of the NAC Master Plan, Alternative B



In this alternative, the existing building mass on campus would continue to be concentrated along the north half of the site and set back from the road. The new building at the center of campus (Building A) would create a buffer to the adjacent NBC property and would relate in scale and height to the adjacent existing historic buildings. New buildings B, C, and D would step up in height as they approach the park in order to avoid heavy massing near the historic buildings (Buildings 12, 13, and 14). The parking structure and Building E along the main campus axis would reinforce this axis and relate the mass of Building 19 to Glover-Archbold Park. As previously discussed, Building F would create an urban presence on Ward Circle. As the buildings have yet to be designed, building heights have not been determined; however, no building under any of the action alternatives would be higher than Building 1 as seen from Nebraska Avenue (Figure 2-8).

The majority of buildings on campus would be used for general office use. However, this alternative, as with Alternatives A and C, would also include a cafeteria and food service spaces, conference and training spaces, employee services (such as a branch bank and ATM and a health center), and a childcare facility.

Figure 2-8 Alternative B Site Cross Sections



## Access & Circulation

As shown in Figure 2-9, there would be three driveways for the site under Alternative B:

- Nebraska Avenue (north; entrance only for non-VIP and emergency vehicles)
  - This entrance from Nebraska Avenue would divide into two separate entrances in order to enter the secure perimeter. The northern entry would be for pedestrians, bicyclists, and VIP/Emergency vehicles and would be marked by turnstiles and vehicle barriers. Bicyclists would need to walk their bicycle within the pedestrian spine of the site after entering the secure perimeter. The southern entry drive would run parallel to Nebraska Avenue and would be restricted to vehicular traffic and shuttle buses. There would be a small vehicle screening bay, vehicle barriers and guard booth at this location to screen vehicles, provide an entry point into the secure fence, and permit vehicles to travel under the potential bridge between Buildings E and F.
- Nebraska Avenue (south; exit only) – This driveway would only be used as a vehicle exit and would occur between Buildings E and F, directly north of the Gatesly House. Due to the need to travel under Building F to exit the site from this point, this exit would be secure, meaning vehicles exiting from this point would need to undergo screening.
- Massachusetts Avenue – This vehicular, bicyclist, and pedestrian entry and exit point would be marked by a guard booth significantly set back from the road.

Figure 2-9 Site Access, Alternative B



In order to access the secure perimeter, there would be an entry point between Buildings E and 19. This entry point would be for pedestrians only. The third secure perimeter entry point would be between Buildings D and 19. This entry point would be for secure vehicles, bicyclists, pedestrians and trucks. This entry would be marked by a vehicle screening building, vehicle barriers and turnstiles. Bicycle lanes would be provided on all roads within the NAC site, where practical.

The following summarizes access to the site by user group:

- Access to the site as an employee: Enter site and secure perimeter from Nebraska Avenue as a pedestrian; enter site in a vehicle from Nebraska Avenue or Massachusetts Avenue and enter secure perimeter on foot between Buildings E and 19; enter the site from Nebraska Avenue via shuttle and enter secure perimeter on foot between Buildings E and 19.
- Access to the site as a visitor: Enter site from Massachusetts Avenue or Nebraska Avenue in a vehicle and enter secure perimeter on foot between Buildings E and 19; enter site and secure perimeter from Nebraska Avenue as a pedestrian.
- Vehicular access to secure perimeter: Enter site from Nebraska Avenue or Massachusetts Avenue and enter the secure campus area by car at the vehicle screening area between Buildings D and 19.

### **Campus Parking**

The NAC campus would include 1,150 parking spaces, with 1,050 located outside the secure perimeter and 100 spaces located inside the secure fence, primarily adjacent to the NBC property on the northeast edge of the site. It would utilize a 1:4 ratio for regular DHS employees (one parking space for every four employees). The 100 spaces included outside the 1:4 ratio would include 80 parking spaces for

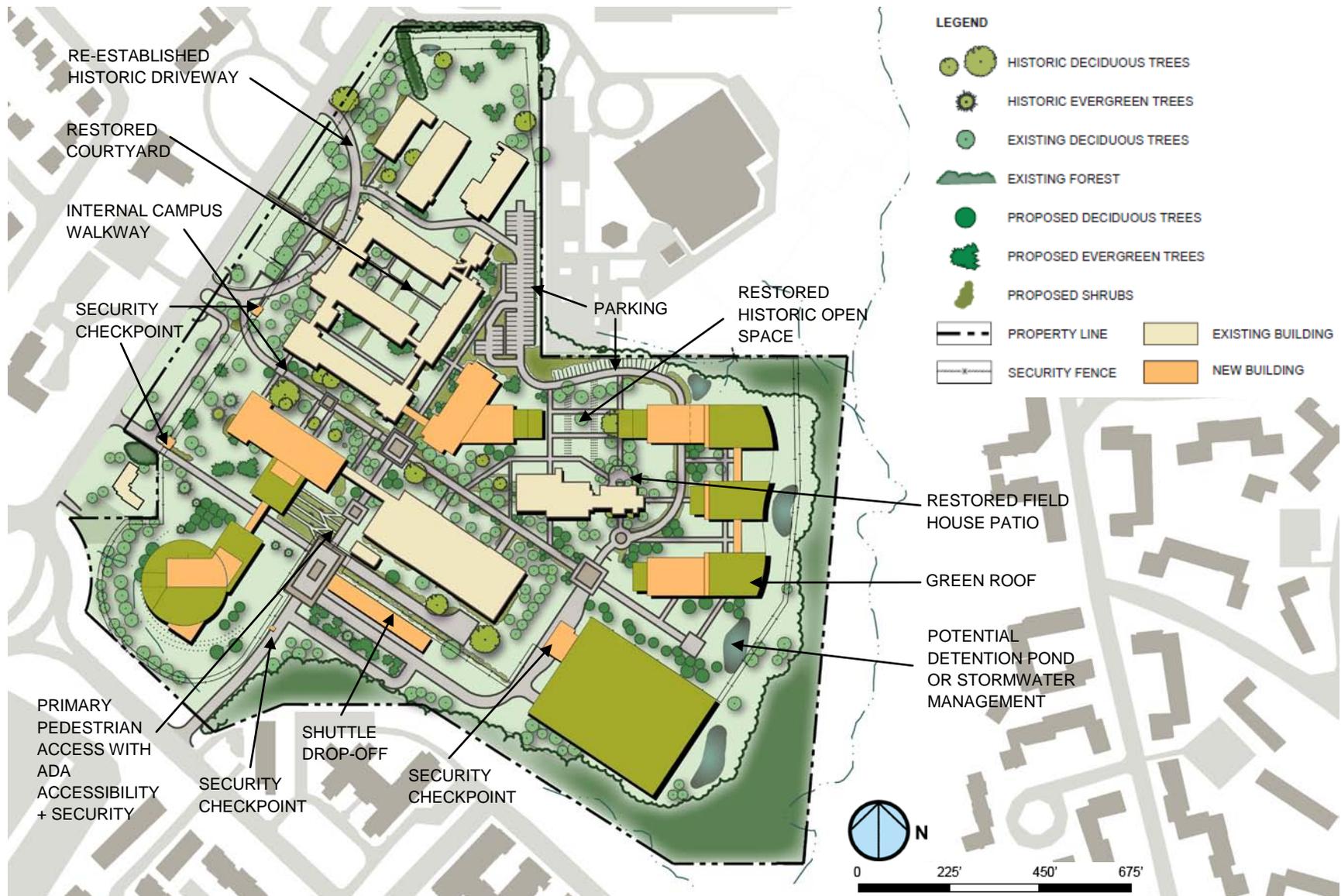
security (24/7 employees) and 20 authorized visitor parking spaces; these spaces would primarily be located outside the secure fence. As previously stated, a limited number of visitors would be anticipated at the NAC under each alternative due to the nature of DHS' activities on-site.

