Cover Image: Rendering of the McMillan Plan for Washington, D.C.
Final Site Report

National Museum of African American History and Culture

PLAN FOR ACTION PRESIDENTIAL COMMISSION

September 2003
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Introduction

The National Museum of African American History and Culture Plan for Action Presidential Commission was established by Public Law 107-106 to develop a plan of action for the establishment and maintenance of the National Museum of African American History and Culture in Washington, D.C. The Commission was charged with several specific tasks, including recommending a site for the new museum on or adjacent to the National Mall in Washington, D.C. The Commission had its first meeting in July, 2002 and presented its Final Report on April 2, 2003.

This report is the final product of the work of the Site Committee of the Commission and serves as an addendum to the Final Report of the Commission. The Site Committee was chaired by Robert Wilkins, Esq., who also served on the Commission’s Executive Committee.

This report includes materials from the Site Briefing Book, which was produced for the second Commission meeting on September 25, 2002, materials from the Preferred Sites Analysis Report, which was prepared for the third Commission meeting on December 3, 2002, and additional materials developed for meetings with the National Capitol Planning Commission, the Commission of Fine Arts, and others.

Report Sections

This report has eight principal parts:

1. Site Recommendations
2. Planning Background Documents
3. History of Planning in Washington, D.C.
4. Site Identification and Evaluation
5. Analysis of Preferred Sites
6. Preliminary Capital Budgets
7. Site Evaluation
8. The Arts and Industries Building

Each of these sections is briefly summarized in the Executive Summary on the next few pages.
Executive Summary

1. Site Recommendations
The Commission recommends the use of the Capitol Site on Pennsylvania Avenue between 1st and 3rd Streets. The site is on the Mall, highly visible, and has historically been seen as an appropriate place for a monumental building. As an alternative, the Commission recommends the Monument Site south of Constitution between 14th and 15th Streets.

2. Planning Background Documents
The Planning Background Documents included here are the essential first steps in the decision making process of planning a museum. They include:

- The Commission’s Program Plan, which outlines the Museum’s mission and the kinds of activities it will undertake to fulfill that mission.
- The Staffing Projection, which estimates that the Museum will need approximately 250 staff to accomplish the activities described in the Program Plan.
- The preliminary Facility Program, which outlines the spaces needed by the Museum for its programming and anticipated staffing. The total area is approximately 350,000 gross square feet, nearly the same as the National Museum of the American Indian building on the Mall.

3. History of Planning in Washington, D.C.
The history of Washington, D.C. planning is complex. This section provides background on the L’Enfant, McMillan, and other more recent plans and a short assessment of the implications of these plans for the Museum.

4. Site Identification and Evaluation
The Commission identified eleven sites that met its preliminary criteria of being on or adjacent to the Mall, large enough to accommodate a major national museum, and potentially available. After visiting each site and discussing the pros and cons of each, the Commissioners selected four sites for further analysis.

5. Analysis of Preferred Sites
The four preferred sites are:

- The Capitol Site, on Pennsylvania Avenue between 1st and 3rd Streets, NW.
- The Monument Site, south of Independence between 14th and 15th Streets, NW.
- The Overlook Site at the south end of L’Enfant Boulevard and a portion of the adjacent waterfront.
- The Liberty Loan Site at the foot of 14th Street SW near the Tidal Basin.
The Commission’s Site Committee and its consultants conducted detailed analysis of the four sites, including historical background, planning context, site analysis, massing studies, and preliminary facility concepts. Each of the preferred sites is analyzed under six areas:

- **Description and Comments**, including essential details, history, and historical analysis of the site.
- A **Site Context** diagram that shows the relationship of the site to the surrounding area.
- A **Site Plan** that illustrates one way that the proposed Museum might fit on the site taking into account the site context and the specific attributes of the site itself.
- An **Organization Concept** diagram that illustrates one way that the spaces defined in the Facility Program might be accommodated on the site. Such a diagram helps to understand the opportunities and constraints that the site introduces in meeting the program.
- A **Massing Study** diagram that illustrates one approach to organizing the three-dimensional mass of the building on the site. The Massing Study helps to consider how the full bulk of the building might work on the site and to see how a new building will interrelate with the other buildings in the area and with the site itself.

It is important to note that all of these diagrams are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by each of the sites. When an architect is selected to design the Museum, multiple options will be studied before a final plan is selected.

### 6. Preliminary Capital Budgets

The Commission used the results of the analysis of the preferred sites to develop Preliminary Capital Budgets for each site. They worked with professional cost estimators experienced with museum construction in Washington, D.C. and compared the budgets to the current estimates for the National Museum of the American Indian, which is now under construction. Estimated capital costs for the four sites were:

<table>
<thead>
<tr>
<th>Site</th>
<th>2011 Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capitol Site:</td>
<td>$360,000,000</td>
</tr>
<tr>
<td>Monument Site:</td>
<td>$360,000,000</td>
</tr>
<tr>
<td>Overlook Site:</td>
<td>$365,000,000</td>
</tr>
<tr>
<td>Liberty Loan Site:</td>
<td>$424,000,000</td>
</tr>
</tbody>
</table>

The principal use of the Preliminary Capital Budgets is to make decisions about the overall scope of the project and the feasibility of raising the necessary funds. More precise estimates will be possible once a site is selected and a preliminary design is developed.

