

Community Profile

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City of Alexandria, Virginia

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Community at a Glance

Growth Management Organization (GMO):

The City of Alexandria and the Alexandria Economic Development Partnership

Geographic area affected by military installation growth:

City of Alexandria, Fairfax County and Arlington County

Regional Population of affected area: 4,331,000 (2009 estimate)

Top growth challenges:

- Transportation and Transit Infrastructure
- Land Use and Redevelopment Pressures
- Available City and County Services (sewer and water, public safety)

Mission Growth at a Glance

Economic Adjustment Challenges:

- Loss of commercial tax revenues due to vacant office space
- Backfilling or leasing partially occupied Department of Defense (DoD) leased space
- Loss of small business base directly dependent on DoD presence
- Loss of city small business retail taxes
- Workforce assistance to support DoD employees retiring and joining Priority Placement Program

Outstanding requirements in support of mission growth: To be determined

Personnel Baseline and Growth Projection:

| | Baseline (January 2005) | Build-out Projection (September 2011) |
|--------------------|----------------------------|--|
| Military Personnel | 0 | 0 |
| Dependents | 0 | 0 |
| Civilian Personnel | 0 | 6,400 |
| Contractors | 0 | TBD |

Source: Final Environmental Assessment for Implementation of 2005 Base Realignment and Closure (BRAC) Recommendation 133, Fort Belvoir, VA (July 2008)

Growth Factors affecting community planning: BRAC 2005 has resulted in significant impacts and challenges for the City of Alexandria. The City is losing approximately 7,200 jobs located in 1.4 million square feet of leased, privately-owned commercial office space, and gaining approximately 6,400 jobs in 1.3 million square feet of DoD-owned space on a new Federal campus. The direct Defense presence is almost 50 percent of the total Federal employment base in Alexandria, representing approximately seven percent of the total labor force, and accounting for almost eight percent of the total leased office space.

Background

The City of Alexandria, Virginia, is recognized nationally as one of the best places to live and do business on the east coast. Alexandria is conveniently located inside the Beltway, just across the Potomac River from Washington, D.C., and minutes from Ronald Reagan Washington National Airport. The city's robust business environment is fueled by stable economic drivers such as a large concentration of technology companies, the fourth-largest concentration of professional associations in the country, the U.S. Patent and Trademark Office (USPTO), and a tourism industry that hosts nearly 3.3 million visitors a year. The city encompasses 15.75 square miles at an average elevation of 30 feet above sea level.

