

Howard University East Campus Washington, D.C.

June 12–17, 2016



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Unlocking the Value of an Important Asset

June 12–17, 2016



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About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 39,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 600 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

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

to provide recommendations in a compressed amount of time.

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

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to assist with the panel, especially Jenifer Huestis Boss, manager, and Jay Brown, managing director.

Finally, the panel wishes to thank the more than 90 stakeholders from the community who gave their time and thoughtful comments. These participants included residents, university staff and leaders, local businesses, service and civic organizations, government officials, and more.

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Background and the Panel's Assignment

HOWARD UNIVERSITY IS AN INDEPENDENT, coeducational institution located in Washington, D.C. Founded in 1867, the university has evolved into a premier historically black college and university that offers a wide range of undergraduate, graduate, and professional programs. With fall 2015 enrollment of 10,200, Howard University students hail from nearly every state in the United States, the District of Columbia, and 108 countries.

To accommodate future growth, transform the university's aging facilities, and remain competitive with high-caliber

Howard University Hospital sits in the heart of the university's main campus in northwest Washington, D.C.

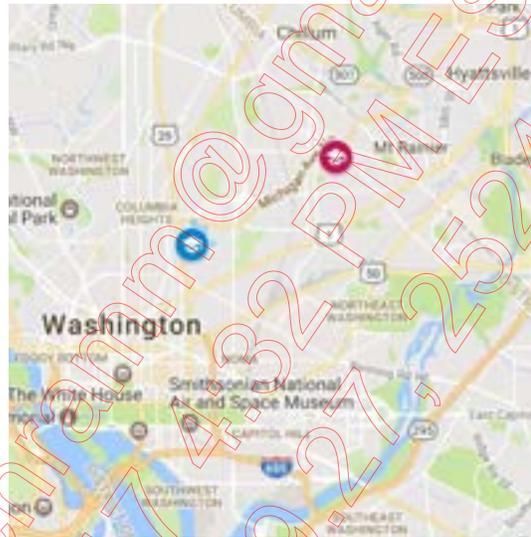


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HOWARD UNIVERSITY

Howard University continues to provide its predominantly African American population with excellent educational opportunities. The university focuses on academics and research topics that disproportionately affect minority populations, particularly those related to the African Diaspora.



GOOGLEMAPS/SHULI

A regional map of Washington, D.C., showing the location of Howard University's main campus (blue) and East Campus (red).

universities nationally, the university crafted a participatory and collaborative master plan, published in 2011. The university seeks to generate revenue from the edge and noncore real estate assets it owns—those facilities geographically or philosophically peripheral to the institution's mission—to fund the execution of the master plan's vision.

Located about two-and-half miles from the university's main campus, Howard's East Campus facilities have been identified as a prime opportunity to add monetary value and enhance academic experiences for the institution. Situated in the heart of Northeast Washington, D.C., the East Campus was originally home to the university's School of Divinity. In recent years, Howard has explored the opportunity to further develop the area's potential. Two key goals of the development are to maintain key academic programs on site and to create a lifelong-learning environment by providing a diverse selection of housing options, including workforce housing, senior housing, and affordable units. Other goals include connecting residents to the main campus, preserving historic buildings and open

An aerial view looking northeast of Howard University's main campus. Founders Library is centered in the picture with McMillan Reservoir in the background.



HOWARD UNIVERSITY

The James Sherwood Farmhouse is a Queen Anne-style wood-frame farmhouse constructed in 1886.



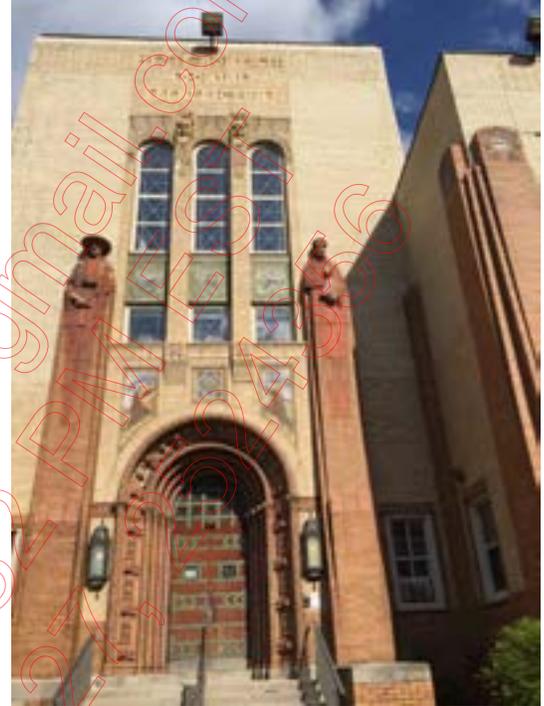
ULI

Howard University's School of Divinity has been temporarily relocated to the West Campus (near Washington, D.C.'s Van Ness Metro Station) while redevelopment plans and guidelines are established for the East Campus.



ULI

space, and respecting existing surrounding communities. The intent of bringing in ULI Advisory Services was to obtain innovative recommendations that facilitate and influence a unique integration of the East Campus with the rest of the university. Howard's leadership sees this as an opportunity to strengthen and broaden its overall campus by connecting the newly developed community to a historically black university college campus.



ULI

Benjamin E. Mays Hall, a multistory, 110,000-square-foot building, was originally constructed in 1931 as the Holy Name College. It was previously a Franciscan seminary designed by Chester Oakley.

The Panel's Assignment

The ULI panel was asked to answer questions regarding the market potential, development strategies, planning and design, and implementation of recommendations for the site by taking into consideration a variety of questions and issues, such as the following:

- How can Howard ensure that the future of the site reflects the university's educational and social missions?
- What development programs are most consistent with community, market, and university interests?
- What mix of uses is most appropriate?
- How does the preservation of historic buildings on the site fit into the development program?
- How can Howard best balance open space with financial value?

Summary of Recommendations

With consideration for the thoughts and opinions of various institutional and community stakeholders, the panel assembled several recommendations for navigating the potential development of Howard University's East Campus. A summary of those recommendations follows:

- Future use of the site should include active Howard academic programs and supporting activities.
- Mays Hall, the main building on the East Campus, should be appropriately renovated and used for Howard's programmatic activities.
- Supporting uses might include faculty or graduate student housing on site.
- The site provides an appropriate place for single-family residential.
- Other residential uses might include senior housing; further analysis would be appropriate to determine the range of such use from independent living to assisted living.
- The overall plan for the site must include significant retention of the site's existing landscape, not only for ecological reasons but also to provide appropriate screening of views both internally and from the surrounding neighborhoods.
- The process should be transparent with significant and regular community and public sector involvement. Area residents will be invaluable in reaching a long-term plan that speaks to Howard's interests as landowner and to the resident's interests as neighbors.

Setting the Context

THE EAST CAMPUS CONSISTS of 23.3 acres located just east of Catholic University in the Northeast quadrant of Washington, D.C. Until recently, this site housed the Howard University School of Divinity, which has been temporarily relocated to the West Campus while redevelopment plans and guidelines are established. The East Campus is situated on primarily pastoral land and nestled within low-density, single-family neighborhoods. Initially used as farmland in the late 1800s, the surrounding neighborhoods have evolved into beautiful single-family residential neighborhoods with great character in a rapidly transforming section of the District of Columbia.

The campus is bordered by Taylor Street to the north, 14th Street to the west, South Dakota Avenue to the east, and the Franciscan Monastery of the Holy Land in America to the south. Although the campus is located in the Brookland neighborhood, the adjacent communities of Michigan



Howard University's East Campus is situated on primarily pastoral land and nestled within low-density, single-family neighborhoods. Initially used as farmland in the late 1800s, the surrounding neighborhoods have evolved into beautiful single-family residential neighborhoods with great character in a rapidly transforming section of the District of Columbia.

Homes near Howard's East Campus (top) and mixed-use development in Brookland at the Monroe Street Market.



Park, Woodridge, North Michigan Park, and Queens Chapel have similar characters and are very active and vocal with respect to development. They are represented by the following organizations: Brookland Neighborhood Civic Association, Greater Brookland Business Association, Michigan Park Citizens Association, North Michigan Park Civic Association, Woodridge Civic Association, Queens Chapel Civic Association, and Advisory Neighborhood Commission 5B.

Current Conditions and Zoning

In its current state, the East Campus consists of four primary components:



Historic Mays Hall.