### 7. Site Evaluation

The Commission evaluated each of the sites using a set of ranking criteria designed to give the Commissioners a wide range of issues to consider when discussing the sites and to provide
a method for creating a quantitative comparison of the sites to complement the qualitative discussion.

This quantitative analysis showed the Capitol and Monument sites to be better sites across the full range of issues addressed by the criteria.

8. The Arts and Industries Building

While the Arts and Industries Building was not one of the Commission’s Preferred Sites, the enabling legislation directed the Commission to determine “the cost of converting the Smithsonian Institution’s Arts and Industries Building into a modern museum with requisite temperature and humidity controls.”

This report, which was prepared by E. Verner Johnson and Associates of Boston, reaches several principal conclusions:

• It is not possible to convert the existing Arts and Industries building for use as a modern museum with requisite temperature and humidity controls. The historic nature of the building's construction prohibits the installation of the necessary vapor barriers.

• The Museum’s programming could not be accommodated without creating a substantial underground addition to the building.

• The cost of renovating the building and creating an addition that would allow the proposed Museum to fulfill its mission is approximately $480,000 in 2011 dollars.

• Using the building without the underground addition would cripple the Museum’s ability to fulfill its mission because of the lack of adequate space and the inability to properly protect museum objects with museum quality temperature and humidity controls.
1. Site Recommendations

After thoughtful consideration of multiple potential sites “on or adjacent” to the National Mall, the Commission concluded that a site on the Mall is necessary to implement the mission and program of the Museum.

The most compelling reasons for a site on the Mall are related to the Museum’s mission:

- A site on the Mall is necessary to accomplish the goal of giving “voice to the centrality of the African American experience.” As the mission statement points out, the African American experience has been a continuing quest for human dignity. Placing this Museum on the National Mall squarely within the nation’s front yard and alongside the other major museums of American history permanently and forcefully contradicts the subjugation and segregation African Americans have fought for years.

- A site on the Mall “will make it possible for all people to understand the depth, complexity, and promise of the American experience.” A core function of this Museum is to educate as much of the American public as possible. That can only be done on the Mall, where visitation will be highest, and where the Museum will attract visitors who might not have been planning to seek out the Museum.

- A site on the Mall fulfills the “quest for human dignity.” Placing this Museum on the Mall makes a powerful statement and fulfills the mission statement of giving “centrality” to the African American experience by placing the building in the heart of the Monumental Core of the nation’s capital. African American history is not only relevant to a particular group, but to all of America. The nation’s museum system will not be complete until this Museum is built, because this Museum will tell an important part of the American story that has not been adequately examined.*

- A site on the Mall properly memorializes African American achievements and contributions to America. African Americans (including some slaves) helped design the Mall and build some of its most notable structures, including the Capitol and the White House. Placing the Museum on the Mall is a small token of recognition and appreciation for that contribution. Placing this Museum on the Mall is only fair. An African American museum was authorized almost 75 years ago, before most of the current structures on the Mall were even built.

The Commission has identified two open sites on the Mall, either of which would be appropriate for the Museum. The first is at the east end of the Mall and is referred to as The Capitol Site. The site is just north of the Reflecting Pool and is bounded by Pennsylvania Avenue, Constitution Avenue, and 3rd Street, Northwest. The second site is just northeast

* When Congress reserved the site between 3rd and 4th, and Maryland and Jefferson Avenues for the Smithsonian in 1975, then-Secretary S. Dillon Ripley stated that the future museum to be placed there would “complete the Smithsonian complex of institutions for public education and enjoyment.” This site came to be considered the last site on the Mall for a museum and was considered to be the future site of the National Museum of the American Indian. Ripley’s statement demonstrates a fatal mistake of the planning efforts for the Mall over the years—not accounting for the need to place an African American museum on the Mall. Unfortunately, the need for portraying the African American experience in the American center stage has always been met with resistance, or at best, been an afterthought.
of the Washington Monument and is referred to as The Monument Site. It is bounded by Constitution Avenue on the north and is between 14th and 15th Streets, Northwest.

Because both of the sites on the Mall are open, with no buildings on them, it would be relatively easy to build a museum that meets all the proposed programmatic requirements and that would be a unique architectural expression of the African American experience. This is not the case with the other sites:

- The Commission studied two additional sites near the Mall. Both sites have serious limitations and outstanding issues that question their appropriateness for this Museum of pre-eminent importance. The Liberty Loan site is small, relatively inaccessible, and has a large existing structure that would have to be razed with tenants who would have to be relocated. The Overlook Site is nearly half a mile from the Smithsonian Castle, would require significant enhancements to L'Enfant Promenade, is cut off visually from the Mall by the Forestal Building, and would require complex coordination with the other stakeholders on the site. The Fund-raising Study determined that raising money, particularly from the African American community, would be much more difficult for a site not on the Mall.

- The Commission also studied the feasibility of using the Arts and Industries Building for the Museum and concluded that it would not be an appropriate place for the Museum. While the building is on the Mall, its use as a museum is highly constrained because of its historic design and construction. The only way to make it usable as a modern museum would be to build a large underground addition under Jefferson Avenue, which would cost approximately $120 million (in 2011 dollars) more than either of the other sites on the Mall. In addition, the resulting building would be highly inefficient, would not have a unique identity as an African American museum, and would be difficult to raise funds to support. A complete discussion of the Arts and Industries Building is included later in this report.

Some will argue that neither of the two sites on the Mall is appropriate for the Museum because they have not been designated as museum sites in the Memorials and Museums Master Plan and other current planning documents for the Monumental Core of Washington, D.C. While the Commission recognizes the need for these plans, they question the applicability in this particular instance.