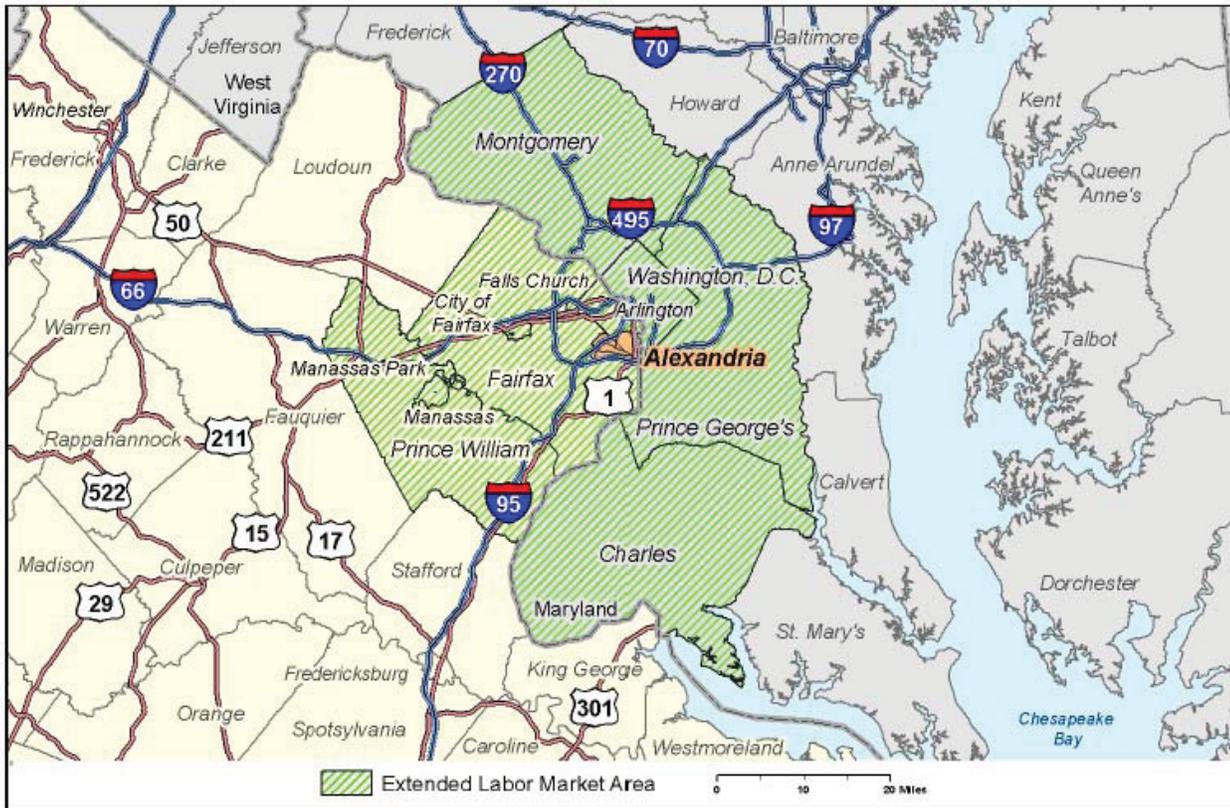


Figure 1: City of Alexandria and Surrounding Areas

The Alexandria City Council is composed of a Mayor and six Council members elected at-large for three-year terms. Any in-term vacancy is filled by a special election unless the vacancy occurs within six months of the end of the term, at which time a judicial appointment is made. The Mayor, chosen on a separate ballot, presides over meetings of the Council and serves as the ceremonial head of government. The Mayor does not have power to veto Council action. Council members traditionally choose the person receiving the most votes in the election to serve as Vice Mayor. In the absence or disability of the Mayor, the Vice Mayor performs the mayoral duties.

Alexandria claims the fourth-largest concentration of professional and trade associations in the country, behind only New York City; Washington, D.C.; and Chicago. Associations number more than 400 in the City, employing nearly 11,000. In addition to the highly qualified workforce and close proximity to Capitol Hill, Alexandria is uniquely able to satisfy the real estate needs of non-profit organizations. Associations provide a valuable contribution to the economy of the City by offering a stable source of well-paying jobs for Alexandria residents.

Part of the City's efforts to sustain economic growth and development are to ensure that the resident workforce has access to resources for obtaining employment. *Joblink*, the City's one-stop career center, works to prepare jobseekers

through education, training, and counseling,, referring qualified candidates to prospective employers. More than 1,000 businesses have hired *JobLink* customers.

The City Council is currently undergoing a strategic planning process to update the last plan, which identified the following goals:

- Goal 1:** Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision.
- Goal 2:** A City That Respects, Protects and Enhances the Natural Environment.
- Goal 3:** An Integrated, Multi Modal Transportation System that Gets People from Point "A" to Point "B" Efficiently and Effectively.
- Goal 4:** A Strong City Economy that is Growing in Varied Small Businesses and Job Opportunities.
- Goal 5:** A Caring Community that is Diverse and Affordable.
- Goal 6:** The City Government Is Financially Sustainable, Efficient and Community Oriented.
- Goal 7:** In Partnership with the Alexandria City Schools, Public Schools That are Among the Best in Northern Virginia.

Table 1: Alexandria Goals 2004 - 2015

Summary of 2005 BRAC Actions

The City employment base is approximately 100,000 jobs. Alexandria is an entrepreneurial City: approximately 69 percent of businesses in Alexandria have fewer than 10 employees; 82 percent have less than 20 employees; and just seven percent have 50 or more employees. The largest employer in the city is the Federal government, at approximately 13,000 jobs. DoD commands moving out due to BRAC 2005 account for approximately 7,200 jobs. These jobs will primarily move to out of state locations (Fort Knox, KY; Fort Sam Houston, TX; Aberdeen Proving Ground, MD).

The Federal government leases approximately 4.5 million square feet of commercial office space (out of a total of 21 million square feet citywide), and the BRAC-impacted units account for approximately 1.4 million square feet of the Federal total leased space. The direct BRAC loss impacts in terms of both jobs and commercial office lease space is approximately seven to eight percent (7,200/100,000 and 1.4/21) and indirectly another five to seven percent (retail, contractors, etc.). The City is also affected by a second BRAC action, resulting in a gain of 6,500 DoD personnel, related to the Fort Belvoir realignment (BRAC 133). These personnel will move out of leased space, primarily located in Arlington County, to a new 1.3 million square foot building at the Mark Center, a mixed-use office park in Alexandria.