Bicycle parking would also be provided near the Nebraska Avenue entrance and within the parking garage.

### **Landscape Concept**

As shown in Figure 2-10, the landscape concept for Alternative B would consist of core design elements consistent across all alternatives, including reestablished historic courtyards, preservation of existing trees on site, primary pedestrian access ways with ramps for ADA accessibility, and redesigned internal campus walkways with bioswales and urban design features. At the southwest corner of the site, the landscape design, using native trees and vegetation, would complement the design of the new building near Ward Circle. Due to security requirements of DHS, the edge of the site would be demarcated by a secure fence. However, the existing trees and brush at Ward Circle would be cleared, allowing the building and complementary landscape to be visible to the passerby through the secure perimeter. This alternative would also allow for significant open space between Buildings A and B and across from Buildings 12, 13, and 14. Historically, this area has contained terraced sport courts. While sports courts are no longer appropriate for the project site, open space in this location would be compatible with the historic appearance of the campus.

Figure 2-10 Landscape Concept, Alternative B



### 2.2.4 Alternative C: High Density Development

Alternative C includes of a mixture of major building renovations, demolition and new construction on the NAC site. Existing (505,450 GSF) and new (803,640 GSF) construction would total approximately 1.3 million GSF of space for DHS and a total of 4,500 seats (1,780 existing seats plus 2,720 new seats). Approximately 37% of the NAC site would be covered by impervious surfaces, a decrease of 18% from current conditions. The new construction would include Buildings A, B, C, D, and a parking structure. As a unique feature of this alternative, the parking garage would be located at the southwest corner of the site (adjacent to Ward Circle) and would feature a green roof. New construction under Alternative C is described in further detail below and is shown in Figure 2-11.

- Building A – approximately 181,270 GSF
- Building B – approximately 382,970 GSF
- Building C – approximately 152,950 GSF
- Building D – approximately 91,450 GSF
- Parking Structure - a new five-story parking deck with a green roof would be constructed in the southwest corner of the NAC site on the corner that abuts Ward Circle. It would replace what currently is a surface parking lot, surrounded by dense trees and brush. The majority of campus parking would be consolidated in this structure; it would accommodate 1,125 vehicles.

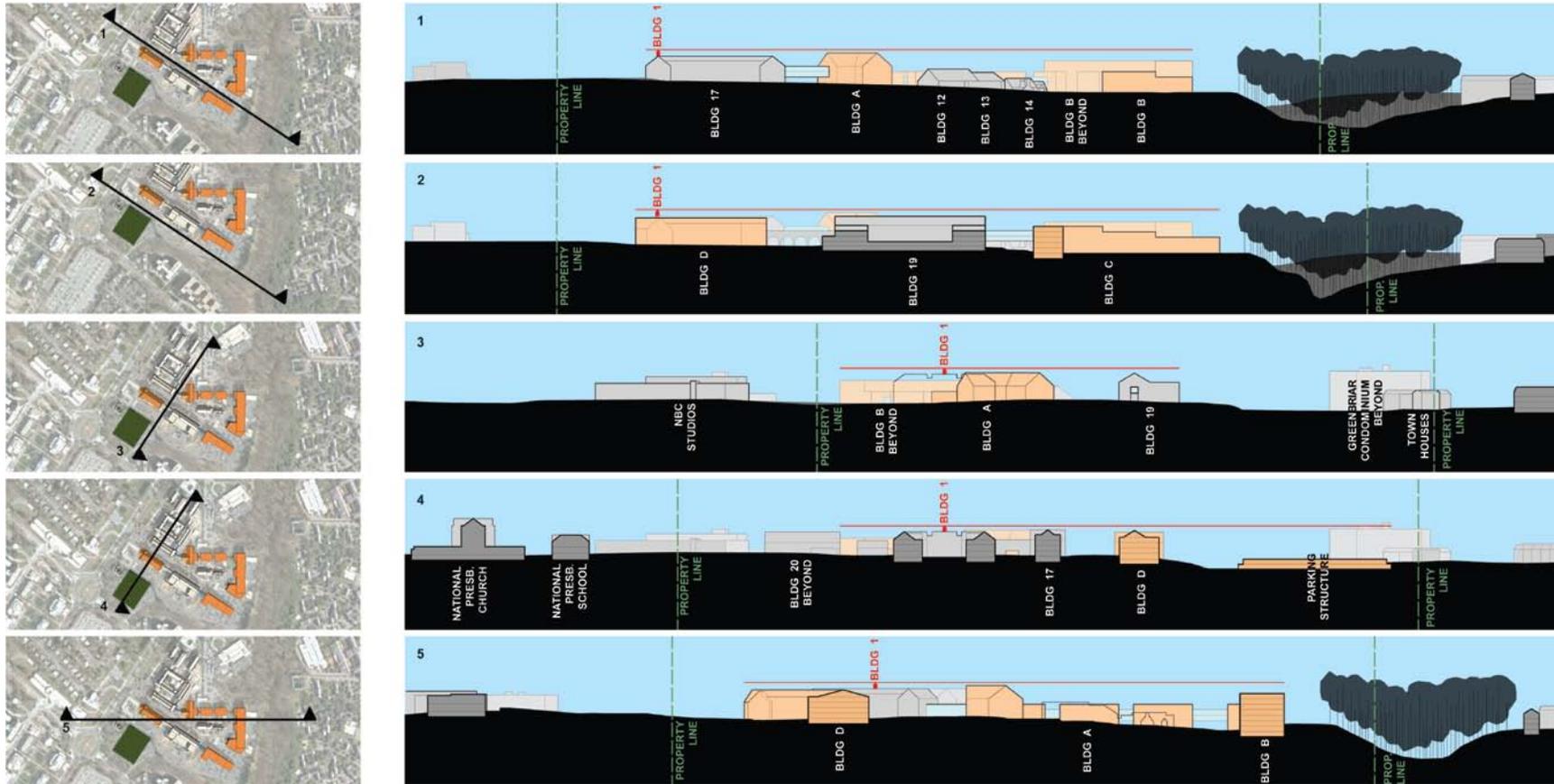
Figure 2-11 Three Dimensional Perspective of the NAC Master Plan, Alternative C