This Museum is pre-eminently important in telling the American story; it deserves a pre-eminent place.

While the Commission’s recommended sites are not currently designated as museum sites, for most of the last 200 years they have been considered appropriate for such use. The L'Enfant Plan of 1791 shows buildings on both sites, as does the McMillan Plan of 1901. The Commission of Fine Arts considered the Museum appropriate for a place on the Mall when it was first proposed* and even approved a State Department building for the Monument site in 1910. Despite this history, the National Capital Planning Commission expressed its opposition to the Monument site during a Site Commission presentation. The Site Committee

* Internal Commission of Fine Arts memorandum notes relating to HR 5131 and HR 3613, April 19, 1920.
made a presentation to the Commission of Fine Arts in the spring. The Chairman of the Commission of Fine Arts summarized their response to the five preferred sites by saying:

*The members appreciate the thoroughness of the analysis and felt that any of the sites studied would be an appropriate location for the Museum’s facilities in the city.*

**Conclusion:** In sum, the Commission concludes that the only appropriate location for this Museum is on the National Mall. Of the two sites, the Commission recommends the Capitol site as the preferred location with the Monument site as a suitable alternative.

**Recommended Site**
The Commission’s preferred site for the Museum is at the east end of the National Mall near the Capitol, just to the north of the Reflecting Pool. A building on that site would be opposite the Botanic Garden Conservatory, which is on an equivalent site on the south side of the Reflecting Pool. It would begin the row of museums on the north side of the Mall and would be convenient to the National Museum of the American Indian, the National Gallery, the Capitol, and Union Station.

Appropriateness of the Site
As a site directly on the Mall, the site is an appropriate place to tell the story of the African American experience. Both Pierre L'Enfant, who crafted the original plan for the city in 1791, and the members of the McMillan Commission, which updated the plan in 1901, saw the site as suitable for one of Washington, D.C.’s monumental buildings.

The Capitol Site also has a special relationship to the effort to create this Museum and to African American history. In 1915, the veterans of the United States Colored Troops, who inspired the movement for this Museum, gathered at this very site with their White brethren to begin the historic march down Pennsylvania Avenue past the White House. The site also overlooks the grandeur of the Capitol, which was built in significant part with slave labor, as well as the world-renowned memorial to President Grant, the hero of the Civil War. The site has an important connection to the Underground Railroad, as Henry “Box” Brown recounted passing through the railroad depot located there in 1835 while shipped inside a two-foot-by-three-foot wooden box on his journey from slavery in Richmond, Virginia, to freedom in Philadelphia, Pennsylvania.

Jurisdiction and Current Use
The site is part of the grounds of the Capitol and is under the direct control of Congress, which manages it through the office of the Architect of the Capitol.

The site is currently being used as a staging area for equipment for the Capitol Visitor’s Center that is under construction to the east of the Capitol. It has several memorial trees on it and has been designated as the site for a Congressional Award Youth Park. The Youth Park has not yet been designed, but could easily share the five-acre site with the Museum.

The Commission recommends that the Museum and the Congressional Award Youth Park share the five-acre site in a manner similar to the Botanic Garden’s Conservatory building and gardens on the analogous site on the south side of the Mall.

For a more detailed discussion of this site, see the site discussion for the “Capitol Site” in the “Preferred Sites” section of this report.
2. Planning Background Documents

In order to fully assess the suitability of a particular site for the Museum, it is essential to fully understand the Museum’s programmatic needs, which can then be taken into account when evaluating sites. This preliminary planning process has three steps:

1. Determine the Museum’s Mission and Roles, as well as Activity Programs it will undertake to fulfill this Mission.
2. Estimate the staff needed to carry out the activity programs.
3. Outline the spaces needed for the Activity Programs themselves and for the staff to support those programs.

The results of this preliminary planning are three documents, which are included on the following pages:

1. Program Plan
2. Staffing Projection
3. Outline Facility Program

The Commission’s Mission, Program, and Collections Sub Committee drafted and refined the Preliminary Program Plan. Working from this document and with the committee, E. Verner Johnson and Associates has created the Staffing Projection and the Outline Facility Program included here. The following diagram illustrates the relationship between these documents and the site evaluation process.
Program Plan

Mission
The following mission statement was developed by the Commission after reviewing recommendations from the Smithsonian African American Institutional Study and preliminary planning work done by the National Park Service:

The National Museum of African American History and Culture will give voice to the centrality of the African American experience and will make it possible for all people to understand the depth, complexity, and promise of the American experience. The Museum will serve as a national forum for collaboration with educational and cultural institutions in the continuing quest for freedom, truth, and human dignity.

Principal activities will include:

- Documenting the cultural and historical achievements of persons of African descent and the impact of the African American experience in fulfilling the nation’s continuing quest for freedom and justice.
- Serving as a research-based educational and cultural institution that responds to the needs of the lay public, school audiences, scholars, museum professionals, interns, and fellows from local, national, and international constituencies.
- Using interpretive strategies that will reach broad and diverse constituencies throughout the world with exhibitions, public programs, and publications directed towards learners of all ages with a multiplicity of learning styles.
- Acquiring collections that will grow into one of the premier assemblages of primary and secondary source materials, including art, historical artifacts, and archival materials related to the history and culture of African Americans and Africans in the Diaspora.