- Benjamin E. Mays Hall, a multistory, 110,000-square-foot building, was originally constructed in 1931 as the Holy Name College. It was previously a Franciscan seminary designed by Chester Oakley.
- The James Sherwood Farmhouse is a Queen Anne-style wood-frame farmhouse constructed in 1886. It is situated to the south of Mays Hall.

Historic Sherwood House.



This open space, on the southeast corner of the study area, is concealed from the surrounding neighborhood by mature trees and an elevation change, thereby creating an opportunity for some infill development that would not be viewable outside the study area.

- A noncontributing frame maintenance structure or garage is located to the north of Mays Hall.
- Finally, open space on the site serves as a natural habitat for several native bird and deer species and contains significant areas of large, mature trees.

In light of a need to address repair, maintenance, and other physical issues at Mays Hall as well as Howard's long-term institutional and financial goals, the university is actively considering how the East Campus would best serve the institution, while appropriately taking into account and respecting the interests of the community, the flora and fauna of the site, and the historic nature of the existing structures.

The current zoning of the site is D/R-1-B, which permits matter-of-right development of single-family residential uses for detached dwellings. As a Diplomatic Overlay District (D), the location allows for a chancery, if not disapproved by the Board of Zoning Adjustment. In addition, certain institutional uses compatible with the existing use as a college campus are permitted.

Historic Context

By 1920, Holy Name College purchased the property, including James Sherwood's house and lots and those lots west of the farm road that remained undeveloped. After the establishment of Holy Name College, the Sherwood Farmhouse continued to be used as a convent for the Missionary Sisters of the Immaculate Conception. By 1976, only 52 friars inhabited the large building, thus an ad hoc Provincial committee recommended moving the friars to a smaller facility. In 1985, Holy Name College sold the property to Howard University to house the Divinity School, which was previously located at 1240 Randolph Street, NE.



HOWARD UNIVERSITY



HOWARD UNIVERSITY

Historic views of Mays Hall.

Preservation Context

The DC Preservation League filed a landmark nomination in 2015 for the former Holy Name College, the James Sherwood Farmhouse, and the eastern portion of the campus land. Although Holy Name College and the Sher-

wood Farmhouse appear to meet the criteria for landmark designation, whether the land on the eastern portion of the site meets the criteria is unclear. Moreover, various trees on the site may be protected by the D.C. Urban Forest Preservation Act of 2002, which was recently updated by the D.C. Tree Canopy Protection Amendment Act of 2016.

Protecting Tree Canopies in the Nation's Capital

The Urban Forest Preservation Act of 2002, more commonly referred to as the Tree Bill, was enacted to protect and preserve tree canopy by establishing a permit process to remove Special Trees (trees 55 inches in circumference or larger). It also created a Tree Fund to pay for planting replacement trees and defray implementation costs. The penalty for removing a tree without a permit is a fine of no less than \$100 per inch of circumference (up to \$15,000). A removal permit is granted under special circumstances, for example if a tree is deemed hazardous or invasive.^a

The more recent Tree Canopy Protection Amendment Act of 2016 was enacted and became law in July 2016. According to Casey Trees, an organization committed to restoring, enhancing, and protecting the tree canopy of the nation's capital, the provisions of the Tree Bill include the following:

- Expanding protections to more trees by reducing the size limit of Special Trees from 55 inches in circumference to trees between 44 and 100 inches in circumference;
- Increasing the fee for Special Tree removal to \$55 per circumference inch—up from \$35;
- Raising the fines for unlawful tree removal from \$100 to no less than \$300 per circumference inch;

- Using Tree Fund money for planting trees on District-managed properties, including schools and parks; and
- Creating a new category for protected trees called Heritage Trees, which are over 100 inches in circumference.^b

a. <http://caseytrees.org/get-involved/action/comments/legislation/tree-canopy-protection-amendment-act-of-2015/>

b. <http://caseytrees.org/get-involved/action/legislation/ufpa2002/>



This map shows the tree canopy on the Howard University East Campus. Some of the trees may be protected as part of the D.C. Urban Forest Preservation Act of 2002, as updated by the D.C. Tree Canopy Protection Amendment Act of 2016.

Community Context

The areas immediately surrounding the East Campus have evolved into beautiful single-family residential neighborhoods with great character in a rapidly transforming section of the city. Although the campus is located in the Brookland neighborhood, the adjacent communities of Michigan Park, Woodridge, North Michigan Park, and Queens Chapel have similar characters and are very active and vocal with respect to development.

Furthermore, these neighborhoods largely comprise single-family detached residences dating to the mid-20th century, along with a number of religious, medical, and public school facilities. Residential building heights in the area are generally two stories, whereas institutional and other public uses are largely in the range of two to four stories. Residential occupation in the neighborhood is relatively stable; 81 percent of residential units within a half mile of the campus are owner occupied. Neighborhood-serving retail and commercial uses are located within walking distance of the site to the southwest along 12th Street. Higher-density development exists adjacent to Brookland-CUA Metro Station, and densities decline moving east into the neighborhoods.

Larger medical and institutional uses are located within a 20-minute walk of the campus. They include Providence Hospital, Catholic University, Franciscan Monastery of the Holy Land in America, HSC Pediatrics Center, Ronald



Typical single-family homes near the Howard University East Campus.



McDonald House, and Perry Street Preparatory School. In addition, several green-space uses are nearby, such as Turkey Thicket Recreation Center, Fort Bunker Hill Park, and Barnard Hill Park.

Taylor Street, directly to the north of the East Campus site, serves as a minor arterial street and provides continuous connection between the state of Maryland to the east and Catholic University to the west. South Dakota Avenue, at the east edge of the campus, serves as a primary arterial connecting major retail centers to the northwest and southeast. Finally, 14th Street and 17th Street to the west and east of the campus serve as collector streets in the circulation network.

The 23-acre East Campus and contiguous Franciscan Monastery disconnect the city streets, including the north-south 15th, 16th and 17th streets NE and the east-west Shepherd, Randolph, Quincy, and Perry streets. These disconnections generally have a positive impact on the surrounding residential neighborhoods, because they make cut-through traffic more difficult and reduce traffic speeds.

The diagram shows average walk times from the Howard University East Campus. The Monroe Street Market and Brookland Metro station are an approximately 15-minute walk.

Market Conditions

TO BETTER DEFINE THE POSSIBLE opportunities presented by Howard’s East Campus, the panel examined the regional and neighborhood market context.

Regional Market Context

After nearly 30 years of population decline, the District of Columbia has added approximately 100,000 new residents since 1998 and 67,000 new residents over the last five years, with significant private investment and revitalization of residential neighborhoods and commercial districts throughout the city. Essentially, the District is adding approximately 1,000 new residents per month.

According to the Metropolitan Washington Council of Governments, by 2030, Washington, D.C., is projected to have approximately 950,000 employees and a population of more than 800,000. This projection represents an increase of nearly 160,000 jobs (20 percent) and 206,000 residents (35 percent), respectively, from the 2010 base. Between 2010 and 2015, Nielson estimates that the

District’s population grew 11 percent, spurred primarily by the increase in young professionals 25 to 44 years of age. This group rose 30 percent in the ten-year period between 2005 and 2014 and continues to comprise a growing share of the total population.

According to the Washington DC Economic Partnership’s 2015/2016 edition of the *DC Development Report*, approximately 160 million square feet—inclusive of all asset classes—is under construction and in the development pipeline, about 80 percent of which will be built within a ten-minute walk of a Metrorail station. In general, the neighborhoods in the eastern portion of the District will see the most growth, especially those near the Green Line south of the National Mall and near the Red Line north of the Mall.

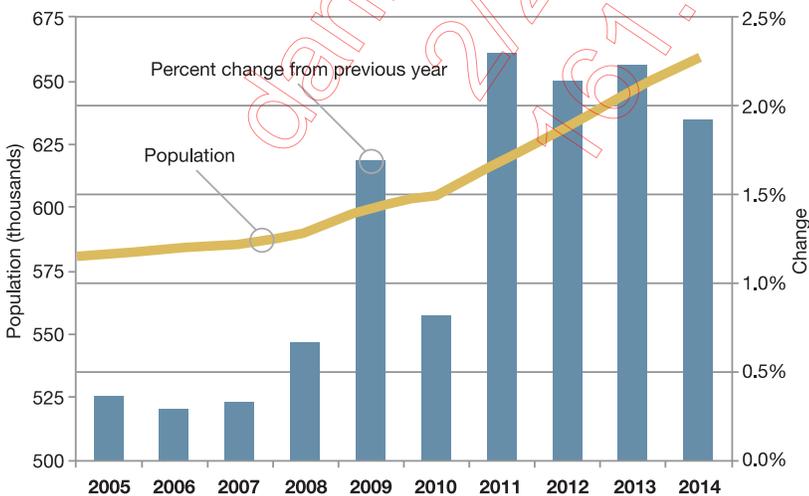
Neighborhood Market Context

As stable residential neighborhoods of Ward 5 in Northeast D.C., Brookland and Michigan Park are benefiting from economic development, private investment, and growth. This is demonstrated in private investment at both large-scale projects, which include Monroe Street Market and Chancellor’s Row, and small-scale projects, such as renovation flips of individual properties by residential developers. As an indicator of the rapid change, Redfin named Michigan Park one of the “hottest” neighborhoods in the United States in 2014.