In this alternative, the existing building mass on campus would continue to be concentrated along the north half of the site and set back from the road. The new building at the center of campus (Building A) would create a buffer to the adjacent NBC property. Building B, located along the east edge of the site, would be significantly larger in massing than the buildings in similar locations within the other action alternatives. A new building massing (Buildings C and D) along the main campus axis would reinforce this axis and relate the mass of Building 19 to Glover-Archbold Park. Building C would step down to the southeast to create a transition to the parkland. As the buildings have yet to be designed, building heights have not been determined; however, no building under any of the action alternatives would be higher than Building 1 as seen from Nebraska Avenue (Figure 2-13).

The majority of buildings on campus would be used for general office use. However, similar to the other action alternatives, the campus under Alternative C would also include a cafeteria and food service spaces, conference and training spaces, employee services (such as a branch bank and ATM and a health center), and a childcare facility.

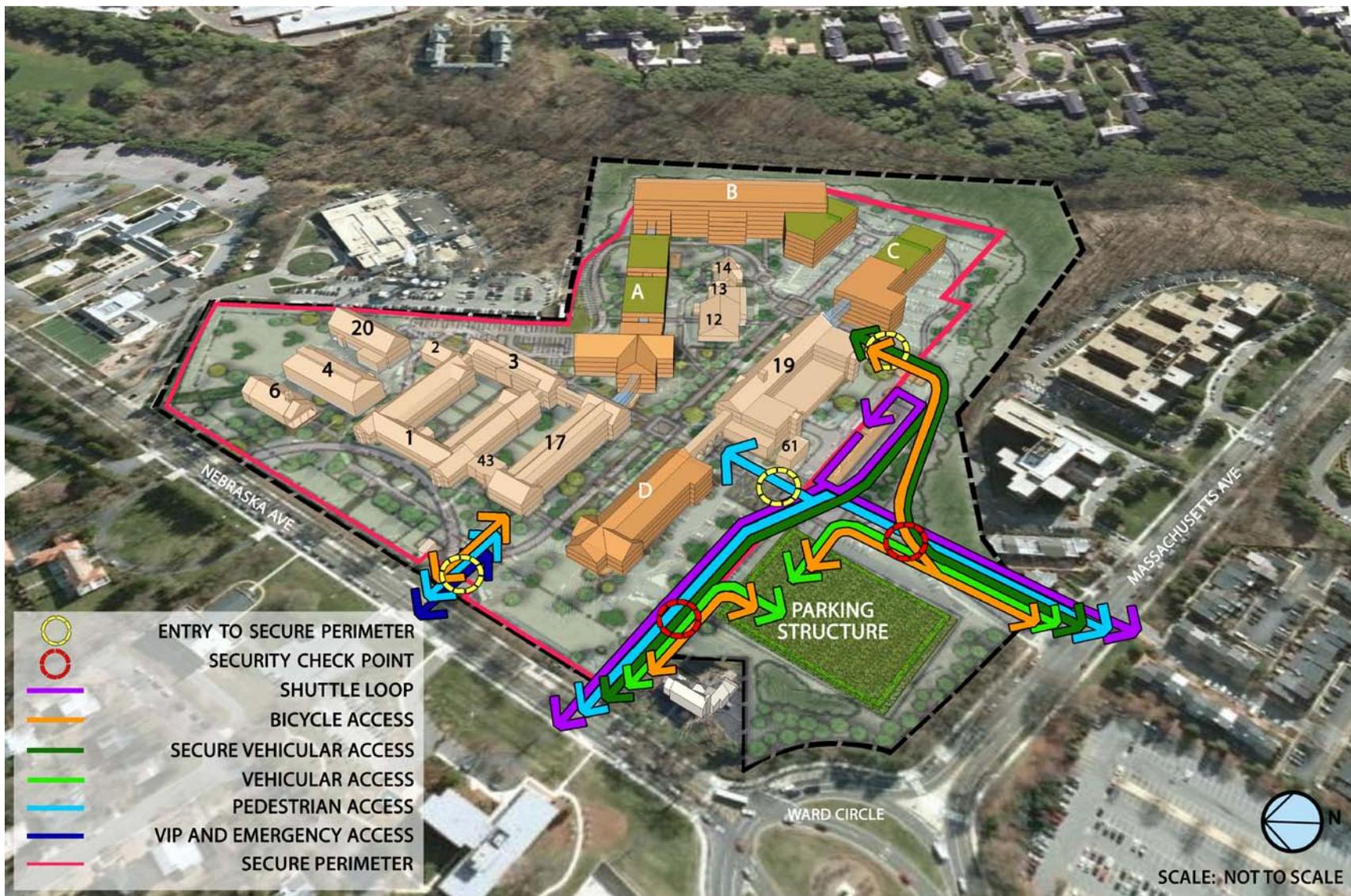
Figure 2-12 Alternative C Site Cross Sections



**Access & Circulation**

- Under this alternative, there would be three entrances into and exits from the site (Figure 2-13):
- Nebraska Avenue (north) – This entry and exit point would be located between Buildings 17 and D and would be for pedestrians, bicycles, and VIP/Emergency vehicles. This would be both an entry to the site and an entry into the secure perimeter, and the entry would be marked by a gate house, a guard booth, turnstiles and vehicle barriers. Bicyclists would need to walk their bicycle within the pedestrian spine of the site after entering the secure perimeter.
- Nebraska Avenue (south) – This entry and exit point would be located south of Building D, near the parking structure. It would serve pedestrians, bicyclists, and vehicular traffic and would be marked by a guard booth.
- Massachusetts Avenue – This entry and exit would have a guard booth set back significantly from Massachusetts Avenue and would be for vehicular, truck, bicycle, and pedestrian traffic.