BRAC Impacts on the City of Alexandria

The 2005 BRAC has resulted in significant impacts and challenges for the City of Alexandria. The city is losing approximately 7,200 jobs located in 1.4 million square feet of leased, privately-owned commercial office space, and gaining approximately 6,400 jobs in 1.3 million square feet of DoD-owned space on a new Federal campus. The jobs being lost are primarily in the Braddock Road/Eisenhower Valley areas of the City, while the jobs gained will be in the Beauregard/Seminary area. The direct DoD presence is almost 50 percent of the total Federal employment base in Alexandria, representing approximately 7 percent of the total labor force, and accounting for almost eight percent of the total leased office space. Unlike prior realignments, no Federal property will return to the community to offset the economic loss, and very few funds are provided by the Federal government to mitigate community business disruption or infrastructure impacts.

Compounding the impacts and challenges of both loss and growth, Alexandria will be a central gateway as approximately 30,000 employee commuter patterns will shift from Alexandria, Arlington, Bethesda, and Washington, D.C. leased office space south to Fort Belvoir and Quantico and north to Fort Meade and Aberdeen Proving Ground, Maryland. The City of Alexandria has developed a BRAC recovery and mitigation strategy to assist property owners, businesses, and Federal agencies as the movement and drawdown occurs in one area, and the build-up occurs in another area.

To meet these challenges, Alexandria initiated an innovative strategy that highlights community strengths, and minimizes and mitigates the economic impact, while still providing the essential community and DoD mission support to ensure a smooth transition for business and the workforce. A key element of the BRAC recovery and mitigation strategy was to identify other Federal agencies that could backfill the spaces to be vacated by DoD. A challenge, though, is that the buildings being vacated by DoD do not meet the new energy, water, or security requirements to entice other Federal agencies to backfill the leases. Alexandria is fortunate to have four public transit stations within the Washington Metropolitan Area Transit Authority (WMATA), or Metro system. Each station is in close proximity to leased office space occupied by existing Federal agencies, and there is still ample capacity on land surrounding the metro stations for additional commercial development (parking lots, storage areas, low-rise industrial uses, etc.). Developing a land use and planning process to attract Federal agencies that meshed with the city's Eco-City charter and objectives for Transit Oriented Design was a crucial first step.

Organization

With the loss of DoD jobs from commercial leased office space, but no Federal property being returned to the City, a Local Redevelopment Authority (LRA) is not applicable. The DoD BRAC units are distributed in multiple commercial properties and in fully- or partially-leased buildings. As a result, Alexandria will play a critical role in the movement and relocation of several major military organizations. Still undetermined is the full impact of the government contractor workforce, and the businesses that support the DoD agencies and community that are likely to follow their clients.

Working with affected neighborhoods, agencies, and businesses throughout the National Capital Region and the Office of Economic Adjustment (OEA), Alexandria has begun addressing the impacts of BRAC including changes to the leased office space market and jobs in Alexandria, Arlington, and Fairfax County. Figure 2 and Table 1 provide views of the extent of the changes. The Mayor's BRAC Task Force developed the "BRAC Economic Recovery Plan – Recommendations For the City of Alexandria", as a way ahead in managing the effects of BRAC 2005. Beginning in January 2006, the Mayor's BRAC Working Group became the central coordinating body for the City. The group consists of elected officials, City staff, impacted property owners and businesses, and citizen representatives.

The Alexandria BRAC 2008 Plan is built on the BRAC Economic Strategy and provides a yearly synopsis of the actions, activities, schedules, and coordination efforts to prepare for and implement the BRAC Recovery Strategy.

The Alexandria Growth Management Organization overseeing the installation growth slated to occur at the Mark Center is a combination of public and private partnerships. The Alexandria Economic Development Partnership, Inc., is the lead organization for overall BRAC coordination, collecting, and disseminating information about BRAC unit movement plans, workforce assistance, and business impacts. Staff in Alexandria's departments of Planning and Zoning and Transportation and Environmental Services act in a lead capacity for studies and analyses, implementation, and long-term services support related to the BRAC 133.

Studies and Analyses

Vacating DoD Leased Space

As of September 2009, approximately 2,000 positions have moved to their new locations. The units moved to date include the Army Surface Deployment and Distribution Command, Army Human Resources Command, Office of the Secretary of Defense (OSD), Defense Acquisition University, Army Broadcasting-Soldier Radio/TV, the American Forces Information Service, and the Army Family Morale, Welfare and Recreation Command.

The Army Human Resources Command and the Army Family Morale, Welfare and Recreation Command are currently in the process of incremental movements.

The Alexandria Economic Development Partnership is the lead agency for the city and is responsible for monitoring, reporting, and assisting the units with BRAC activities. The City of Alexandria's Planning and Zoning, Transportation and Environmental Services, JobLink offices, the Small Business Development Center, and Chamber of Commerce play key roles in addressing and mitigating impacts to the city.