Price points for both single-family detached properties and rowhouses have experienced significant escalations, particularly over the past five years and, in 2013, the first \$1 million single-family property in Brookland was sold. Typical pricing for single-family housing is in the \$500,000 to \$900,000+ range. Moreover, a number of smaller single-family houses are being acquired and renovated

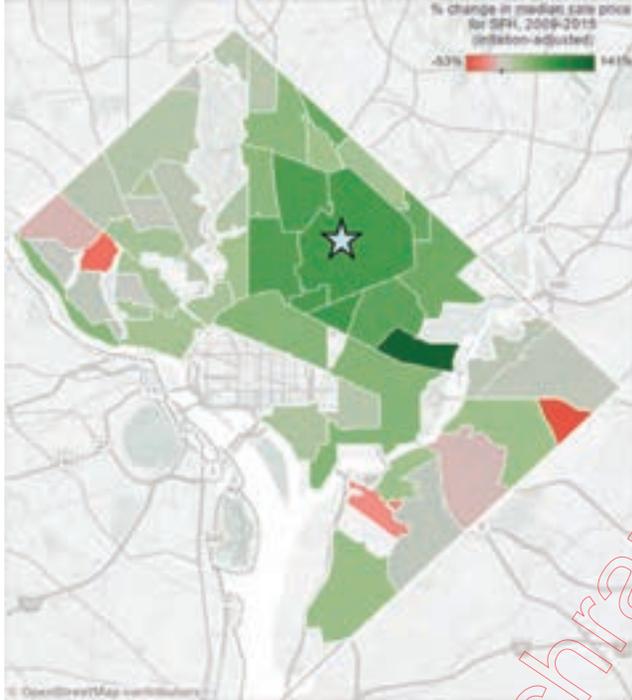
Washington, D.C., has seen rapid population growth over the last ten to 15 years. As of July 2016, the District’s population is estimated at 681,170 by the U.S. Census Bureau, which is a 13.2 percent growth rate, or about 79,000 new residents, since April 2010.

Washington, D.C., Population, 2005–2014



Source: Coalition for Smarter Growth.

Change in Median Single-Family Home Sales Prices in D.C. Neighborhoods, 2009–2015



Trinidad	141%
Eckington	76%
Brookland	73%
LeDroit Park	71%
Petworth	70%
Columbia Heights	67%
Brentwood	60%
Michigan Park	57%
Takoma	56%
Woodridge	53%
Old City II (H Street, NE, Hill East, etc.)	41%
Old City I (Shaw, U Street, NW, etc.)	41%
Palisades	39%
16th Street Heights	38%
Fort Dupont Park	29%
Mount Pleasant	28%
Anacostia	28%
Chillum	28%
Riggs Park	25%
Cleveland Park	23%
Kalorama	23%
Observatory Circle	22%
Burleith	22%
SW Waterfront	19%
Wakefield	19%
Crestwood	18%
Capitol Hill	15%
Chevy Chase	14%
Garfield	14%

The neighborhoods of Brookland, Michigan Park, and Woodridge near Howard University's East Campus have seen home price increases of 73, 57, and 53 percent, respectively. Near the main campus, prices in LeDroit Park, Petworth, and Shaw (Old City II) have increased between 41 and 71 percent.

Source: D.C. Recorder of Deeds, Bureau of Labor Statistics and DistrictMeasured.com.

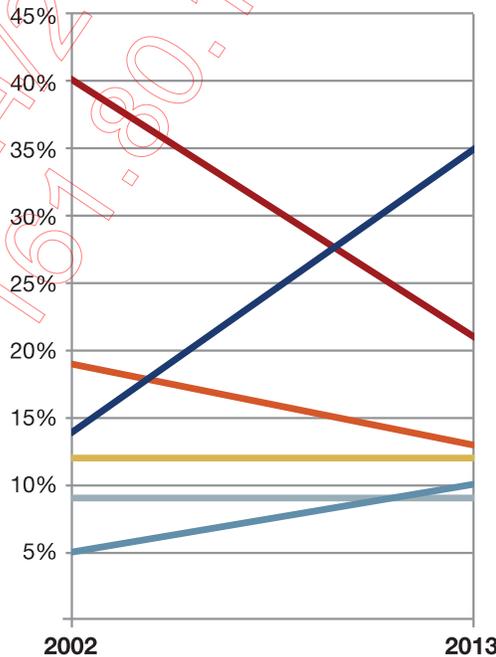
to create additional square footage as a result of ongoing price escalations in residential stock.

Market Forecasts

Current and five-year demographic forecasts by ESRI Business Analyst for a half-mile radius around the Howard East Campus site suggest the following:

- A stable, low-density neighborhood of 4,500 residents in almost 1,900 households; forecasts suggest 250 new residents in 150 new households by 2020.
- Current average household incomes of \$108,000 are expected to increase to over \$120,000 by 2020.
- A 22 percent increase in the number of first-time and move-up homebuyers (ages 25–44) and a 30 percent increase in active adults and retirees (ages 55–74) are anticipated.

Share of Rental Units by Price, Washington, D.C.



- Below \$800*
- \$800 to \$1,000
- \$1,000 to \$1,000
- \$1,200 to \$1,400
- \$1,400 to \$1,600*
- Above \$1,600*

* statistically significant difference
Note: Price is in constant 2013 dollars.

Between 2002 and 2013, the share of rental units renting for less than \$1,000 per month has been steadily decreasing while the share of those with rents above \$1,600 per month has risen rapidly. This trend makes it more difficult for graduate students to afford off-campus housing.

Source: Coalition for Smarter Growth.

- Current median housing values of \$526,000 are expected to increase to \$595,000 by 2020.
- Approximately 80 percent of the housing stock is owner occupied.
- Illustrative of continued anticipated increases in owner-occupied housing values, ESRI is forecasting large increases in the most expensive price cohorts:
 - \$500,000–749,999 (20 percent);
 - \$750,000–999,999 (240 percent); and
 - Over \$1 million (140 percent).

The pace and scale of new development occurring in Northeast Washington brings both opportunity and challenges to its communities. Opportunities include economic expansion, employment growth, additional housing supply, and redevelopment of aging and sometimes blighted districts. On the flip side, significant challenges associated with these rapid changes include growing gaps in housing affordability, increased stress on transportation and transit networks, and declining quantities of natural open space and wildlife habitat. Communities are working together to address these issues with innovative and balanced approaches to development.

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Value Creation

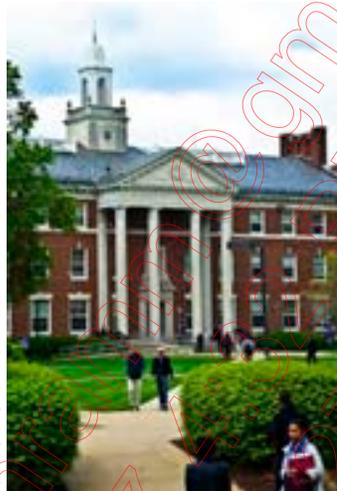
THE CREATION OF VALUE on the East Campus site should not focus solely on the local needs specific to its location but should holistically consider the campus's role in service of the university's mission.

Understanding Howard University's Needs

The East Campus is one of three District-area Howard University campuses, which together comprise approximately 161 acres. When considered in total, the Howard University physical plant currently suffers from a number of constraints in meeting the university's educational and social mission, including aging infrastructure, dispersed and misaligned facilities, and insufficient student housing. The panel has identified four factors that must be taken into account to fully unlock the value for the university on a system level: aging infrastructure, enrollment growth, Central Campus densification, and residential and student shortages.