Figure 2-13 Site Access, Alternative C



In addition to the entry point through the secure perimeter directly off of Nebraska Avenue, there would be two additional entry points into the secure site. One entry to the secure site would be between Buildings D and 19 for pedestrians arriving to the site either by shuttle, bicycle, walking, or by personal vehicle and parking in the parking structure. This entry would be marked by turnstiles and a guard booth. Another entry to the secure site would be on the east side of campus between Building 19 and C. This would be a vehicular or bicycle entrance that provides screening of vehicles and trucks entering the secure perimeter through a Vehicle Screening Building. Pedestrians would be excluded from this entry to the secure perimeter due to operational considerations related to site security, access considerations (topography and proximity to public sidewalks), and safety considerations. Bicycle lanes would be provided on all roads within the NAC site, where practical.

The following summarizes access to the site by user group:

- Access to the site as an employee: Enter the site and secure perimeter from Nebraska Avenue as a pedestrian or bicyclist; enter the site in a vehicle or bicycle from Nebraska Avenue or Massachusetts Avenue and enter secure perimeter by foot between Buildings D and 19; enter the site from Nebraska Avenue via shuttle and enter secure perimeter by foot between Buildings D and 19.
- Access to the site as a visitor: Enter site from Massachusetts Avenue or Nebraska Avenue in a vehicle or bicycle and enter secure perimeter on foot between Buildings D and 19; enter site and secure perimeter from Nebraska Avenue as a pedestrian or bicyclist.

- Vehicular access to secure perimeter: Enter site from Nebraska Avenue or Massachusetts Avenue and enter the secure campus area by car or bicycle at the vehicle screening area between Buildings 19 and C.

### **Campus Parking**

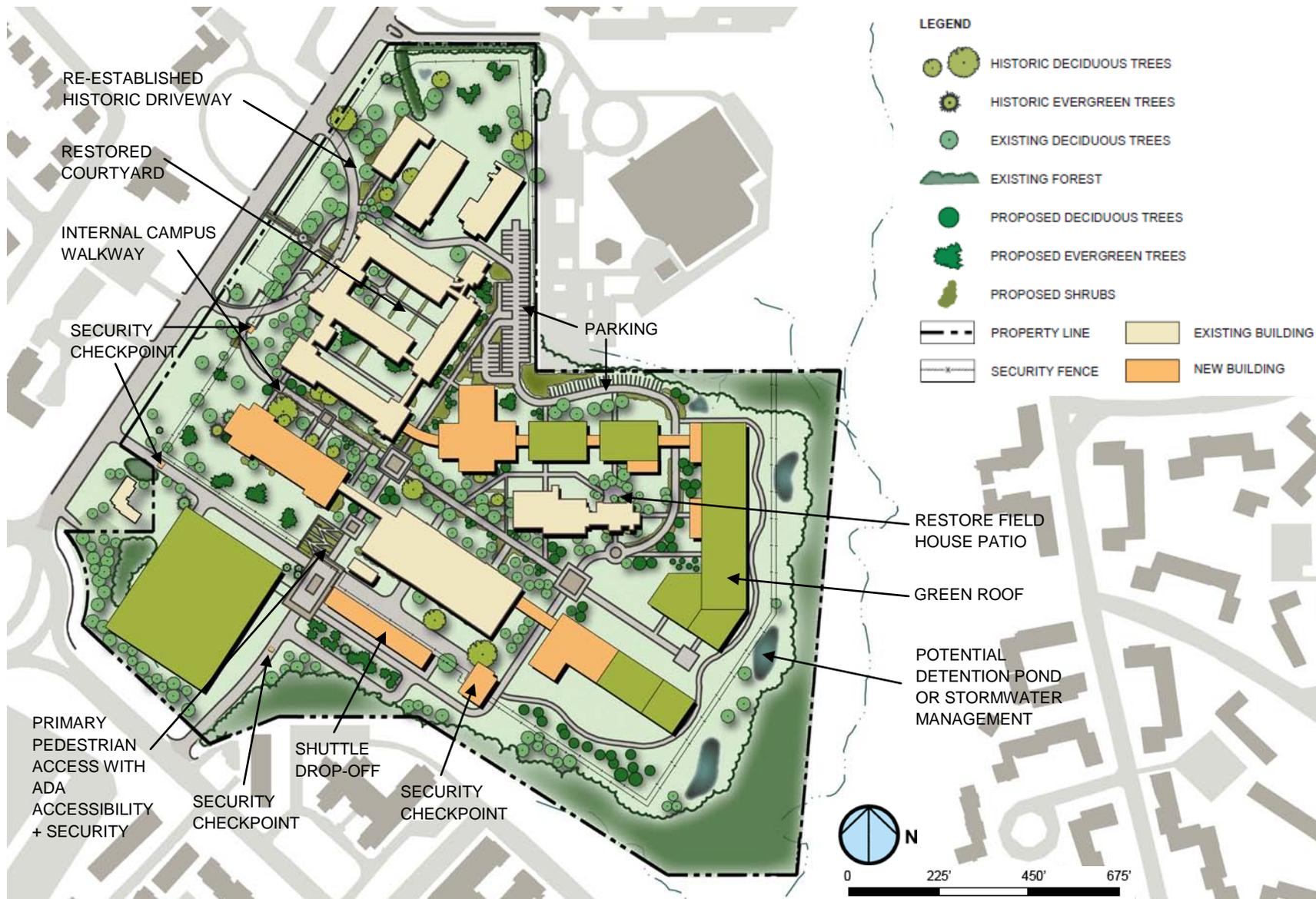
The NAC campus would include 1,225 parking spaces, with 1,125 located outside the secure perimeter and 100 spaces located inside the secure fence, primarily adjacent to the NBC property on the northeast edge of the site. It would utilize a 1:4 ratio for regular DHS employees. The 100 spaces included outside the 1:4 ratio would include 80 parking spaces for security (24/7 employees) and 20 authorized visitor parking spaces; these spaces would primarily be located outside the secure fence. As with the other action alternatives, a limited number of visitors would be anticipated at the NAC under each alternative due to the nature of DHS' activities on-site.

Bicycle parking would be provided near the Nebraska Avenue entrance and within the parking garage outside the secure perimeter and within the secure perimeter near Buildings 12, 13, and 14.

**Landscape Concepts**

As shown in Figure 2-14, the landscape concept for Alternative C would consist of core design elements consistent across all alternatives, including reestablished historic courtyards, preservation of existing trees on site, primary pedestrian access ways with ramps for ADA accessibility, and redesigned internal campus walkways with bioswales and urban design features. At the southwest corner of the site, a parking structure with a green roof would be located at Ward Circle; the parking lot would be partially recessed into the ground so that the vegetated roof, but not the building, would be visible from Ward Circle. Furthermore, the existing trees and brush at Ward Circle would be thinned, allowing the green roof to show through. The area around the garage would also be lightly landscaped using native trees and vegetation. In contrast with the other alternatives, this would minimize the urban presence of the campus from this corner. Finally, the primary pedestrian spine of the campus, which runs perpendicular to Nebraska Avenue, would terminate its main view corridor at the dense forest of Glover-Archbold Park.