Audiences
The National Museum of African American History and Culture has the responsibility of engaging the attention of visitors of many different ethnic groups from around the world, while simultaneously serving the families of the immediate area, a majority of whom are African American.

Visitors to the Museum are most likely to mirror the visitors to the Smithsonian museums, for many of whom a visit to Washington, D.C. and the Smithsonian is a once-in-a-lifetime experience.

Attracting Museum Non-Users: The Museum of African American History and Culture should target programs to attract people who are not traditional museum-goers. These groups include teenagers and inner-city youth; stay-at-home parents and grandparents with the primary responsibility for providing child care; and Black families. The Museum should inspire thousands of families to make the nation’s capital a focus for these celebrations for
years to come. The Museum should be a change agent in museum use in African American communities.

Audience Research: The Museum will need to develop and maintain a level of audience research that provides the highest level of information for the development and operation of the Museum.

Programs
The mission of the National Museum of African American History and Culture is accomplished in five broad areas: Interpretation, Education, Outreach, Collections, and Research.

Interpretation, Education, and Outreach Programs
Exhibitions: The Museum’s exhibits will relate to art-historical and historical issues, such as:

- Long-term Exhibits that highlight the Museum’s four major collecting areas: African American art, African American history, images of African Americans in the media, and the history of African Americans in the performing arts.
- Temporary Exhibits developed by the Museum and that originate at other museums and cultural arts centers.
- Immersive Exhibits that enhance the emotional and intellectual impact of the Museum’s exhibitions.

The Museum will strive to include the following strategies in developing exhibits:

- Multiple Interpretive Strategies that incorporate interactive components, audiovisuals, computers, and other approaches that help visitors engage in experiential learning.
- Complementary Themed Exhibits that relate to, complement, or contrast issues being explored in our permanent exhibitions.
- Media-based Exhibits that may be kinetic as opposed to static.
- Exhibits that encourage Emotional Responses, allowing visitors to enjoy authentic experiences and identify with the subject areas of the Museum through human stories that stimulate questions.
- Intellectual and Physical Accessibility so that exhibitions and other programming will be inclusive and highlight issues that speak to a shared humanity.

History Exhibit Themes: The principal issue that will be addressed in the Museum’s history exhibits is the presence and influence of Africans and Africanisms throughout the world. Specific topical areas to be addressed include:

- Slavery and Anti-Slavery Activity
• The African Diaspora
• Social and Political Struggle
• Geographic Dispersion
• Social and Political Issues
• Religious Life
• Business and Labor History
• Political History
• Biography
• Gender Studies
• Family and Community Life

Programs for Adult and Family Audiences
The Museum will offer a full range of public programs, including lectures, concerts, public discussion forums, demonstrations, guided tours and gallery talks, dance and other performances, subscription programs for members, special interest tours, film and media showings, classes and workshops, and other programs that further the mission of the Museum.

Programs for School Audiences
Educators will work cooperatively with regional, national, public and private schools, colleges, and universities to develop activities that will enrich curricula. Some activities for school audiences will take place in the galleries through tours, live demonstrations, performances, and interactives. Other related activities might take place in the Museum’s classrooms, library, resource rooms, or auditorium, and in schools and public spaces in communities throughout the nation.

Publication Programs
The Museum’s Publication Programs will relate to the Museum’s exhibitions and research (both long-term and temporary) and its in-house and outreach educational activities. Publications will include those for visitors and for educational and scholarly audiences.

Media Programs
The Museum will use its collections of photography, videography, film, digital media, and sound recordings as the subject of exhibitions or special programs that explore both their aesthetic and cultural value. The same materials will be used to orient visitors to other exhibitions.

Programs for Museum Professionals
The Museum will also offer programs for entry-level and mid-career professionals who are interested in pursuing museum careers by working closely with the Museum, as well as African and African American Studies programs throughout the country.
Collections and Research
The Museum's Collections and Research activities are divided into Curatorial Areas, Archives and Research, and Collections Care and Maintenance.

Curatorial Areas
The Museum's curatorial work is divided into five primary areas:

1. Art and Art History: The Department of Art and Art History will maintain a research collection that will include art catalogues, periodicals, and dissertations; small, scholarly, and commercial press publications; bibliographies; oral histories; and obscure materials including unpublished notes, handbooks, brochures, invitations, diaries, and daybooks.

2. Performing Arts: The Department of Performing Arts will collect, document, preserve, and interpret performing arts materials that reveal African expressions in the United States and throughout the Diaspora through theater, dance, music, and oral traditions.

3. Media Arts (Moving Images and Recorded Sound): The Department of Media Arts (Moving Images and Recorded Sound) will collect, document, preserve, and interpret moving and still images for their aesthetic and cultural value.

4. History: The Department of History will collect, document, preserve, and interpret historical and contemporary material relating to the African American experience. The principal issue that will be addressed in this Department is the presence and influence of Africans and Africanisms throughout the world. Specific topical areas to be addressed include Slavery and Anti-Slavery Activity, the African Diaspora, Social and Political Issues, Religious Life, Business and Labor, and Family and Community Life.

5. Photography: The Department of Photography will collect 19th and 20th century photographic processes. The Department will collect portraits of noteworthy political and literary figures, as well as family photographs of social life and political events. It will maintain a collection of images documenting the performing arts. The collection will include both documentary and fine art photographs.