Aging Infrastructure

As with many campuses that experienced significant growth of facilities during the mid-20th century, Howard University has a significant backlog of deferred maintenance needs with respect to both buildings and infrastructure. Not only do both of the existing buildings on the East Campus require significant upgrades to contribute to the university's physical plant, but the majority of facilities at the core of the Central Campus also require partial or significant renovations such as environmental health and safety, roofing and stormwater management, building envelopes, HVAC systems, and accessibility. The costs of these maintenance needs significantly affect university budgeting and operations.



The Howard University campus master plan reflects the need to modernize the university to better meet academic plans and improve quality of life. Some buildings are targeted to be renovated while others may be replaced with higher-density uses.



LEGEND:

	PHASE 1 BUILDING		PHASE 2 BUILDING		PHASE 3 BUILDING		FUTURE PHASE BUILDING
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Enrollment Growth

As Howard University strives to remain competitive in the higher-education marketplace, enrollment growth is expected to continue at a modest pace for the foreseeable future to a cap of 12,000 students—or a potential growth of approximately 1,700 full-time equivalents. Enrollment growth requires both additional space beyond what the campus currently contains to accommodate an expanded population and upgrades to all facility types to attract the best and the brightest students. In fact, the 2012 Central Campus Master Plan has identified a need for nearly 3 million gross square feet of space to meet existing and future campus needs at that campus alone.

Central Campus Densification

To better align and concentrate facilities and address deferred maintenance needs, the university has indicated a desire to create more density at the Central Campus. With limited desire to expand the already large campus footprint at that location, however, densification will require a creative approach to the temporary or permanent relocation of existing programs and services to allow expansion of facilities.

Residential and Student Service Shortages

The university has a stated goal of providing housing for 60 to 70 percent of the undergraduate campus enrollment. To accommodate that number of students, additional housing units are needed to meet the total number of beds required and to provide housing products that are competitive in the local marketplace.

East Campus Role at Howard University

Historically, the East Campus has been a relatively underused asset within the university system, serving as home to the Divinity School but providing little support for other university functions. In capturing value at the East Campus, not only the intrinsic monetary value of the property must be considered but also the value of the asset relative to the mission of Howard University. Howard's leadership sees the East Campus as a strategic

opportunity to establish a unique living learning environment that is integrated with and connected to a historically black university campus. During execution of this model project, Howard's goals are to maximize the site's value while maintaining a key academic program on site; creating a lifelong learning environment by providing a diverse selection of housing options, including workforce housing, senior housing, and affordable units; connecting residents to the main campus; preserving historic buildings as well as open space; and respecting the existing surrounding communities. The following issues should be evaluated to reap the greatest economic benefit of the land: historic institutional use, availability of land, opportunity for swing space, and demand for housing.

Historic Institutional Use

As the longtime home to the Howard University Divinity School, the East Campus has a history of serving the campus academic mission. With hundreds of Divinity School alumni, many of whom not only studied but also resided in Mays Hall during their coursework, the East Campus holds a special place in the hearts of a key university stakeholder group. Furthermore, the surrounding community has a generally positive relationship with and impression of the Divinity School and its users. Continued use of the East Campus for mission-related uses is advisable to protect the university's image and identity for both neighbors and alumni.

Availability of Land

With the rising cost and waning availability of land adjacent to Howard's District-area campuses, the current vacancy of the East Campus property has the potential to serve the university as it strives to meet deferred maintenance needs, support growth in the campus population, and create additional density at the Central Campus. The historic institutional use of the campus suggests the university may find it appropriate to expand both mission-related academic and support uses and residential facilities on the site.

Opportunity for Swing Space

Given the desire to densify and realign functional spaces on the Central Campus, the largely undeveloped East Campus provides an opportunity to create flexible swing space to temporarily house displaced university programs and functions. Although not all university programs would be appropriate candidates for temporary relocation to the East Campus, programs such as those in the humanities and social sciences may benefit from targeted interdisciplinary collaboration and community engagement that may occur on the East Campus.

Addressing Housing Demand

The East Campus may provide an opportunity to expand housing options, not only for students but also for faculty and staff. Many universities around the country are increasingly providing a range of housing types on or near their campuses, typically in partnership with independent housing providers. Lower-cost housing options for younger faculty and staff can be made available more easily on campus than can be found in typically high-value surrounding neighborhoods. Housing for graduate and married students and those with families can also be developed, along with for-sale or deed-restricted housing for emeritus faculty and interested alumni. A diverse range of affordable housing options not only may assist in the retention of students, faculty, and staff, but also can provide stability and a sense of university community stewardship of the East Campus.

East Campus Role in the Northeast Quadrant

Dating to the early 20th century, the site that is now the location of Howard's East Campus has played an important institutional role in the character and development of the District's Northeast neighborhoods, including Brookland, Michigan Park, North Michigan Park, Queens Chapel, and Woodridge. Originally a part of the Franciscan Monastery landholding and later home to the Howard University Divinity School, the property has long stood as an iconic and bucolic relief from the intensity of the District's urban

expansion. As Howard University considers options for the East Campus property, a respect for the role the site has played in the history of the surrounding neighborhoods is important to its future viability.

Respecting Community Interests

In conversations with neighborhood representatives during the course of this Advisory Services panel, the existence of community apprehension about the future of the East Campus became clear. Residents expressed concern that recent trends of higher-density residential and mixed development have increased density and traffic in this part of the District, impacting the perceived quality of life in their neighborhoods. Many neighbors cited the importance of preservation of open space and wildlife habitat on the site, many referencing the District Comprehensive Plan's stress on preserving and expanding park space in the Northeast quadrant. Residents also voiced concerns that certain uses on the site, particularly rental housing, may negatively affect quality of life, neighborhood stability, and property values.

As the university strives to unlock value on the East Campus site to meet the university's educational and social mission, the panel recommends that Howard leadership take great care to listen to and consider both the concerns and desires of the surrounding communities. The value of the East Campus should not simply be measured monetarily; it can also provide tremendous value relative to relationships with neighbors and Howard University alumni.

Potential Structural Approaches

Although the panel's limited scope of work does not go into a detailed eligibility analysis of specific financial tools, the following approaches should be examined to determine which structure has the most impact and value for the university.

The university will need to weigh the optimal approach based on the development programs with which it decides to move forward. The panel believes that development under a special exception will allow Howard to address its

Potential Structural Approaches

Approach	Uses	Opportunities	Challenges
Sell outright	Undefined	<ul style="list-style-type: none"> ■ Revenue to support university mission ■ Solve deferred maintenance challenge ■ Fast timeline 	<ul style="list-style-type: none"> ■ Negative public relations value ■ Loss of potential swing-space site ■ Failure to maximize land asset value ■ Third-party control
Develop as of right	<ul style="list-style-type: none"> ■ Institutional ■ Single-family housing 	<ul style="list-style-type: none"> ■ Predictability of zoning and market acceptance ■ More value likely to be extracted than selling outright ■ Potential institutional use 	<ul style="list-style-type: none"> ■ Failure to maximize land asset value ■ Institutional uses on site limited
Retain/expand university uses	Institutional	<ul style="list-style-type: none"> ■ Maximize flexibility to complement efforts on Central Campus ■ Land value likely to increase organically ■ Amount of value created hard to quantify 	<ul style="list-style-type: none"> ■ Low site monetization opportunity ■ Deferred maintenance challenges unresolved
Develop under “special exception”	<ul style="list-style-type: none"> ■ Institutional ■ Institutionally sponsored housing 	<ul style="list-style-type: none"> ■ Potential to integrate sponsored housing use with institutional use ■ Potential to enhance monetary value of the site ■ Potential to preserve substantial open space and habitat ■ Less impact on traffic than market-rate solution ■ Likely to improve deferred maintenance challenges 	<ul style="list-style-type: none"> ■ Requires zoning action by “special exception” ■ More complex planning and design considerations ■ Best done with a high-quality private partner ■ Longer planning and entitlement time frame

Source: ULI.

overall goals and vision to extract value for the institution. The subsequent section offers specific development guidelines and design concepts for the university to consider.

New Institutional Models

Many higher education and religious institutions across the country are coping with challenges related to declining enrollments, limited state or public funding, and increased scrutiny from prospective enrollees looking to maximize educational value and limit exposure to student debt.

These pressures often lead institutional administrators to explore approaches that limit costs and maximize revenue-

generation opportunities, especially from underused land assets. As a result, the number of public/private partnerships, whereby institutions team with private sector entities to monetize assets (while simultaneously improving facilities and amenities for its student body), has proliferated in recent years.