Figure 2-14 Landscape Concept, Alternative C



### 2.2.5 No Action Alternative

According to CEQ regulations, specifically Section 1502.14(d), alternatives analysis in the Draft EIS “include the alternative of no action.” This alternative is defined by CEQ as one that considers the environmental consequences of not undertaking the proposed action. Including the No Action alternative conditions in an EIS provides decision makers the opportunity to understand the environmental consequences of continuing to operate a facility under the existing conditions and management programs. These consequences can then be compared against those of the action alternatives.

In this particular case, the No Action alternative would result in the NAC project site continuing to operate in the existing facilities following current management protocol. However, the campus would continue to change as piecemeal maintenance and operational changes are made. DHS would continue to seek a permanent location for the additional employees, as part of facility consolidation, that are not currently accommodated at the NAC. Since the new Master Plan would not be implemented under the No Action alternative, this alternative would not meet the purpose and need of the Proposed Action.

As shown in Figure 2-15, most of the buildings on the campus are concentrated along the northern side of the site (the portion closer to Nebraska Avenue) and are set back from the road. The main campus axis runs perpendicular to Nebraska Avenue through the middle of the site. The northeastern area of the site contains low scattered buildings. Their massing is further diminished by a decrease in grade on the east side of the site. The southeast and southwest areas of the site do not contain buildings; the predominant use in these areas is surface parking lots.



One of the largest building masses on campus is Building 19. The highest element on campus is the cupola of Building 1. Buildings 12, 13, 14, 19 and 61 have undergone or would undergo renovation as per current management strategies for the NAC. The total amount of floor space contained within the buildings on campus is approximately 653,400 GSF, which accommodates a total of 2,390 seats.

Approximately 55 percent of the site is impervious, meaning it is developed with buildings, parking, and other paved surfaces.

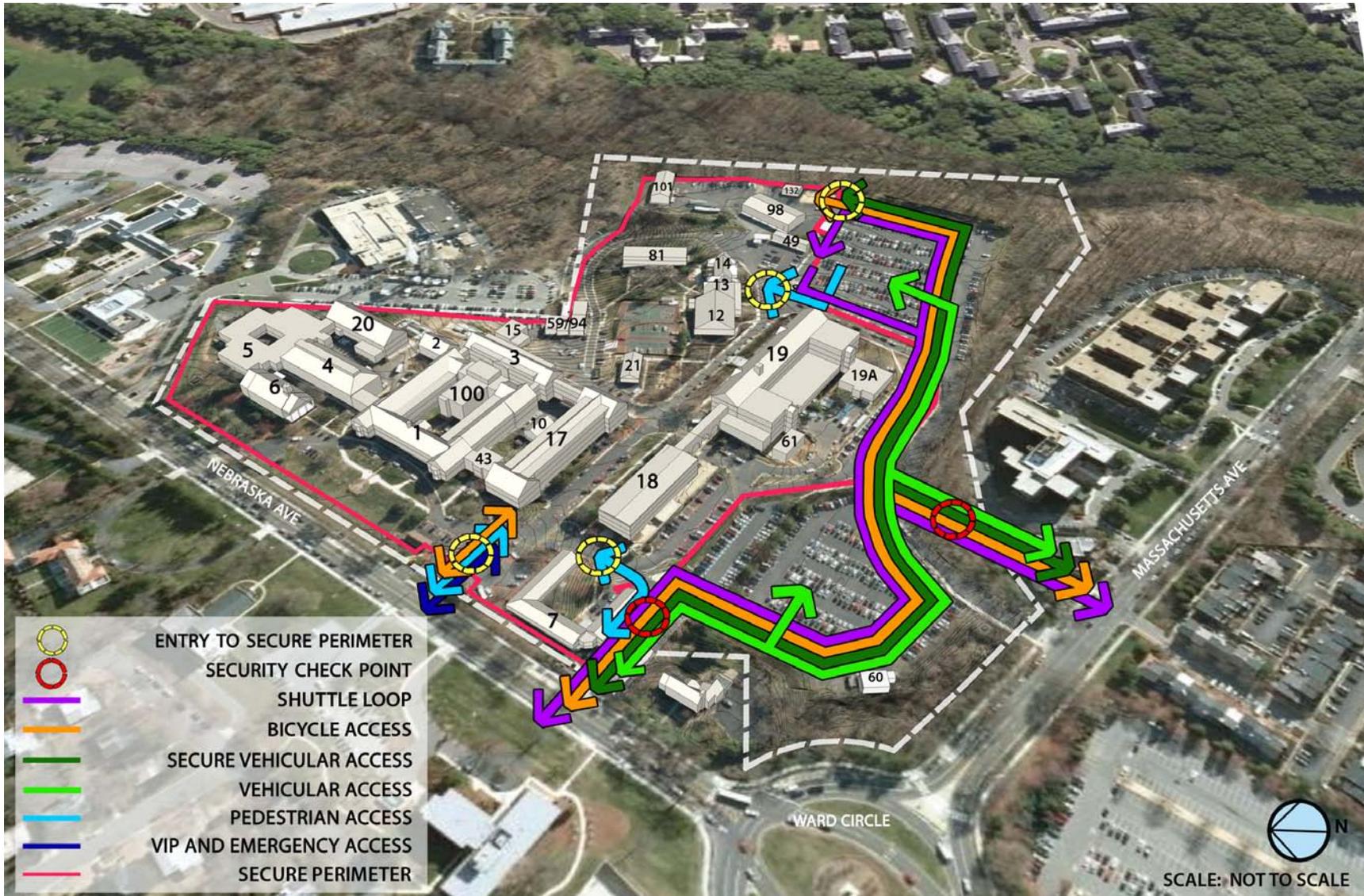
### **Access & Circulation**

Under the No Action Alternative, there are currently three entrances into and exits from the site (Figure 2-16):

- Nebraska Avenue (north) – This entry and exit point is located north of Building 7 and is for pedestrians, bicycles, and VIP/Emergency vehicles. This is both an entry to the site and an entry into the secure perimeter, and the entry is marked by a gate house, a guard booth, turnstiles and vehicle barriers.
- Nebraska Avenue (south) – The second entry and exit point is located south of Building 7. This driveway serves pedestrians, bicyclists, and vehicular traffic (including the shuttles).
- Massachusetts Avenue – This entry and exit is for vehicular, shuttle, truck, and bicycle traffic.