Archives and Research
The Archives and Research Department will establish a library and archival collection that will include primary and secondary source materials relating to African Americans and the Diaspora. The Department’s divisions will be the Archives, Library, and Media. The Department will be responsible for developing collections in all subject areas pertaining to the African Diaspora.

Collections Care and Maintenance
Collections are physically cared for and maintained in conditions intended to preserve and extend physical integrity. The Museum will protect its collections in climatically and physically safe environments. The Collections Manager and Curators, in consultation with the Registrar and Conservator, will establish standards for the physical care, storage, and maintenance of collections.
Staffing Projection

The estimated staffing needed for the proposed Museum is based on the Activity Programs outlined in the Program Plan above. The Staffing Projection is used to calculate the offices and work areas needed by the staff and to estimate the salary and benefits costs in the Preliminary Operating Budget for the Museum.

Size of Staff

This Staffing Projection includes approximately 300 FTE (Full Time Equivalent) staff members. This is comparable to the proposed staffing for the National Museum of the American Indian and is substantially less than the Holocaust Memorial Museum, which has a staff of more than 400.

Organizational Assumptions

The organizational structure proposed here is similar to that of the Smithsonian museums. Of course, this projection is preliminary and is subject to discussion and revision as plans for the Museum are developed.
## Staffing Projection Outline

### Director's Office

<table>
<thead>
<tr>
<th>Position</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>1</td>
</tr>
<tr>
<td>1. Deputy Director</td>
<td>1</td>
</tr>
<tr>
<td>2. Administrative Assistant</td>
<td>1</td>
</tr>
<tr>
<td>3. Special Assistants to the Director (2)</td>
<td>2</td>
</tr>
</tbody>
</table>

**Total Director's Office Staff** 5

### Department of Education and Interpretation

2. Director of Education and Public Programs 1
   2.1 Associate Director for Exhibitions 1
      | 1. Chief of Design | 1 |
      | 2. Exhibit Designers (4) | 4 |
      | 3. Graphic Designer (2) | 2 |
      | 4. Writer/Editor | 1 |
      | 5. Chief Exhibit Production Supervisor | 1 |
      | 6. Exhibit Construction and Installation Technicians (6) | 6 |
      | 7. Exhibit Multimedia Support Technician (2) | 2 |
      | 8. Lighting Technician | 1 |
      | 9. Traveling Exhibits Manager | 1 |
      | 10. Administrative Assistant | 1 |
   2.2 Associate Director of Adult and Family Audiences 1
      | 1. Coordinator of Concerts and Lectures | 1 |
      | 2. Coordinator of Tours | 1 |
      | 3. Coordinator of AAH Forum | 1 |
      | 4. Coordinator of Special Programs | 1 |
      | 5. Performance Space Manager | 1 |
      | 6. Performance Space Technicians (5) | 5 |
      | 7. Program Registration and Box Office Supervisor | 1 |
      | 8. Registration Assistants (2) | 2 |
      | 9. Public Program Aides (15) | 15 |
      | 10. Docent Coordinator | 1 |
   2.3 Associate Director for School Audiences 1
      | 1. Coordinator of In-School Audiences | 1 |
      | 2. Coordinator of School Tours and Activities | 1 |
      | 3. Coordinator of Professional Development | 1 |
      | 4. Education Programs Assistants (15) | 15 |
      | 5. Coordinator of Distance Learning | 1 |
      | 6. Distance Education Curriculum Specialists (2) | 2 |
      | 7. Web Developers (2) | 2 |
      | 8. Program Registration Assistant | 1 |
      | 9. Administrative Assistant | 1 |
   2.4 Associate Director of Media Programs 1
      | 1. Coordinator of Media Programs | 1 |
      | 2. Media Programs Assistant | 3 |
   2.5 Associate Director of Museum Professional Programs 1
      | 1. Museum Professional Program Assistant | 1 |
      | 2. Fellowship and Internship Coordinator | 1 |
      | 3. Administrative Assistant | 1 |
## Department of Education and Interpretation (continued)

2.6  Associate Director of Publications  
  1. Editors (2)  
  2. Editorial Assistants (2)  
  3. Administrative Assistant  

**Total Staff for Education and Interpretation**  94

### Department of Collections and Research

3.  Director of Collections and Research  
  1. Administrative Assistant  

3.1  Curator of Art and Art History  
  1. Associate Curators of Art and Art History (3)  
  2. Assistant Curators of Art and Art History (3)  
  3. Research Assistants (3)  
  4. Administrative Assistant (.5)  

3.2  Curator of Performing Arts  
  1. Associate Curator Performing Arts  
  2. Research Assistants (2)  
  3. Administrative Assistant (.5)  

3.3  Curator of Media Arts  
  1. Associate Curator of the Media Arts  
  2. Research Assistants (2)  
  3. Administrative Assistant (.5)  

3.4  Curator of History  
  1. Associate Curator of Slavery and Anti-Slavery  
  2. Associate Curator of the African Diaspora  
  3. Associate Curator of Social and Political Affairs  
  4. Associate Curator of Religious Life  
  5. Associate Curator of Business and Labor  
  6. Associate Curator of Family and Community Life  
  7. Assistant History Curators  
  8. Research Assistants (8)  
  9. Administrative Assistant  

3.5  Curator of Photography  
  1. Associate Curator of Photography  
  2. Research Assistant  
  3. Administrative Assistant (.5)  