One type of project that lends itself to this type of partnership is institutional housing, which may include residence halls for students, faculty and staff housing, or senior living units for alumni and aging members of the community. Many examples exist of public/private housing developments that have achieved success by combining

A Different Approach to Site Development

Given the zoning limitations on the site, further analysis is needed to determine whether selecting a private sector development partner will generate value to the overall development plan. It is important to think of structuring development partnerships not only as receiving direct financial assistance, but also as deriving additional nonmonetary benefits that may assist a potential project. Such benefits may include the following:

- **Process assistance:** Streamlining development approvals and providing appropriate entitlements quicker or at less cost to the project;
- **Infrastructure and public facility coinvestment:** Prioritizing street, water, sewer, park, and school building projects to support an overall development plan;
- **Site assembly (land writedown) assistance:** Contributing or selling land at its redevelopment value or providing financial assistance to a developer where land costs are greater than supportable residual land value for the desired use;
- **Assumption of extraordinary costs:** Finding public funds and higher-level grants or low-cost loans to absorb demolition, remediation, and structural issues linked to site conditions such as soil bearing, engineered caps, flood protection, wetlands, etc.;
- **Using financing tools to reduce cost of capital:** Facilitating tax exempt bonds where allowable (e.g., 501(c)(3)) and finding government loan funds that may be available for public or in some cases private costs;
- **Using tax credits to reduce other capital requirements:** Assisting developers in obtaining tax credits for projects (e.g., historic tax credits for Mays Hall) as well as local variants on same;
- **Tax abatements and sharing:** As allowed in one form or another in many states, allowing private developers to retain or receive back a portion of taxes generated for use to assist the economics of the project; and
- **Local tools/local funds for project costs:** Whether public or private, as allowed by law in each locale, using locally generated funds from tax increment financing, PILOT, and similar tools to defray development costs, alone or in conjunction with various bonding and other borrowing mechanisms.

In addition, structuring public/private partnership transactions presents a potential dilemma and a conflict between the perspectives of private developers and public or institutional bodies and their risks and needs. Structuring requires achieving a balance between the private sector's need for capital and Howard's need to limit risk despite not being a public institution. If properly structured, a public/private partnership model has the ability to make difficult projects happen more quickly and safely.

institutional land resources with private sector expertise and risk capital. The best examples of these partnerships have allowed the university to retire deferred maintenance on aging buildings and provide top-quality facilities for its community without depleting financial resources reserved for fulfilling its core mission of providing high-quality education. The panel believes that such a partnership should be explored at East Campus, given the potential to improve Howard's financial position while simultaneously enhancing the institutional offerings at the site.

Development Strategies and Site Design

WITH AN OPPORTUNITY AS RICH as the one facing Howard University for the varied development options of East Campus, from the outset establishment of certain guiding principles and objectives is critical. These objectives become the “guiding light” for all alternate analysis and ultimately an accepted implementation strategy. To that end, the panel recommends that the following standards be adopted as the guiding principles for the East Campus development:

- Of primary importance is that East Campus assist Howard University in its overall institutional growth and advancement strategies.
- The development plan should preserve and adaptively use the two significant historic buildings on site, specifically, the 110,000-square-foot Mays Hall and the Sherwood Farmhouse.
- Given the Brookland neighborhood’s special character, any development options must respect the sense of place of the surrounding neighborhoods and communities.
- The site should embrace open green spaces for passive recreation and urban wildlife that is on the site, which is an important resource for an urban area.
- Given the economic realities facing all institutions, Howard needs to capture appropriate value creation to reinvest in the university’s long-term academic and social missions.
- The academic environment created on the East Campus must connect students, faculty, and staff to the Central Campus and vice versa.

Historic Preservation

Given the long history and character of the existing structures located on the East Campus site, Howard University

should formally embrace the historical designations for the Mays Hall and Sherwood Farmhouse structures. This designation is already underway, and by actively involving itself with the process, the university will derive goodwill with its neighbors and give Howard a voice at the table as the Historic Preservation Review Board works through the application.

Primarily, the panel recommends that the designation be focused on the adaptive use of the buildings themselves. Ensuring the designation restrictions are flexible will be important to allow efficient adaptive use allowing the building to achieve the following goals:

- *Compliance with the Americans with Disabilities Act:* Though the buildings need to comply with the Americans with Disabilities Act as much as possible, the panel’s experience has been that such compliance often requires key compromises in adaptive use of historic structures. Nevertheless, as a mission-driven institution, the university should accommodate universal access as much as possible.
- *Appropriate implementation of building code and life safety codes:* Modern building and life safety codes often clash with the restrictions of historic designations. A progressive discussion with building and life safety governing authorities, along with the historic designation authorities, often yields a “win-win” for a safe and historically significant structure.
- *Modernization of mechanical, electrical, and plumbing systems:* Negotiate appropriate and reasonable concessions related to allowing structural, mechanical, and other programming elements to function efficiently.

Recognizing that the cost of renovation of a historic structure can be significant, the panel recommends further

study to determine eligibility under the federal historic tax credit program, which is one of the federal government's most successful and cost-effective revitalization tools. Given the role of the National Trust for Historic Preservation and its affiliate, the National Trust Community Investment Corporation, they are natural local partners to assist with this study at the appropriate time.

Open Green-Space Preservation

The East Campus has a number of significant environmental features that are important for the development program to consider and embrace. These features add buffers for the adjoining residential areas as well as habitat for a significant urban wildlife population.

The panel recommends the following actions related to balancing the natural features of the site with a responsible development pattern:

- *Preserve the significant open space at the corner of Taylor and 14th streets complementing the open space of the school across the street.* Maintaining the view corridor down Shepherd Street to historic Mays Hall with a “great lawn” as it is now is very important.
- *Cluster any new development uses.* New academic and housing development options need to be clustered to maximize existing open green spaces and mature tree canopy as well as to preserve significant view corridors.
- *Preserve and enhance the existing urban wildlife corridors by working closely with adjacent Franciscan Monastery landholdings.* Organizations such as City Wildlife should be brought in as consulting partners to help establish these corridors in truly meaningful ways.
- *Establish a permanent conservancy for the perpetual acquisition and maintenance of open green space.* This community-driven method has been used successfully in many communities throughout the country to allow special open-space features to be preserved and access to be provided to the community in perpetuity.
- *Maintain key tree buffers around property.* The existing tree buffer along South Dakota Avenue and Randolph

Street should remain. Consideration should be given to dedicating the small parcel on Randolph Street as a potential pocket park for the use of the small neighborhoods off Randolph at 17th Street and 17th Place.

Development Strategy and Use Analysis

As part of developing strategies for the East Campus, the panel collectively studied a number of approaches. The panel needed to go through this process to ensure its recommended solution was appropriate and met all of the guiding principles. The following are recommended uses for the site.

Academic Use

Howard University should continue to use the property for complementary academic uses, both to make use of this valuable asset and to help with long-term value creation. The panel also believes that Mays Hall can be used as valuable swing academic space during the process of Central Campus densification.

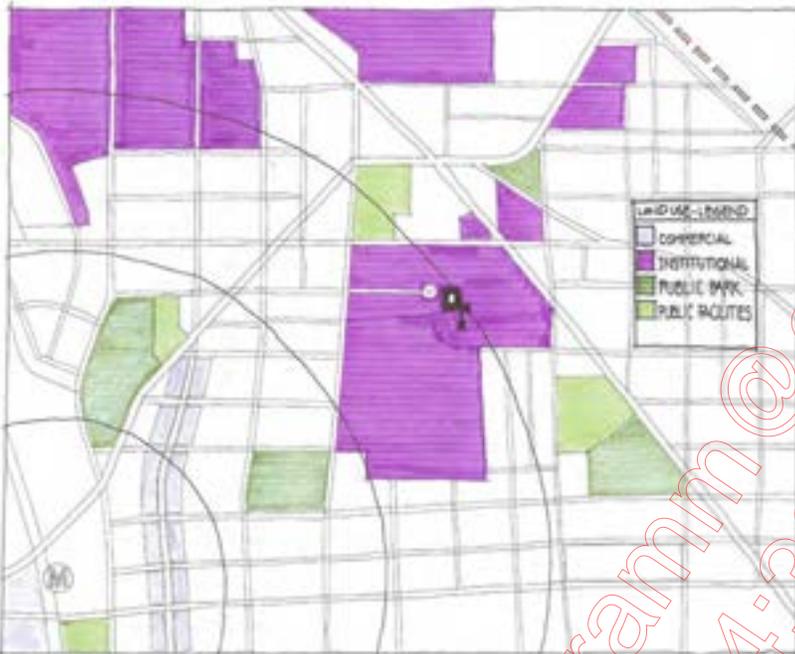
In summary, planning and design highlights for academic use are as follows:

- Use for longer-term academic programs and administrative purposes that are complementary to those programs.
- Use as a swing space for Central Campus densification.
- Offer flexible spaces for multiple academic and institutional needs.