In addition to the entry point through the secure perimeter directly off of Nebraska Avenue, there are additional entry points into the secure site. One pedestrian entry to the secure site is between Buildings 7 and 18, and an additional two entries occur on the east side of campus near Building 19 for pedestrians and near Building 98 for bicycles and vehicles.

Figure 2-16 Site Access, No Action Alternative



## 2.2.6 Summary of Master Plan Alternatives

**Table 2-1 Comparison of Master Plan Alternatives**

Characteristic	No Action Alternative	Alternative A	Alternative B	Alternative C
Number of New Buildings	-	5	6	4
Number of Parking Spaces	1,239	1,025	1,150	1,225
<i>Inside Secure Perimeter</i>	<i>450</i>	<i>100</i>	<i>100</i>	<i>100</i>
<i>Outside Secure Perimeter</i>	<i>789</i>	<i>925</i>	<i>1,050</i>	<i>1,125</i>
Gross Square Footage	653,400	1,072,720	1,220,450	1,309,090
<i>Existing Buildings</i>	<i>653,400</i>	<i>505,450</i>	<i>505,450</i>	<i>505,450</i>
<i>New Buildings</i>	<i>-</i>	<i>567,270</i>	<i>715,000</i>	<i>803,640</i>
Number of Seats	2,390	3,700	4,200	4,500

Table 2-1 provides a summary of the numerical characteristics of the alternatives. As previously discussed, Alternative C is the highest density (regarding both gross square footage and number of seats) alternative followed by Alternative B and then Alternative A. All three action alternatives preserve approximately 505,450 GSF of existing building space.

Table 2-2 provides a summary of the impacts of each alternative by resource topic. Impacts are discussed further in Chapter 3.

**Table 2-2 Summary of Impacts**

Resource Topic	No Action Alternative	Alternative A	Alternative B	Alternative C
Land Use	No impacts to land use within the site or study area.	No impacts to land use within the site or study area. Beneficial, long-term impacts on land use within the NAC due to consolidation of parking, increased landscape coverage, and the introduction of low impact development practices.	No impacts to land use within the site or study area. Beneficial, long-term impacts on land use within the NAC due to consolidation of parking, increased landscape coverage, and the introduction of low impact development practices.	No impacts to land use within the site or study area. Beneficial, long-term impacts on land use within the NAC due to consolidation of parking, increased landscape coverage, and the introduction of low impact development practices.
Plans and Policies	No impacts to the policies and plans to which it currently conforms. Would not conform with several initiatives in the Federal Elements of the Comprehensive Plan for the National Capital and the DC Green Agenda.	No adverse impacts on plans and policies.	No adverse impacts on plans and policies.	No adverse impacts on plans and policies.
Community Facilities	No impacts on community facilities.	Negligible, indirect, long-term impact on the local community services and facilities.	Negligible, indirect, long-term impact on the local community services and facilities.	Negligible, indirect, long-term impact on the local community services and facilities.

Resource Topic	No Action Alternative	Alternative A	Alternative B	Alternative C
Visual Resources	Negligible impacts to visual resources.	Beneficial impacts to views along Nebraska Avenue, NW, at Ward Circle, and along Massachusetts Avenue, NW. Minor adverse impact on views from Glover-Archbold Park.	Beneficial impacts to views along Nebraska Avenue, NW, at Ward Circle, and along Massachusetts Avenue, NW. Minor adverse impact on views from Glover-Archbold Park.	Beneficial impacts to views along Nebraska Avenue, NW, at Ward Circle, and along Massachusetts Avenue, NW. Minor to moderate adverse impact on views from Glover-Archbold Park.
Cultural and Historic Resources	Long-term minor to moderate adverse impacts to potential historic properties and cultural resources.	Moderate long-term direct adverse impacts to historic resources due to the removal of one contributing building. Beneficial impacts to contributing landscape features. Minor, short and long-term impacts to historic resources within the secondary APE.	Moderate long-term direct adverse impacts to historic resources due to the removal of one contributing building. Beneficial impacts to contributing landscape features and due to maintaining the historic openness of the athletic/recreational historic area. Minor, short and long-term impacts to historic resources within the secondary APE.	Moderate long-term direct adverse impacts to historic resources due to the removal of one contributing building. Beneficial impacts to contributing landscape features. Minor, short and long-term impacts to historic resources within the secondary APE.
Archaeological Resources	Negligible impacts to archaeological resources.	Minor adverse impacts to archaeological resources.	Minor adverse impacts to archaeological resources.	Minor adverse impacts to archaeological resources.
Geologic Resources	No impacts on geologic resources.	Long-term minor adverse impacts to geologic resources.	Long-term minor adverse impacts to geologic resources.	Long-term minor adverse impacts to geologic resources.

Resource Topic	No Action Alternative	Alternative A	Alternative B	Alternative C
Soil Resources	No impacts on soil conditions.	Minor, adverse, direct, site-specific, short-term and long-term impacts on soils. Beneficial impacts to soils could occur due to a decrease in impervious surfaces and additional vegetative cover.	Minor to moderate, adverse, direct, site-specific, short-term impacts and minor, adverse, direct, long-term site-specific impacts. Beneficial impacts to soils could occur due to a decrease in impervious surfaces and additional vegetative cover.	Minor to moderate, adverse, direct, site-specific, short-term impacts and minor, adverse, direct, long-term site-specific impacts. Beneficial impacts to soils could occur due to a decrease in impervious surfaces and additional vegetative cover.
Topographic Resources	No impact on topography.	Minor to moderate, adverse, long-term, direct impacts on topography.	Minor to moderate, adverse, long-term, direct impacts on topography.	Minor to moderate, adverse, long-term, direct impacts on topography.
Water Resources and Water Quality	Long-term minor to moderate adverse impacts to water resources and water quality due to the lack of stormwater management practices.	Short-term moderate adverse construction-related impacts to surface water and groundwater. Short-term minor indirect adverse impact on wetlands in the vicinity of the NAC site due to soil erosion. Long-term, direct minor to moderate adverse impacts to water resources and long-term direct beneficial impacts to streams, groundwater, and wetlands could occur due to improved stormwater management on-site.	Short-term moderate adverse construction-related impacts to surface water and groundwater. Short-term minor indirect adverse impact on wetlands in the vicinity of the NAC site due to soil erosion. Long-term, direct minor adverse impacts to water resources and long-term direct beneficial impacts to streams, groundwater, and wetlands could occur due to improved stormwater management on-site.	Short-term moderate adverse construction-related impacts to surface water and groundwater. Short-term minor indirect adverse impact on wetlands in the vicinity of the NAC site due to soil erosion. Long-term, direct minor to moderate adverse impacts to water resources and long-term direct beneficial impacts to streams, groundwater, and wetlands could occur due to improved stormwater management on-site.