3.6  Associate Director of Archives and Research  
  1. Librarian  
  2. Library Assistant  
  3. Media Assistant  
  4. Archivists (2)  
  5. Digital Media Coordinator  
  6. Rights and Reproductions Officer  
  7. Digital Archivist  
  8. Photographer  
  9. Digital Imaging Specialists (3)  
  10. Administrative Assistant
Department of Collections and Research (continued)

3.7 Associate Director of Collections Care and Maintenance 1
  .1 Chief Conservator 1
  .2 Assistant Conservators (2 additional) 2
  .3 Registrar 1
  .4 Assistant Registrar I (accessions and de-accessions) (3) 3
  .5 Assistant Registrar II (insurance and packing) 1
  .6 Loans Coordinator 1
  .7 Storage Coordinator 1
  .8 Collections Handlers (2) 2
  .9 Collections Database Administrator 1
  .10 Assistant Database Administrator 1
  .11 Data Management Assistants (4) 4
  .12 Administrative Assistant 1

Total Staff for Collections and Research 80

Department of External Affairs

4. Director of External Affairs 1
  4.1 Director of Development 1
    .1 Assistant Director of Development 1
    .2 Capital Gifts Officers (3) 5
    .3 Annual Giving Officer 1
    .4 Grants Manager 1
    .5 Development Specialists (2) 2
    .6 Database Administrator 1
    .7 Development Assistants (4) 4
    .8 Administrative Assistant 1
  4.2 Membership Director 1
    .1 Associate Manager for Membership Programs 1
    .2 Membership Assistants (4) 4
  4.3 Director of Marketing and Communications 1
    .1 Media Relations Manager 1
    .2 Advertising and Media Manager 1
    .3 Audience Development Assistant 1
    .4 Marketing Assistant 1
    .5 Communications Assistant 1
    .6 Graphic Designers (2) 2
    .7 Administrative Assistant 1

Total Staff for External Affairs 33

Department of Operations and Administration

5. Director of Operations and Administration 1
  5.1 Assistant to Director 1
  5.2 Associate Director of Operations and Administration 1
    .1 Special Projects Assistant 1
    .2 Administrative Assistant 1
### Department of Operations and Administration (continued)

<table>
<thead>
<tr>
<th>5.3</th>
<th>Chief Budget Analyst</th>
<th>1</th>
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<tbody>
<tr>
<td>.1</td>
<td>Budget Analyst</td>
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<tr>
<td>.2</td>
<td>Budget Assistants (2)</td>
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<td>.3</td>
<td>Administrative Assistant</td>
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</table>

<table>
<thead>
<tr>
<th>5.4</th>
<th>Associate Director of Visitor Services</th>
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<tbody>
<tr>
<td>.1</td>
<td>Assistant Director of Visitor Services</td>
<td>1</td>
</tr>
<tr>
<td>.2</td>
<td>Special Events Manager</td>
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</tr>
<tr>
<td>.3</td>
<td>Special Events Assistants (2)</td>
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</tr>
<tr>
<td>.4</td>
<td>Visitor Service Managers (2)</td>
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<table>
<thead>
<tr>
<th>5.5</th>
<th>Merchandising Director</th>
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<tbody>
<tr>
<td>.1</td>
<td>Museum Store Manager</td>
<td>1</td>
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<tr>
<td>.2</td>
<td>Assistant Manager</td>
<td>1</td>
</tr>
<tr>
<td>.3</td>
<td>Buyer</td>
<td>1</td>
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<tr>
<td>.4</td>
<td>Associate Buyers (2)</td>
<td>2</td>
</tr>
<tr>
<td>.5</td>
<td>Product Development/Licensing Coordinator</td>
<td>1</td>
</tr>
<tr>
<td>.6</td>
<td>Database Administrator</td>
<td>1</td>
</tr>
<tr>
<td>.7</td>
<td>Store Attendants (20 FTE)</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.6</th>
<th>Associate Director of Human Resources</th>
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</thead>
<tbody>
<tr>
<td>.1</td>
<td>Assistant Director of Human Resources</td>
<td>1</td>
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<tr>
<td>.2</td>
<td>Human Resources Specialist</td>
<td>1</td>
</tr>
<tr>
<td>.3</td>
<td>Human Resources Assistants (2)</td>
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<tr>
<td>.4</td>
<td>Administrative Assistant</td>
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</table>

<table>
<thead>
<tr>
<th>5.7</th>
<th>Volunteer Manager</th>
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</thead>
<tbody>
<tr>
<td>.1</td>
<td>Volunteer Assistants (2)</td>
<td>2</td>
</tr>
<tr>
<td>.2</td>
<td>Information Desk Coordinator</td>
<td>1</td>
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</table>

<table>
<thead>
<tr>
<th>5.8</th>
<th>Information Technology Manager</th>
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</tr>
</thead>
<tbody>
<tr>
<td>.1</td>
<td>Assistant Coordinator of Information Technology</td>
<td>1</td>
</tr>
<tr>
<td>.2</td>
<td>Web Developer</td>
<td>1</td>
</tr>
<tr>
<td>.3</td>
<td>Network Support Technician</td>
<td>1</td>
</tr>
<tr>
<td>.4</td>
<td>User Support Specialists (2)</td>
<td>2</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>5.9</th>
<th>Security Manager</th>
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</tr>
</thead>
<tbody>
<tr>
<td>.1</td>
<td>Security Coordinator</td>
<td>1</td>
</tr>
<tr>
<td>.2</td>
<td>Security Dispatcher (4)</td>
<td>2</td>
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</tbody>
</table>