Institution-Sponsored Housing

The panel recommends that Howard partner with high-quality developers that can bring in the capital and specific expertise to execute the following university-sponsored housing options on site. These housing uses should be characterized by significant sharing of common elements such as flexible meeting areas, dining areas, kitchens, and chapels. A key feature of the development plan should incorporate housing for graduate students specifically related to academic programs located on site. The East Campus site would also be an ideal location for a reasonable degree of faculty and staff housing using a housing

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Land use diagram illustrating existing land uses near the Howard University East Campus. Each concentric circle represents an average five-minute walk.

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Site analysis of existing uses to identify how development within the study area would affect the broader community.

Uses and Strategies Studied but Not Recommended

The following uses and strategies were studied but do not fit into the recommended guiding principles and therefore are not recommended.

Single Institutional Resale

This strategy would require a very unrealistic expectation. Currently, the District's Northeast quadrant has a plethora of land-rich, cash-poor institutions. The panel also considered the diplomatic overlay as a similar disposition strategy. Based on its research, the panel does not believe a market exists for a viable buyer in this category, now or in the foreseeable future.

Conference Center

The panel looked briefly at the current availability of similar conference spaces in the District. The panel found that this segment is being served well in locations adjacent to Metro stations and in similar areas. In addition, the panel does not believe a true conference center would benefit the university economically; several universities that have built similar facilities now struggle with creating a positive economic return on their investments. Last, a conference center would increase traffic, thereby negatively affecting the neighborhood. Meeting space that supports academic and institutional uses on site should be considered in specific building programming but not through a plan focused on external customers.

Charter School

The panel looked at the possibility of a charter school at this location. Several charter schools are located within the surrounding communities. The panel understands many of these schools have a significant waiting list, but they provide little economic impact to the university. Charter schools are also extraordinarily difficult to start up and only work with proper public financial oversight. They require substantial input from the community and do not thrive without very special leadership in place dedicated to that specific mission.

Limited Mixed Use

The panel did not feel that light mixed use and retail uses are appropriate in the context of the neighborhood. The panel believes the 12th Street corridor serves that purpose very well and should be supported further.



Suitability analysis of the study area to identify potential locations for infill development on Howard University's East Campus.



Conceptual site plan incorporating land use diagram, site analysis, and suitability analysis to show potential scales and types of development that would be suitable for the campus and match the wants of the community. Denser and more intense development is proposed within green space that would be shielded by existing trees. Development that would be easily viewable outside the study area would match the scale of existing neighborhood structures.

An illustration of a possible view looking east on Shepherd Street toward Mays Hall, with houses of similar scale and type to those of neighboring Brookland and Michigan Park. This is a conceptual vision for what could be located at the site and the scale that should be proposed for future development; it does not represent what will eventually be located at the site.



typology that complements the surrounding Brookland neighborhood.

Howard-sponsored senior housing across the aging spectrum is another opportunity. With a high-quality provider of nonprofit senior housing options, many universities throughout the country have sponsored such uses. The location of East Campus and its beautiful surroundings make it an ideal location for such a use, both on site and potentially in a portion of the Mays Hall Building.

Planning and design highlights for institution-sponsored housing are summarized as follows:

- Graduate student housing for on-site academic programs;
- Faculty and staff housing in scale with the neighborhood; and
- Senior housing that spans the aging spectrum.

Market-Rate Housing

Given the market conditions, the panel believes a strong demand exists for high-quality single-family homes. Some

market-rate housing should be introduced into the development program under specific parameters. Along Taylor Street, single-family, fee simple family homes of similar scale to existing homes on the street should be placed to create the same double-sided “leafy” residential street feel as the other Brookland streets.

Along this street, a number of mature trees have to be looked after and carefully placed. A tree survey should be done to ensure that the placement of these homes carefully works around critical mature trees along the Taylor Street frontage. From a planning perspective, creating a double-sided residential street by its nature slows traffic down and has the advantage of being in character with the existing neighborhood.

In summary, market-rate housing should meet the following planning and design highlights:

- They are scaled to match the Brookland neighborhood.
- They should be limited to single-family fee simple.
- They create a double-sided street along Taylor Street.

Community Engagement

CONSISTENT COMMUNITY ENGAGEMENT is vital to any long-term successful revitalization effort. The panel's experience and time spent with the Howard University staff and neighborhood residents and stakeholders indicate consistent and transparent communication is essential to Howard's ability to unlock the value of the East Campus through a reuse strategy.

No single outreach practice works for all initiatives; however, engagement efforts are most effective when they are creative and expansive. The panel recommends that a broad repertoire of options be used to increase the probability of success in this effort. Specifically, to positively affect success, community engagement efforts must

- Be adequate and timely;
- Be well organized and effectively publicized;
- Be transparent; and
- Have credible and sensitive engagement staff.

The following proven community engagement strategies and techniques are strongly encouraged as Howard embarks on a reuse strategy of its East Campus.

Face-to-Face Engagement

Face-to-face engagement provides significant benefits, creates a personal connection, and helps build trust between Howard and the community. Face-to-face engagement should be held in locations that are accessible to everyone and during times of day that will yield maximum attendance (i.e., after work hours). The following face-to-face engagement techniques should be used:

- *Kick-off charrette*: A charrette involving the maximum number of stakeholders will assist in getting everyone on the same page from the outset of the project.

- *Ongoing meetings*: Planners should request to be included in ongoing currently established community meetings and pull together the key stakeholders to discuss the redevelopment plan as needed.
- *Mobile tours*: Tours will enable the community to become more familiar with the site.
- *Neighborhood town halls*: Town halls need to include university and elected officials.

Media and Technology

Technology can be used to enhance participation by allowing interested persons to contribute on their own time, which is extremely important for working residents and out-of-town alumni, thereby allowing individuals to have a voice across geographical boundaries and thus increasing exposure to the project. Possible avenues include the following:

- Social media (Facebook, Twitter, LinkedIn);
- Project website; and
- Webinars and conference calls.

News and print media can assist in raising the visibility of the project. The following media options should be considered:

- Print;
- Radio;
- Television;
- Community billboards; and
- Project updates via e-mail and U.S. postal mail.

Partnerships and Networks

An essential engagement strategy is to enhance governmental and institutional relationships. These partnerships can be extremely helpful and, in Howard's case, can assist with completion of the historic designation process and

any future rezoning required. Executive and key university staff should establish and maintain working relationships with District of Columbia staff and engage in the District's Comprehensive Planning process. Furthermore, information should be shared regularly with elected officials, and

Leading from the Top: Special Remarks from the President of Howard University

On Friday, June 17, 2016, the panel gathered at Howard University to present its recommendations in a formal presentation to Howard leadership, faculty, and staff as well as various community and neighborhood stakeholders who participated in the interview process. While the presentation detailed an abbreviated version of the information featured in this report, an additional highlight was a statement from the president of Howard University, Dr. Wayne A.I. Frederick.

About two years into his tenure as president of Howard University, Dr. Frederick brings a unique perspective to the university's position regarding the East Campus; he is both an alumnus of Howard and a former resident of the Brookland neighborhood, where the Divinity School was formerly housed. The area has always been special to him because it invokes and embraces the religion and spirituality prevalent in many of the institutions located in Northeast Washington, D.C.

During his remarks, Dr. Frederick explained that any future plans for the East Campus are "not just simply a financial transaction for the university"; they are also an opportunity for the university to continue to interact with the community in the best way possible. The president noted that, because of its status as a premier university, the students who come to Howard ensure that the school will maintain high academic achievement and standards. At the same time, at no other period in the university's history have Howard students needed the university more; specifically, to advance socially and economically and compete in the job market.

Furthermore, the price of higher education is continuously rising. Howard has a 59 percent Pell Grant Program—eligible population. In other words, the majority of the students who attend the university cannot provide \$23,000 in tuition on their own. Dr. Frederick noted that

compared with other higher education institutions in the District, Howard offers a unique experience and product. In fact, only one other institution in the city has a Pell program population greater than 19 percent. Howard also sends more African Americans to science, technology, engineering, and mathematics (STEM) programs than any other institution in this country for the past decade—more than Stanford, MIT, Harvard, and Yale combined. The endowments of Stanford, MIT, Harvard, and Yale total nearly \$100 billion, whereas Howard's endowment is \$640 million.