Resource Topic	No Action Alternative	Alternative A	Alternative B	Alternative C
Stormwater Management	<p>Long-term minor to moderate adverse impacts to water resources and water quality both locally and regionally due to the lack of stormwater management.</p> <p>Impervious surface: 55%</p>	<p>Long-term, beneficial impacts on stormwater quality and quantity control on the site and within the local area and region.</p> <p>Impervious surface: 37%</p>	<p>Long-term, beneficial impacts on stormwater quality and quantity control on the site and within the local area and region.</p> <p>Impervious surface: 38%</p>	<p>Long-term, beneficial impacts on stormwater quality and quantity control on the site and within the local area and region.</p> <p>Impervious surface: 37%</p>
Vegetation	<p>Negligible to minor impacts on vegetation due to the removal of one heritage tree.</p>	<p>Minor, short-term adverse impacts to vegetation. Minor, long-term adverse impacts to vegetation due to the removal of one heritage tree. Long-term beneficial impacts due to the reestablishment of historic landscape features and at least a 10% increase in the tree canopy.</p>	<p>Minor, short-term adverse impacts to vegetation. Negligible to minor long-term adverse impacts on vegetation as no heritage trees would be removed. Long-term beneficial impacts due to the reestablishment of historic landscape features and at least a 10% increase in the tree canopy.</p>	<p>Minor, short-term adverse impacts to vegetation. Minor, long-term adverse impacts to vegetation due to the removal of one heritage tree. Long-term beneficial impacts due to the reestablishment of historic landscape features and at least a 10% increase in the tree canopy.</p>

Resource Topic	No Action Alternative	Alternative A	Alternative B	Alternative C
<p>Hazardous Materials, Waste, and Contamination</p>	<p>Negligible impacts to hazardous materials, waste and contamination conditions.</p>	<p>Negligible impacts to site contamination conditions. Impacts due to the closure or removal of USTs and ASTs would be short-term, negligible, and direct with potential long-term, indirect, beneficial impacts resulting from fewer older storage tanks in use on the site. In regard to hazardous material, short-term impacts from construction activities would be adverse, minor, and direct and long-term adverse impacts would be negligible.</p>	<p>Negligible impacts to site contamination conditions. Impacts due to the closure or removal of USTs and ASTs would be short-term, negligible, and direct with potential long-term, indirect, beneficial impacts resulting from fewer older storage tanks in use on the site. In regard to hazardous material, short-term impacts from construction activities would be adverse, minor, and direct and long-term adverse impacts would be negligible.</p>	<p>Negligible impacts to site contamination conditions. Impacts due to the closure or removal of USTs and ASTs would be short-term, negligible, and direct with potential long-term, indirect, beneficial impacts resulting from fewer older storage tanks in use on the site. In regard to hazardous material, short-term impacts from construction activities would be adverse, minor, and direct and long-term adverse impacts would be negligible.</p>

Resource Topic	No Action Alternative	Alternative A	Alternative B	Alternative C
Transportation	Negligible short- and long-term impacts on study intersections, NAC driveways, and queuing along public streets. No impact on public transportation and parking. Negligible impact on pedestrian and bicycle conditions.	Negligible short- and long-term impacts on study intersections and queuing along public streets. Negligible short-term and negligible to minor long-term impacts on intersection capacity at NAC driveways. Long-term beneficial impact on public transportation. Short-term, moderate adverse impacts to parking on the site due to construction and long-term, negligible, adverse impacts on parking outside the NAC site. Short-term, minor adverse impact to bicycle and pedestrian circulation due to construction activities. Long-term beneficial impact to the pedestrian and bicycle conditions in the study area.	Negligible short- and long-term impacts on study intersections and queuing along public streets. Negligible short-term and negligible to minor long-term impacts on intersection capacity at NAC driveways. Long-term beneficial impact on public transportation. Short-term, moderate adverse impacts to parking on the site due to construction and long-term, negligible, adverse impacts on parking outside the NAC site. Short-term, minor adverse impact to bicycle and pedestrian circulation due to construction activities. Long-term beneficial impact to the pedestrian and bicycle conditions in the study area.	Long-term, minor adverse impact on the intersection of Ward Circle and Massachusetts Avenue (West). Negligible short- and long-term impacts on all other study intersections. Negligible impacts on queuing along public streets. Negligible short-term and negligible to minor long-term impacts on intersection capacity at NAC driveways. Long-term beneficial impact on public transportation. Short-term, moderate adverse impacts to parking on the site due to construction and long-term, negligible, adverse impacts on parking outside the NAC site. Short-term, minor adverse impact to bicycle and pedestrian circulation due to construction activities. Long-term beneficial impact to the pedestrian and bicycle conditions in the study area.

Resource Topic	No Action Alternative	Alternative A	Alternative B	Alternative C
Infrastructure/ Utilities	No impacts on the chilled water system, HTHW system, electrical system, water service and fire protection system, wastewater system, or natural gas system.	Minor, short-term, adverse impacts during the construction and demolition of facilities while systems are re-sited. Beneficial, long-term impacts to chilled water system, HTHW system, electrical system, water service and fire protection system, and natural gas system during operation of the facility. Negligible long-term adverse impacts to wastewater system.	Minor, short-term, adverse impacts during the construction and demolition of facilities while systems are re-sited. Beneficial, long-term impacts to chilled water system, HTHW system, electrical system, water service and fire protection system, and natural gas system during operation of the facility. Negligible long-term adverse impacts to wastewater system.	Minor, short-term, adverse impacts during the construction and demolition of facilities while systems are re-sited. Beneficial, long-term impacts to chilled water system, HTHW system, electrical system, water service and fire protection system, and natural gas system during operation of the facility. Negligible long-term adverse impacts to wastewater system.
Air Quality	Negligible impacts to air quality.	Minor adverse short-term impact on air quality. Minor long-term impact on local and regional air quality and would not cause or contribute to an exceedance of any NAAQS or interfere with the attainment or maintenance of any NAAQS.	Minor adverse short-term impact on air quality. Minor long-term impact on local and regional air quality and would not cause or contribute to an exceedance of any NAAQS or interfere with the attainment or maintenance of any NAAQS.	Minor adverse short-term impact on air quality. Minor long-term impact on local and regional air quality and would not cause or contribute to an exceedance of any NAAQS or interfere with the attainment or maintenance of any NAAQS.
Noise	Negligible short-and long-term impacts to noise levels	Moderate, short-term, adverse impacts during the site preparation and construction phases. Negligible, adverse long-term impacts to noise levels.	Moderate, short-term, adverse impacts during the site preparation and construction phases. Negligible, adverse long-term impacts to noise levels.	Moderate, short-term, adverse impacts during the site preparation and construction phases. Negligible, adverse long-term impacts to noise levels.