(Security Officers Provided by Smithsonian Security)

<table>
<thead>
<tr>
<th>5.10</th>
<th>Building Manager</th>
<th>1</th>
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<tbody>
<tr>
<td>.1</td>
<td>Assistant Building Manager</td>
<td>1</td>
</tr>
<tr>
<td>.2</td>
<td>Special Projects Manager</td>
<td>1</td>
</tr>
<tr>
<td>.3</td>
<td>Maintenance Supervisor</td>
<td>1</td>
</tr>
<tr>
<td>.4</td>
<td>Maintenance Workers (5)</td>
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<tr>
<td>.5</td>
<td>Custodial Supervisor</td>
<td>1</td>
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<tr>
<td>.6</td>
<td>Custodians (25 FTE)</td>
<td>25</td>
</tr>
<tr>
<td>.7</td>
<td>Receiving/Mail Room Supervisor</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total Staff for Operations and Administration**  
82

**Total Projected Museum Staff**  
294
Outline Facility Program

The Outline Facility Program is essentially a list of spaces needed by the Museum with a brief description and the required area in square feet. The spaces listed on the following pages are based on the activities outlined in the Program Plan and the personnel needed to staff them, as outlined in the Staffing Projection above. The resulting Outline Facility Program is used to estimate construction costs in the Preliminary Capital Budget and is a critical benchmark in evaluating sites for the Museum.

Later on in the process, a more detailed version of the Outline Facility Program will be a principal tool used by the Museum’s architect in designing the spaces for the Museum.

Overall Area

The Outline Facility Program included in this section represents reasonable needs for the Museum as described in the Program Plan without being either too conservative or unnecessarily generous. The overall area will be 350,000 gross square feet (270,000 net square feet).

Comparisons between museums are difficult because of the widely differing program requirements of each museum. Because the African American Museum will have an emphasis on performing arts and on outreach education, it has substantially more area proposed for those activities than another museum might have.

The Commission looked at the areas of many comparable museums. The following table summarizes the most pertinent comparisons:

<table>
<thead>
<tr>
<th>Museum</th>
<th>Area on or adjacent to the National Mall</th>
</tr>
</thead>
<tbody>
<tr>
<td>The National Museum of the American Indian</td>
<td>350,000 GSF</td>
</tr>
<tr>
<td>(515,000 total in three locations)</td>
<td></td>
</tr>
<tr>
<td>The Holocaust Museum</td>
<td>258,000 GSF</td>
</tr>
<tr>
<td>(363,000 total in three locations)</td>
<td></td>
</tr>
<tr>
<td>The National Museum of American History</td>
<td>752,000 GSF</td>
</tr>
<tr>
<td>The Smithsonian Anacostia Museum and Center for African American History and Culture</td>
<td>28,000 GSF*</td>
</tr>
<tr>
<td>Proposed National Museum of African American History and Culture</td>
<td>350,000 GSF</td>
</tr>
</tbody>
</table>

* Debra Nauta-Rodriguez, AIA, Project Executive for the NMAI on the Mall, gave us this area as the overall gross square footage of the building. The 250,000 to 270,000 figure commonly referred to as the area of the NMAI is the net square footage. The Preliminary Outline Facility Program on which this plan is based has a total net area of approximately 270,000 square feet.
Facility Program Organizational Diagram

- **Service Entry**
- **Building Services**
  - 36,000 sq. ft.
- **Temporary Exhibits**
  - 15,000 sq. ft.
- **Exhibition Areas**
  - 75,000 sq. ft.
  - Long-term History Exhibitions
  - Galleries for Art and Craft Displays
  - African American Experience Theater
- **Collection Management Areas**
  - 29,000 sq. ft.
- **Exhibit Support**
  - 15,000 sq. ft.
- **Curatorial Offices/Library**
  - 14,000 sq. ft.
- **Admin.**
  - 11,000 sq. ft.
- **Public Program/Education**
  - 26,000 sq. ft.
- **Performance Spaces**
  - 14,000 sq. ft.
- **Visitor Services**
  - 10,000 sq. ft.
- **Dining**
  - 8,000 sq. ft.
- **Museum Store**
  - 7,000 sq. ft.
- **Lobby**
  - 10,000 sq. ft.

**Entry**
Outline Facility Program Organizational Diagram

The diagram on the facing page illustrates the relative scale of the broad functional areas of the Museum as described in the Outline Facility Program. It also shows the principal relationships between the areas. The complete Outline Facility Program is included on the following pages.

About the Outline Facility Program Categories

The areas in the Outline Facility Program are grouped into eight broad categories:

1. Visitor Service Areas
2. Exhibition Areas
3. Performance and Public Program
4. Classroom and Education Areas
5. Curatorial Areas
6. Collections Management Areas
7. Exhibition Support Areas
8. Administration Offices and Work Areas
9. Building Service Areas

These broad categories are designed to group similar functions together. They do not necessarily group areas according to the Museum’s organizational or administrative structures.

Notes about Net and Gross Square Feet

The areas included in the Outline Facility Program in the Facility Diagram are based on Net Square Feet:

- Net Square Feet (NSF) is the amount of interior, usable area inside the walls surrounding each space. Net Square Feet areas do not include the space taken by the walls themselves, hallways, stairs, elevators, etc.
- Gross Square Feet (GSF) is the overall area of the building measured to the outer surface of exterior walls. The gross area of a museum building will typically be 1.3 times the total net area, but this will vary depending on the specific requirements of each museum and the efficiency of a particular design.