So, as the president noted, an economic issue exists here. The university does not increase its revenue through tuition payments, and it must diversify its revenue stream. With that in mind, Dr. Frederick emphasized that the university must consider ways to monetize its real estate assets.

Dr. Frederick also reassured the community and audience that the idea to temporarily move the Divinity School from the East Campus was his and his alone. No one gave him an idea of what to do and "no developer showed up and suggested anything to [him]." This was largely a result of his displeasure in seeing the deteriorating state of the building and the other facilities.

While recognizing its need to increase and diversify revenue streams in order to remain economically viable and academically competitive, the university holds true to its core values, embraces involvement during this process, and is very committed to the community.

The president concluded by repeating that stakeholders on both sides will not always agree on what should be done, but it is important to "have a robust discussion about what it is we're going to do" with the hopes that everyone "will always leave the table respectfully."

they should be encouraged to use their influence and ability to make decisions not only in a manner that is consistent with how the neighborhood exists today, but also in a way to ensure the longevity of the neighborhood, to ensure that it remains a thriving community for years to come.

Many existing neighboring institutions could prove beneficial to this project, and Howard should be intentional about partnering with them. For instance, sharing information with faith leaders and communities for nearby religious entities, such as Michigan Park Christian Church and the Franciscan Monastery, is essential. Faith leaders tend to garner immediate credibility and can be helpful in sharing information with larger audiences. According to recent interviews, approximately 70 percent of Michigan Park's congregation, including Howard alumni, resides in the surrounding neighborhoods.

Along these lines, Howard must focus on leveraging existing alumni associations and communications. Howard University has a robust local and national alumni association. Every effort should be made to involve these existing networks to assist in the project through fundraising, engagement, and professional expertise.

Again, it is about broadening the communication. These individuals live in the surrounding neighborhoods. They un-

derstand the needs and concerns of their neighbors, and they can help with dispelling any myths or false perceptions that may exist.

Next, the university needs to expand the neighborhood engagement team to maximize communications. Howard should consider adding someone to its current community engagement team from the Brookland, Michigan Park, and Woodbridge neighborhoods. Because these individuals live in the neighborhood, they will be respected, be trusted, and understand concerns and questions of those living in the community. As a result, they can assist the broader community engagement team with developing strategies to address the specific needs of the community, thereby dispelling myths and rumors, and ultimately advance the project.

Finally, the panel recommends establishing an office on the East Campus. This will allow residents and other interested parties to receive accurate information on the site. Community engagement is a two-way street. The panel believes if the university continues to take time to care about people, it can wholly transform this community in a positive way.

Conclusion

THE EAST CAMPUS IS AN IMPRESSIVE, but complex, parcel of real estate when viewed in the total context of its physical characteristics, location, and history of ownership. This report is intended to provide concepts and indications of direction that will help achieve a positive future for this parcel and the various stakeholders. They are a starting point—not a solution.

Moving forward, the following approaches are recommended:

- Howard should continue, and intensify, transparent engagement with the various neighborhood and public stakeholders.
- It will be productive for Howard to bring onto its team land planning expertise to assist in the iterative process with community stakeholders.
- Howard should also move forward with basic investigations regarding the site, such as soil conditions, tree and landscape retention studies, and Mays Hall and farmhouse repair and renovation costs.

- Howard should take an active role in the historic designation process.
- The panel understands that the D.C. Office of Planning anticipates working on a revised Comprehensive Plan; Howard should actively participate in that work.
- Given inconsistencies in public perception about the status of the site, the panel suggests that senior administration of the university speak directly to the community to establish a clear starting point as to what is fact today.

As is often the case, the varied and valuable attributes of this site make reaching a consensus plan for the future difficult and complicated, but they also mean that when the hard work is completed, a project of which all involved can be proud will be the result.

Appendix: Addressing Questions from Community Stakeholders

THE PANEL'S FINAL PRESENTATION allotted time for questions and comments from the audience. During the question-and-answer (Q&A) period, the panel and the Howard sponsor team addressed questions about overall recommendations and next steps for community involvement. The following is a summary of the Q&A segment that took place after the presentation.

Q: Two mysteries came up during the interview in which I was involved. One was on the zoning maps: there is an odd road going through the site; however, nobody knew whether it was a road or a stream. The other mystery was regarding the ownership of the property, with the zoning office indicating it was actually owned by the Franciscan Monastery. Were there solutions to those mysteries?

A: There is clearly a deed of transfer on December 12, 1986, from the Franciscan Monastery to Howard University. When you read the application for the historic designation, and it goes back to the old farmland, the odd road on the map may well have been an access point from the hilltop of what is now the Franciscan Monastery; or an access road out to what is now Taylor Street and was created as a separate parcel. That is an assumption on the panel's part. However, it could be a stream. So the panel is not sure about the odd road, but the ownership is clear.

Q: In terms of the housing, you mentioned the cost of \$500,000 to \$900,000 in our immediate vicinity. Would that be affordable for faculty or senior living for our constituents?

A: The \$700,000 median number is market-priced, single-family housing. The challenge of a situation like this is to use the various elements of value, including the elements of financing that are available from the public sector. For example, tax advantage issues exist; the university is tax

exempt. This is another reason to bring in private partners. Private partners can take a tax advantage for affordable housing. Alumni donations can also reduce the effective cost. What has to happen is working with spreading out cost and using cost differently, using other outside financings or advantages to bring price to a level where it makes some sense.

Q: Regarding the discussions about additional student housing, within this conceptual rendering, I do not actually see where that would be.

A: Graduate student housing could be along Shepherd Street as well. It could be in a reuse in Mays Hall, because there was residential activity there. The exact location or how it would be done would be a more detailed part of planning. But clearly we are not talking about undergraduate dormitories. We see graduate students and even married student housing; it is expensive, so anybody who is married with children would need help.

Q: In reference to the conceptual site plan, could you say a word about parking?

A: The panel did not complete a detailed parking study.

Q: I have a concern that there seems to be an emphasis on housing and squeezing in the academic needs and space (such as the need for parking) in there. One of the goals was to make sure there was growth and expansion of Howard University. I do not want us to lose that and have all of these houses—and in the middle there is Howard University.

A: The easterly side, which is shown as a senior housing cluster, is obviously a piece that would change shape. One of the reasons the panel is comfortable that something will fit there is, through Google Earth and the like, we

looked at similar senior housing facilities from around the country. We pulled off their aerials and site plans, scaled them, and we know they fit. At the same time, they also can be moved around. The area around the farmhouse has no use right now. Those are valid concerns, but once you work at a bigger scale, the university can move from an architectural schematic to designing to development. And that is when you figure out logistics questions such as how do I get the truck to deliver the paper supplies, or where do I park? That's the next step. Then you ultimately get to construction drawings when you are ready to build it.

Q: Will we have access to the PowerPoint presentation? Also, there are many senior citizens in the community who do not have computers or smart phones. It would be good if there were door-to-door contact from Howard to engage with those people and help them understand the process and recommendations.

A: ULI will provide the PowerPoint on its website. Howard University will be at civic association meetings, at church groups, and ANC meetings. If anyone needs a paper copy of the presentation, the university will facilitate that process.

Q: To the university, is there a general timeline as to when you may want to conclude, decide what you want to do?

A: Howard will complete fact checking to make sure that the specific details that are included in the report are backed up by institutional facts. The university will have an opportunity to engage the community in that process to make sure your feedback and the comments that you made were accurately represented to your satisfaction. At that time, Howard plans to circulate the final report to its board of trustees. Based on staff recommendations, ultimately there will be a decision made about the direction the university will take. At this point, Howard cannot speak to what the decision will be, but the university will certainly engage the community on an ongoing basis.

About the Panel

Richard Reynolds

Panel Chair

Boston, Massachusetts

In May 2013, Reynolds resumed his role as president of the Reynolds Group Inc., a strategic real estate consulting firm founded in 2004. Previously, an alumnus of Tufts and longtime member of the university's real estate advisory committee, Reynolds returned to campus as vice president of operations in January 2010 for an interim role that extended for almost three years. His responsibilities included facilities management of 4.9 million square feet on three campuses, construction, planning, public and environmental health and safety, and dining services.