The City of Alexandria is working with affected property owners to prepare for the BRAC movement. A significant challenge for the city is to replace the DoD presence in a timely manner as the properties vacate. A few key statistics:

- Total Alexandria employment is approximately 100,000
- Total Federal employment in Alexandria is approximately 23,000 (USPTO is largest at 9,000; DoD is second largest at 7,200)
- Total Alexandria commercial office lease space is approximately 21 million square feet, the Federal government leases approximately 5 million square feet (USPTO is largest at 2.5 million square feet; DoD is second largest at 1.4 million square feet)

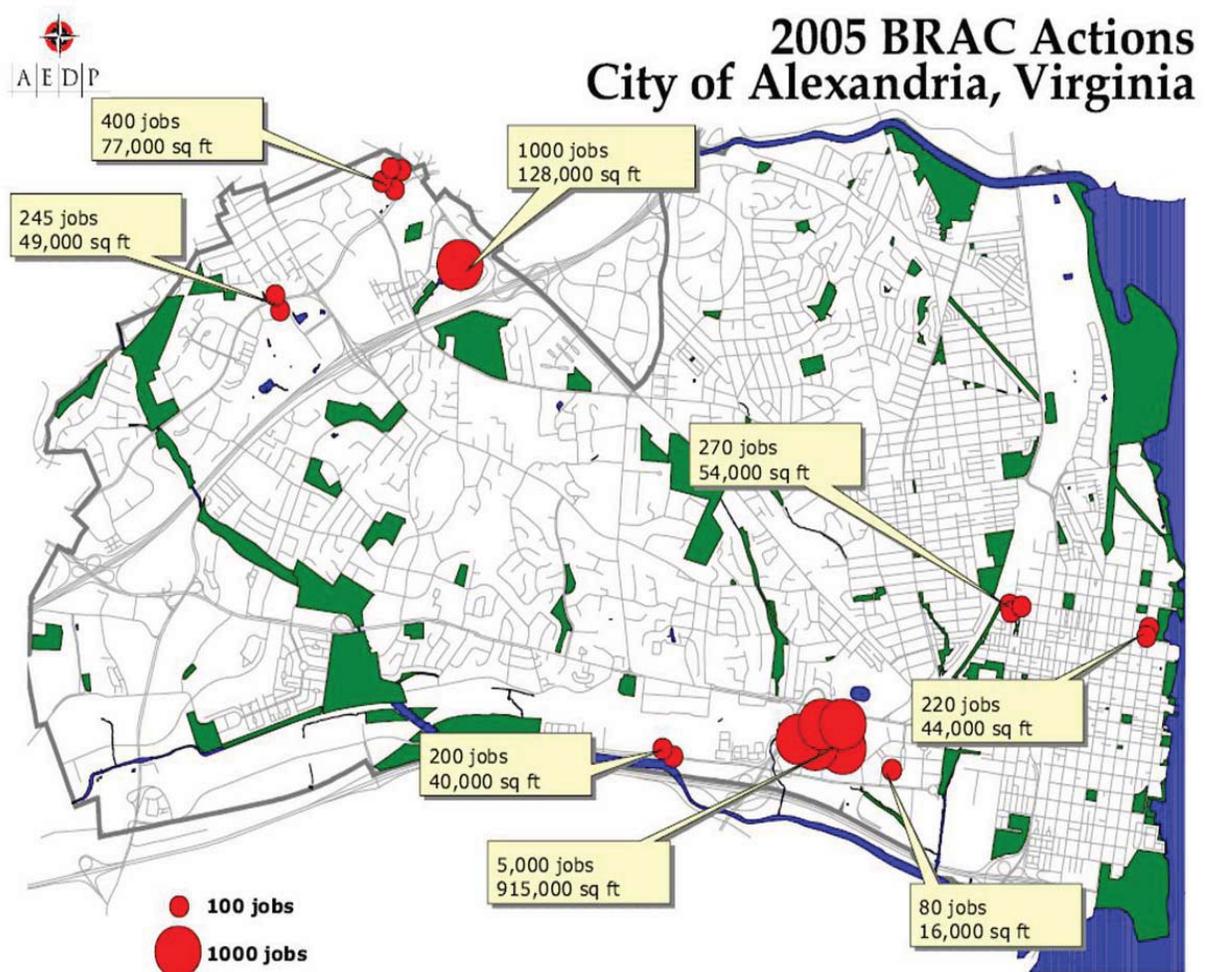


Figure 2: City of Alexandria - 2005 BRAC Actions

| Building Information | Command or Agency | New Location | Approximate Jobs Impact | Approximate Square Feet Impact |
|------------------------------|--|-----------------------------|-------------------------|--------------------------------|
| Park Center 1 | US Army Audit Agency | Fort Belvoir, VA | 140 | 27,656 |
| Park Center Office 4 | Army Test and Evaluation Command | Aberdeen Proving Ground, MD | 796 | 100,000 |
| 1901 North Beauregard Street | OSD, Defense Modeling Simulation Office | Fort Belvoir, VA | 75 | 15,013 |
| 2001 North Beauregard Street | OSD, Defense Acquisition University | Fort Belvoir, VA | 40 | 8,000 |
| 4850 Mark Center Drive | OSD, Operational Test and Evaluation | Fort Belvoir, VA | 130 | 26,000 |
| Hoffman 1 | OSD | Fort Belvoir, VA | 1,547 | 309,376 |
| | WHS | Fort Belvoir, VA | | |
| | Army Contracting Agency E-Commerce Region Headquarters | Fort Sam Houston, TX | | |
| | Army General Infantry (GI)/Personnel Transformation | Fort Belvoir, VA | | |
| | Administrative Assistant to the Secretary of the Army | Fort Belvoir, VA | | |
| | Communication and Electronics Command | Fort Belvoir, VA | | |
| | Army G1/Civilian Personnel Office | Fort Belvoir, VA | | |
| Hoffman 2 | Army Surface Deployment and Distribution Command | Scott Air Force Base, IL | 1,472 | 204,783 |
| | Army Human Resources Command | Fort Knox, KY | 2,000 | |
| Alexandria Tech Center IV | Defense Technology Security Administration | Fort Belvoir, VA | | 40,422 |
| 2320 Mill Road | Army Broadcasting-Soldier Radio/TV | Fort Meade, MD | 80 | 16,000 |
| Sheet Metal Workers Building | American Forces Information Service | Fort Meade, MD | 119 | 23,760 |
| Security Storage | OSD | Fort Belvoir, VA | 0 | 95,446 |
| Braddock Place | Counterintelligence Field Activity | Quantico, VA | 129 | 25,855 |
| Summit Centre | Army Community and Family Support Center | Fort Sam Houston, TX | 400 | 77,124 |
| Totals | | | 7,370 | 1,419,350 |

Table 2: BRAC 2005 Actions for Downsizing DoD Leased Space

- Direct Alexandria BRAC loss actions of 7,200 jobs in 1.4 million square feet is approximately seven percent of total workforce and leases