Resource Topic	No Action Alternative	Alternative A	Alternative B	Alternative C
Climate Change and Sustainability	Adverse impacts on climate change and site sustainability due to inefficient buildings and lack of stormwater management techniques.	Minor adverse impact on global climate change in the short-term due to construction and long-term due to greenhouse gas emissions. Long-term, beneficial impacts to sustainability would also occur through increased employment of sustainable practices and techniques.	Minor adverse impact on global climate change in the short-term due to construction and long-term due to greenhouse gas emissions. Long-term, beneficial impacts to sustainability would also occur through increased employment of sustainable practices and techniques.	Minor adverse impact on global climate change in the short-term due to construction and long-term due to greenhouse gas emissions. Long-term, beneficial impacts to sustainability would also occur through increased employment of sustainable practices and techniques.

### **2.3 WHAT IS THE PREFERRED ALTERNATIVE AND WHY WAS IT SELECTED?**

All of the action alternatives would meet the purpose and need of the proposed action. However, GSA has selected Alternative B as the preferred alternative. A building at Ward Circle, rather than a parking garage, would better improve the urban character of the site at Ward Circle and increase the visibility of the campus along this edge. Alternative B is also the middle density alternative at 4,200 seats, a capacity adequate to meet the needs of the DHS. Furthermore, the siting and size of new buildings would be most compatible with the existing buildings on the site. This alternative would also allow for significant open space across from Buildings 12, 13, and 14 where the sports courts are currently located. This landscape feature would not be maintained in the other alternatives.

### **2.4 WHAT OTHER ALTERNATIVES WERE CONSIDERED BUT DISMISSED?**

Under the National Environmental Policy Act (NEPA), Federal agencies are required to “rigorously explore and objectively evaluate” a range of reasonable alternatives as well as briefly discuss the reasons for eliminating any alternatives that were not developed in detail (40 CFR 1502.14). “Reasonable” alternatives include those that are practical, or feasible, from a common sense, technical and economic standpoint. CEQ guidance on the EIS process also states that the number of reasonable alternatives considered in detail should represent the full spectrum of alternatives that meet the agency’s purpose and need, but an EIS does not have to discuss every unique alternative when it would require consideration of an unmanageably large number of scenarios. In short, an agency does not have to look at every conceivable alternative—only those reasonable alternatives that would meet the goals and objectives of the Proposed Action.

As part of this Draft EIS process, additional design options were eliminated from further consideration following consultation and coordination with stakeholders,

reflection on programmatic needs, and successive refinement of the original Master Plan concepts.

Nine concepts were developed as potential alternatives but only three were selected for detailed analysis in this Draft EIS. Therefore, six concepts were ultimately dismissed from further analysis. The concepts are briefly described below along with the rationale for their dismissal:

- Dismissed Concept 1 proposed a new building at the center of the campus to house office space, joint use space, and infrastructure. This building would have related to the size, scale and character of the existing historic context. Parking would have been accommodated in a new proposed above-grade parking structure and the existing surface parking lot located on the southeast portion of the site. The green roof of the new two-level parking structure would be on grade at Ward Circle. Parking within the secure perimeter would have been minimized. The concept would have accommodated 2,560 seats. This density was deemed too low to adequately provide additional capacity and functional flexibility for the DHS; therefore, this concept was dismissed.
- Dismissed Concept 2 proposed four new buildings to house a mix of office space, joint use space, and infrastructure. Building A would have been centrally located on campus to help create a campus node along the two campus axes. Buildings B, C and D would have been located on the east side of campus in a fan shape to provide framed views into the adjacent park land. This concept would have maintained Building 18. Parking would have been accommodated in a new parking structure with two levels above grade and two levels below grade. The green roof of the parking structure would have been on grade at Ward Circle. Parking within the secure perimeter would have been minimized. At 3,380 seats, this concept also would not adequately

provide additional capacity and functional flexibility for DHS and was thus dismissed.

- Dismissed Concept 3 proposed five new buildings to house a mix of office space, joint use space, and infrastructure. Building A would have been centrally located on campus to help create a campus node along the two campus axes. Buildings B, C and D would have been located on the east side of campus in a fan shape to provide framed views into the adjacent park land. Building E would have replaced existing Building 18 and would have strengthened the front edge of campus along Nebraska Avenue. Parking would have been accommodated in a new proposed parking structure with two levels above grade and two levels below grade. The green roof of the parking structure would have been on grade at Ward Circle. Parking within the secure perimeter would have been minimized. This concept would have included a total of 3,540 seats; however, this density was still too low to adequately provide additional capacity and functional flexibility to meet the needs of DHS.
- Dismissed Concept 4 proposed two new buildings to house a mix of office space, joint use space, and infrastructure. Building A would have created an edge to the campus on the east side. Building B would have replaced existing Building 18 and would have strengthened the front edge of campus along Nebraska Avenue. Parking would have been accommodated in the two existing surface parking lots located on campus. Parking within the secure perimeter would have been minimized. This scheme would also have maintained and restored the existing historic landscape at the tennis courts. However, at 2,650 seats, this concept would not have adequately met DHS' need for additional capacity and functional flexibility and was therefore dismissed.

- Dismissed Concept 5 proposed 4,000 seats and three new buildings to house a mix of office space, joint use space, and infrastructure. Buildings A and B would have created a buffer to the adjacent park land and NBC site. Building C would have replaced existing Building 18 and would have strengthened the front edge of campus along Nebraska Avenue. This concept would have maintained the existing surface parking lot on Ward Circle and would have built a parking structure at the back of the site. The parking structure would have had two levels above grade and three levels below grade. While this concept would have met the capacity needs of DHS, a surface parking lot at Ward Circle was not considered desirable for the aesthetics of the neighborhood and campus image. Therefore, this concept was dismissed.
- Dismissed Concept 6 proposed 4,000 seats and two connected buildings (Buildings A and B) at the rear edge of the site, a new Building C to replace Building 18 at the west of the existing campus, and a new parking garage with a green roof adjacent to Ward Circle. The back surface parking lot on site would have been maintained, and parking within the secure perimeter would have been minimized. While this concept would have met the capacity and functional needs of DHS, the siting and mass of Buildings A and B were determined to overwhelm the historic buildings, particularly Buildings 12, 13, and 14, and thus, this concept was dismissed.