Between 1993 and 2004, Reynolds was a principal with Spaulding and Slye LLC, serving in a number of roles with the company, including managing director of the Capital Markets Group, transacting over \$1 billion of investment sales annually, and major transaction principal, including joint venture developments, major tenant representation assignments, various corporate relocation analyses, and client relationship management. Reynolds also acted as lead principal for the acquisitions of over \$300 million of properties for Windsor Realty Fund II, a joint venture with the DuPont Company and General Investment and Development.

Reynolds was president of Reynolds, Vickery, Messina & Griefen, a development, property management, and advisory services firm for institutional and corporate clients from 1987 to 1993. He was a partner in Hines Industrial, an office and industrial development affiliate of the Gerald D. Hines Interests, from 1978 to 1987. He started his career in 1970 with New England Life as second vice president in the underwriting and placement of debt and joint venture equity nationally.

Active in the Urban Land Institute for almost 30 years, Reynolds is a governor of the ULI Foundation. He has served as chair of several flights of the Office and Industrial Parks Council, as vice chair of the Office Development Council, and as a member of the Public/Private Partnership Council. He also served as chair of the Boston District Council of ULI. He has participated in or chaired six Advisory Services panels across the country. Reynolds was president of the Greater Boston Real Estate Board in the early 1990s as well as chairman of the Massachusetts Government Land Bank.

Reynolds received his undergraduate degree from Tufts University in 1967 with a BA in economics, and his graduate degree was completed in 1970 at Babson College where he received an MBA with high distinction.

Angelo Carusi

Atlanta, Georgia

Carusi joined Cooper Carry in 1983 and has been a key contributor to Cooper Carry's Retail Specialty Practice Group, serving as principal since 2000. He has directed the design of retail-dominant mixed-use centers, shopping centers, department stores, urban retail centers, restaurants, and individual tenant spaces. He specializes in assisting clients in the evaluation, relocation, renovation, and strategic allocation of retail uses for new and existing centers. Many of Carusi's projects have been honored, including the Mercato, a vertically mixed-use office, residential, and retail project, which was awarded a 2011 International Council of Shopping Centers (ICSC) Design and Development Award.

Carusi is a Leadership in Energy and Environmental Design Accredited Professional (LEED AP), a member of the Urban Land Institute, the American Institute of Architects, and the

ICSC. He holds a bachelor's degree in architecture from the University of Tennessee and is licensed to practice architecture in 11 states.

Chris Geddes

Denver, Colorado

As planner and urban designer, Geddes has 18 years of experience relative to master planning and site design for civic, higher education, and private development clients in downtown, campus, and redevelopment environments. His work around the country has contributed to the infill of college and university campuses that effectively supports the higher education mission while also providing needed economic development.

Geddes has the unique ability to listen to and understand client needs and to clearly and effectively communicate those expectations through a rigorous design process tailored to each individual project. His design and management experience includes long-range master planning, development planning, land entitlement, site and landscape design, and the creation of design guidelines and standards.

John N. Goff

Atlanta, Georgia

Goff, the managing principal of the DaVinci Development Collaborative, has developed nearly \$2 billion of highly visible and sophisticated commercial real estate development projects throughout the United States. He draws upon 30 years of experience and has honed a keen ability to lead complex, client-centric, urban, mixed-use projects by orchestrating levels of support and leadership from the boardroom to the job site. His key areas of expertise include entitlements, financial analysis and pro forma development, conceptual design analysis, overall senior project executive, and full accountability for project development, construction execution, and acquisition due diligence.

He spent 17 years as senior vice president at Cousins Properties where he directed entitlements, design, and construction for urban mixed-use projects from concept to execution. His completed projects included the new College Football Hall of Fame and the National Center for Civil and Human Rights, both in downtown Atlanta. Goff also served as the project executive over Cox Communications' new 600,000-square-foot project in Sandy Springs, Georgia.

During his tenure with Cousins, Goff worked with a diverse set of university, hospitality, and corporate and civic clients. Before joining Cousins in 1997, he was vice president over multifamily construction and operations of Knight Davidson Companies in Marietta, Georgia, and vice president of real estate development for High Associates in Lancaster, Pennsylvania. During his career, Goff has developed more than 2.25 million square feet of office space, 2.3 million square feet of high-bay industrial buildings, five hotels totaling 750 rooms, and more than 1,300 multifamily residential units.

A full member of the Urban Land Institute, Goff is the past chair of the Atlanta ULI District Council. He also serves on the board of directors of Atlanta Habitat for Humanity (and chairs the Real Estate Committee) and has served on the boards of the American Red Cross, Pennsylvania Academy of Music, and the Charlotte YMCA. In addition, he is a board member of the Livable Communities Coalition and is the former board chair for the St. James United Methodist Church in Atlanta.

Goff received a BA in history with a concentration in economics from the University of California, Berkeley. In addition, he has completed graduate-level studies in real estate finance and development at MIT and Harvard universities.

Tyrone Rachal

Atlanta, Georgia

Rachal is president of Urban Key Capital Partners where he manages all aspects of operations, applying more than 20 years of experience in community development finance,

private equity funding, and municipal finance. He previously was founder and president of Atlanta Emerging Markets Inc. This organization is a four-time allocatee with the new markets tax credits program, receiving \$148 million.

In addition, Rachal was managing director of redevelopment for Invest Atlanta, the city of Atlanta's development authority, where he handled tax increment finance and new markets tax credits activity. Before Invest Atlanta, Rachal cofounded Red Rock Global, a minority-owned real estate advisory services business, concentrating its activities in distressed Atlanta communities. Further, he served with Merrill Lynch, advising financial sponsors in the private placement of more than \$7 billion of limited partnership interests to institutional investors. He also provided advisory assistance in mergers and acquisitions, totaling more than \$5 billion of transactions.

Rachal is a Dartmouth College graduate with degrees in economics and government, as well as the University of Chicago Law School and Booth School of Business, receiving his law and master's degrees, respectively. A licensed attorney and real estate broker, Rachal serves on several nonprofit boards.

Jon Trementozzi

Watertown, Massachusetts

Trementozzi most recently served from 2011 to 2015 as Sasaki Associates' director of land use economics. In that role, he worked to define the economic parameters for Sasaki's master planning efforts to ensure that resulting plans were informed by market realities. Trementozzi believes that a comprehensive understanding of market and financial dynamics provides the foundation for the successful implementation of a master plan or development project.

He also worked for Robert Charles Lesser and Company (RCLCO), a nationally recognized real estate advisory firm, where he was a vice president from 2006 to 2011. During his tenure at RCLCO, Trementozzi led project teams on over 70 engagements for a diverse set of clients rang-

ing from real estate investment trusts and developers to municipalities, universities, and families.

Trementozzi's skill set includes market analysis, financial feasibility, fiscal impact analysis, acquisitions/dispositions strategy, and development optimization. His experience spans a range of geographic markets and scales—at site, district, and regional levels. Extensive experience in statistical demand modeling combined with a strategic approach forms the foundation for his broad-based real estate advisory expertise.

Trementozzi received his master of city and regional planning from the Georgia Institute of Technology with a specialization in land development. He also holds a BA from Williams College. He is a member of ULI and NAIOP.

Pamela Wideman

Charlotte, North Carolina

Wideman currently serves as the deputy director in the Charlotte's Neighborhood and Business Services Department. In that role, she is responsible for oversight of the city's Affordable Housing Programs, Housing Trust Fund activities, Ten-Year Plan to End and Prevent Homelessness, and Code Enforcement and Community Engagement Divisions.

She joined the city of Charlotte in 1999 as the internal consultant for the city's Minority and Women Business Enterprise Program. Since that time, she has served in a number of roles in various departments throughout the city of Charlotte. Some of these include as a budget analyst in the city's Budget and Evaluation Department, and as a neighborhood services specialist and a neighborhood services supervisor with the city's Neighborhood and Business Services department.

Wideman received her master's degree in public administration from the University of North Carolina (UNC)—Charlotte and her bachelor's degree in business administration from Belmont Abbey College. She is a graduate of UNC—Chapel Hill's Institute of Government—Municipal Administration Program and most recently completed the

Senior Executives in State and Local Government Program, an executive education program at Harvard University's John F. Kennedy School.

She currently serves as a member of the board of directors for the PNC Community Development Bank and is a former member of the board of directors for the Mental Health Association of the Greater Carolinas. She is also a member and past president of the Southern Piedmont Chapter of the National Forum for Black Public Administrators.

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