- Typical annual office absorption rate is approximately 200,000 square feet per year (a potential seven year backlog)
- Indirect BRAC (contractors) actions could impact an additional seven to ten percent of the workforce and leases (making a total of 14-17 percent of total Alexandria lease space and workforce)
- Approximately 9,300 out of the 10,000 businesses employ 20 people or less
- Vacated office space is in poor shape and not compliant with Anti-Terrorism Force Protection (ATFP) standards (Hoffman Town Center alone accounts for 1 million square feet)

To recover from the impact of the 2005 BRAC, it is essential that Alexandria reposition for the next generation of the Federal presence. To meet that objective, the city developed the Federal Friendly Zones™ (FFZ) concept. The purpose of FFZs is to designate areas and sites that can support Federal facility requirements and are compatible with Small Area Plans, Coordinated Development Districts, and other City planning, zoning, code, and sustainability objectives.

FFZs are intended to be a mechanism to balance the needs of the Federal government security, environmental, and workforce requirements with the City's need to balance the commercial and residential tax base, build and renovate buildings to meet owners' objectives, and protect the community health and welfare.

Within each FFZ, there are three types of Federal utilizations:

- Federal campus (multiple buildings and/or commercial office space leases)
- Single Federal occupied building (courthouses, commercial office space leases)
- Single commercial office space building with a Federal agency as a tenant

Key objectives of FFZs are to encourage Transit Oriented Development and integrate with the Eco-City initiatives to ensure long-term, environmentally-sustainable development. To encourage maximum utilization of land around mass transit nodes, horizontal standoff distances should be kept to an absolute minimum, and Federally-occupied buildings and campuses should be located at the farthest horizontal distance that meet Federal requirements. Use of the vertical standoff distance and measurement of horizontal standoff distance to protected interior spaces is highly encouraged.

Commercial business and Federal contractor facilities are encouraged to be developed closest to mass transit nodes. Federal contractor facilities standoff distances should be a minimum of 20 feet and a maximum of 50 feet and will be evaluated on a case-by-case basis.

FFZs can span Small Area Plans and intersect with Coordinated Development Districts, and are aligned with areas identified as having growth pressures. Any proposed Federal use building or campus will be evaluated on a per site basis to ensure compatibility with City objectives.

The City has been actively meeting with Federal agencies to showcase the sites and properties that could support Federal agency requirements. OEA provided a grant to the City to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. The SWOT findings and recommendations included target industries:

Preliminary Targeted Industries – Federal:

- General Service Administration (GSA)
- DoD non-BRAC
- Department of Homeland Security
- Department of Interior
- Department of Education
- Department of Energy

Preliminary Targeted Industries – Private:

- Federal prime contractors
- Creative Class – architectural and engineering firms, designers, advertising, software, multimedia
- University and Education

The City has hosted a number of new developers, Federal agencies, and organizations providing an overview of the potential development sites and a driving tour of the City and sites. The City is currently tracking a number of Federal government solicitations for offer and working with the community to develop strong proposals.

The City is participating with Arlington County on a joint grant from GSA entitled, “Envisioning the Future Federal Workplace in the Washington DC Region”. The grant analysis is meant to help cultivate innovative regional coordination, design, and planning practices for accommodating Federal offices in the Washington region over the next half-century. In short, the Federal government seeks to encourage regional coordination to plan intelligently, based upon mutual stakeholder concerns, including sustainability, transportation, and security, as well as the changing regional dynamics of land use, housing, and workforce issues. The analysis is in six focus areas:

- Cost of Business/Cost of Living
- Energy and Sustainability
- Transportation and Infrastructure
- Infill/adaptive Use
- Workforce/Telework
- Security

BRAC 133

The BRAC 133 Mark Center move was a result of the 2005 BRAC and the reconsideration of the original requirement for WHS personnel to move from leased space throughout the National Capital Region to the Fort Belvoir Engineering Proving Grounds (EPG) in Fairfax County, VA. Due to the large number of BRAC movements to Fort Belvoir, including EPG, and the lack of sufficient transportation infrastructure to support the movement, the Army and Commonwealth of Virginia agreed in an memorandum of understanding to limit the number of units that would move to the EPG. The BRAC 133 realignment was "deferred" to allow time to identify other possible sites.

The Army identified several sites, both on Fort Belvoir and local communities in Northern Virginia. In early 2008, the Army initiated an evaluation of the sites; Fort Belvoir (government owned), Alexandria Mark Center (privately owned), Alexandria Victory Center (privately owned), and the GSA Warehouses in Springfield (government owned). Under BRAC law, the site accommodating WHS personnel must become an "annex" of Fort Belvoir and thus the selected site must be owned by or sold to the Federal government.

In June 2008, the Army released a Request for Proposals for a Build to Suit Campus with the following requirements:

- Meet the BRAC statutory deadline of September 15, 2011
- 6,409 persons at single site, minimum of 6,200 person
- Satisfy Unified Facilities Criteria 4-020-02FA for threats and Level of Protection and use Crime Prevention Through Environmental Design
- Easy and clear authorized person access
- Establish a strong campus-like atmosphere by protecting and enhancing natural environment and common open spaces
- Incorporate sustainable design, U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) Silver
- Flexible design for future changes
- Will be done using Building Information Modeling (BIM)
- Submissions due by July 30, 2008

The Army selected the Mark Center site in September 2008 and entered into negotiations with Duke Realty, the property owner developing the complex on behalf of the Army. The property was transferred to the Federal government in December 2008. The Mark Center campus (Figures 3 through 6), which encompasses additional

buildings and development surrounding the BRAC 133 site, remains under the ownership of Duke Realty. The complex is being developed with the density and use of the site in relative compliance with a 2004 Development Special Use Permit (DSUP) that the City of Alexandria approved for the site. The DSUP required proffers for road and site improvements that will be implemented as part of the BRAC 133 project.

BRAC 133 Units moving to the Mark Center

The 6,400 personnel of the BRAC 133 move are comprised of several agencies, units, and offices. The tentative list planned to move to the Mark Center include*:

- Defense Human Resources Activity (DHRA)
- Defense Technology Security Administration (DTSA)
- DoD Education Activity (DoDEA)
- DoD Inspector General (DoDIG)
- OSD (multiple offices)
- Pentagon Force Protection Agency (PFPA)
- WHS

*Note: the full list of BRAC 2005 Headquarters movement is at: http://www.defenselink.mil/brac/pdf/pt2_07_hsa0.pdf

Design and Construction Team, Reviews, Timeline

The Mark Center design and construction will be coordinated by the US Army Corps of Engineers out of the New York office, Fort Belvoir Public Works, Fort Belvoir BRAC Integration Office, and the WHS. The Army and Duke Realty have an on-site Project Management Office. This project is being designed using BIM tools, which are a set of advanced technology tools to support an Integrated Project Design process for design, construction, operations, and maintenance of the next generation energy efficient and sustainable buildings. The BRAC 133 site will be designed to achieve the LEED Silver rating, and have numerous green features that support both the Federal agency requirements to reduce energy and the City of Alexandria's Eco-Charter. The Design and Construction team for the project include:

- Clark Construction
- HKS Inc.
- Studios Architecture
- Wisniewski Blair & Associates

The current timeline is:

- Contract Awarded – November 25, 2008
- Transfer of Property to the Army – December 2008
- Construction begins – January 2009
- National Capital Planning Commission Initial Site Plan Review - February 5, 2009
- Official Groundbreaking Ceremony – March 2009
- Construction complete – September 2011
- DoD occupies campus – June - September 2011

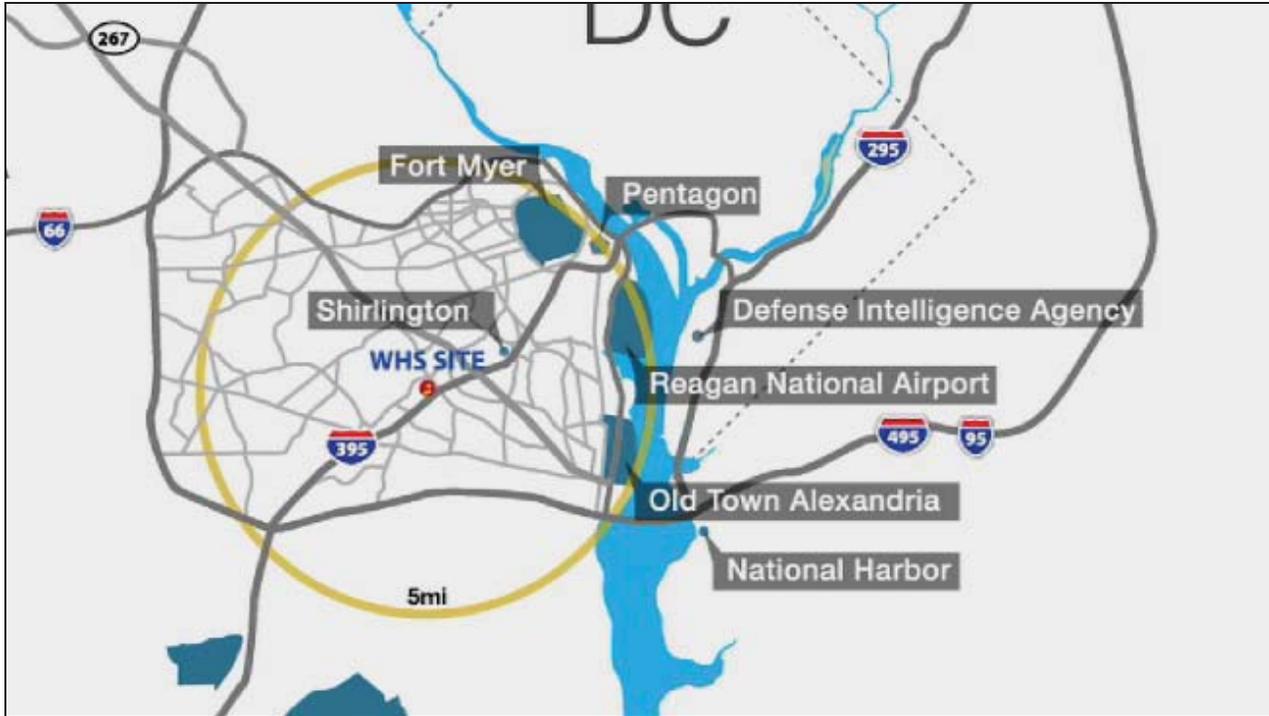


Figure 3: BRAC 133 Mark Center Site and Surrounding Area



Figure 4: BRAC 133 Mark Center Site Plan



Figure 5: BRAC 133 Mark Center Building (Viewed from Transit Center)



Figure 6: BRAC 133 Mark Center Transit Center

In response to the BRAC 133 project, the City of Alexandria established the BRAC 133 Advisory Group. The group is comprised of representatives from various civic organizations surrounding the development site as well as representatives from the geographic business organization and the Alexandria Economic Development Partnership. The group meets monthly to discuss issues related to the development. Representatives from the Army, WHS, and

Duke Realty, as well as various members of staff from the City of Alexandria, attend and participate in these meetings. The City has been working with the Army and Duke to provide design comments on the architectural, site perimeter protection, transit, and transportation elements of the BRAC 133 facilities to ensure the site will be a landmark facility, incorporates many green elements, and be compatible with the community objectives.

BRAC 133 Impacts and Mitigations

The City and community have several concerns with the BRAC 133 move, to include impacts on the commercial tax base, local road and interstate traffic, mass transit accessibility, impact on emergency services and sewer and water infrastructure as well as overall campus design. Along with the City, the National Capital Planning Commission has been reviewing design submissions of the development plans.

The City is working with the Virginia Department Of Transportation (VDOT), WMATA, the Alexandria Transit Company, and the Army to develop a Transportation Master Plan (TMP). There are also several related efforts underway:

- The Army will be developing a TMP; an Army Project Manager has been hired
- The City conducted a bus route analysis and turning radius test on existing roads in and around the Mark Center development, meeting with DoD shuttle service to evaluate mass transit nodes
- The City submitted for an OEA grant to undertake a Small Area Plan study of the Beauregard Corridor area
- The City has asked the Army and VDOT to evaluate potential direct access from Interstate 395 into the site and the potential for a Defense Access Road submission and use of American Recovery and Reinvestment Act funds
- The City has asked the Army to move the Remote Inspection Facility (RIF) to the Pentagon or other location (such as the south end of the main building) and use pre-screened trucks on off-peak traffic hours for deliveries; the proposed site at the intersection of Interstate 395 and Seminary significantly increases the risk to the community from collateral damage and would result in daily traffic impacts
- VDOT is designing the Interstate 395 hot lanes and conducting a small exchange analysis to evaluate direct access roads into the site

The impacts and mitigations are being analyzed; a preliminary list based on community inputs include:

- Mass transit access and connectivity (note that the DoD has legal authority to provide shuttle service for DoD employees to mass transit nodes)
- Traffic impacts on schools and medical care facilities (road crossings, schedules)
- Development and location of housing and retail
- Water and sewage loads, environmental impacts
- The Center For Naval Analysis, a tenant in an adjacent office building, settled a lawsuit in July 2009 against the Army, challenging the Army Environmental Assessment, directly related to the RIF location and traffic access to the site

Other studies underway include:

- City Transit Study Report
- VDOT Interchange Justification Report
- WMATA BRAC Regional Analysis Report

Implementation and Partnering Strategies

For the BRAC 133 Mark Center site, the DoD uses their ATRP standard to develop the security and site plan. Meeting the requirements of the ATRP in an urban environment is particularly challenging. The BRAC 133 Mark Center will hopefully be an example of collaboratively working together to address the DoD mission and protection requirements; and, at the same time, incorporating community transit, security, fire, law, and neighborhood objectives and concerns.

For example, the original design split the campus into pieces, had the transit center in the security zone, and the road design did not efficiently support bus or fire truck operations. The City developed an alternative site concept drawing which was presented to the Army and their development partner, Duke Realty. The City had three objectives to illustrate; a circulator road and direct access point off Interstate 395 to enhance transit options and minimize vehicle/pedestrian conflicts, movement of the RIF off-site or buried to minimize collateral damage, and a minimal security zone to maximize the campus interconnectivity and provide enhanced fire and emergency medical service (EMS) response.

The Army and the developer incorporated many of the site concepts, VDOT and the Federal Highways Administration (FHA) are evaluating the interchange elements, and the City is reviewing additional community inputs. The City used a similar process in the building design, taking a rather bland box structure and presenting alternative designs with step back, roof lines, and architectural features. The Army agreed and issued a change order for approximately \$10 million for the enhanced facade.

Over the past nine months, the city has been working closely with several government agencies, local community groups, and businesses to develop the building, site, security, and transit designs for the BRAC 133 Mark Center and another Federally-owned building, the US Federal Courthouse. Much progress has been made and a number of innovative conceptual solutions are being evaluated for incorporation into the BRAC 133 design elements. A major concern for many communities that have a Federal presence, and particularly for Alexandria, is the "Uglification" of the community in the name of security. The Federal presence is often perceived as: jersey wall barriers or huge concrete planters on the sidewalks, plate barriers and closed roads, and line after line of bollards (many that block handicap access), and restrictions on use of public space.

Therefore, the City has initiated a number of partnering and outreach efforts to ensure a successful relocation of the BRAC 133 agencies and integration into the City culture, fabric, and community.

- Established the BRAC 133 Community Advisory Group which meets monthly
- Established a quarterly City-WHS coordination and update meeting
- Initiated joint Workforce outreach via *JobLink* and the BRAC Transition Center

The City has initially supported the BRAC 133 action using City staff and existing contract consultants. The extremely rapid design-build timeline requires additional resources and potentially higher costs. Current areas of need include:

- Transit Center Bus Operations
- Road Improvements
- Water and Sewer Connectivity
- Fire and EMS Support