Provisions for Long-term Growth

It is difficult to predict how a museum will grow and evolve over time. New collections and new program opportunities arise and spaces need to adapt to accommodate changing needs. One assumption that has been made in this outline facility program is that over time, the Museum’s collections will outgrow the relatively limited storage space provided for them on-site. As with other museums on the Mall (where expansion space is highly constrained), we assume that the Museum will create an offsite collection storage facility and move the bulk of its collections to that location in the future. Such a move will free up the area currently designated for collections storage to be used for new program needs.
The Museum’s Architecture

The National Museum of African American History and Culture should have a building with architecture like no other and should reflect African or African American inspired design. The structure and design of the building should draw visitors in. Creative use of color throughout, including areas of light and dark, will create moods as well as differentiate between exhibit spaces. Because of the unique and historically sensitive nature of the project, the Commission finds, to the maximum extent permissible by law, that African American architects and contractors should have a central role in the design and construction of the Museum and grounds.

In addition, the Museum should provide:

- A Place to Come Together: The National Museum would implement programmatic strategies that will enable Museum visitors to confront the emotional nature of race in America and explore ways to come to grips with personal, community-wide, and national issues regarding race.
- Public Gathering Spaces: The Museum should have facilities for public gatherings that are appropriate for lectures, screenings, performances, and town meetings, as well as public programs in a variety of formats.
- Clear Orientation: The Museum should have clear physical orientation as well as maps, signage, and volunteers who can orient visitors to the space.
- Multi-sensory Experiences: The Museum building should evoke and reinforce multi-sensory experiences that contextualize the objects and evoke memory.
- Places for Hands-On Activities: The Museum should have classrooms, studio space, and laboratories that are appropriate for hands-on educational experiences for youth and adult audiences.
- Research Facilities: The Museum should have research facilities that enable visitors and scholars to view images, documents, and research material, or listen to recorded material.
- Special Places for Small Children: The Museum should be accommodating to visitors with small children and employees with pre-school children.
## Facility Program

### Summary of Net Program Areas

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Proposed Net SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Service Facilities</td>
<td>34,825</td>
</tr>
<tr>
<td>Exhibition Areas</td>
<td>90,000</td>
</tr>
<tr>
<td>Performance Spaces</td>
<td>26,250</td>
</tr>
<tr>
<td>Public Program and Education Facilities</td>
<td>14,095</td>
</tr>
<tr>
<td>Curatorial Offices and Library</td>
<td>13,845</td>
</tr>
<tr>
<td>Collection Storage and Support Areas</td>
<td>28,890</td>
</tr>
<tr>
<td>Exhibition Support Areas</td>
<td>14,585</td>
</tr>
<tr>
<td>Administrative and Other Offices and Work Areas</td>
<td>11,420</td>
</tr>
<tr>
<td>Building Service Facilities</td>
<td>36,170</td>
</tr>
</tbody>
</table>

**Total Net Areas:** 270,080

**Total Gross Area at Approximately 1.3 times Net** 350,000
### Visitor Service Facilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Proposed Net SF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Lobby, Gathering Space, and Special Events Area</strong></td>
<td>10,000</td>
</tr>
<tr>
<td><strong>1.2 Information and Ticketing Areas</strong></td>
<td>775</td>
</tr>
<tr>
<td>.1 Information and Visitor Services Public Workstation Area (4 @ 75 SF each)</td>
<td>300</td>
</tr>
<tr>
<td>.2 Cash Room</td>
<td>100</td>
</tr>
<tr>
<td>.3 Work Area for Visitor Services Staff</td>
<td>150</td>
</tr>
<tr>
<td>.4 Office for (2) Visitor Services Managers</td>
<td>150</td>
</tr>
<tr>
<td>.5 Adjacent Storage for Brochures, Ticket Stock, etc.</td>
<td>75</td>
</tr>
<tr>
<td><strong>1.3 Museum Store</strong></td>
<td>6,870</td>
</tr>
<tr>
<td>.1 Sales Area</td>
<td>4,000</td>
</tr>
<tr>
<td>.2 Office for Store Manager</td>
<td>150</td>
</tr>
<tr>
<td>.3 Office for Assistant Store Manager</td>
<td>120</td>
</tr>
<tr>
<td>.4 Adjacent Inventory Storage and Work Area</td>
<td>600</td>
</tr>
<tr>
<td>.5 Remote Inventory Storage</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>1.4 Public Food Service</strong></td>
<td>8,060</td>
</tr>
<tr>
<td>.1 Cafeteria Seating Area (200 seats @ 14 SF each)</td>
<td>2,800</td>
</tr>
<tr>
<td>.2 Cafeteria Serving Area</td>
<td>800</td>
</tr>
<tr>
<td>.3 Café or Restaurant Dining Area (150 Seats @ 14 SF each)</td>
<td>2,100</td>
</tr>
<tr>
<td>.4 Café or Restaurant Serving Area</td>
<td>400</td>
</tr>
<tr>
<td>.5 Kitchen and Food Storage</td>
<td>1,500</td>
</tr>
<tr>
<td>.6 Office for Manager</td>
<td>120</td>
</tr>
<tr>
<td>.7 Workstation for Assistant</td>
<td>70</td>
</tr>
<tr>
<td>.8 Staff Area</td>
<td>150</td>
</tr>
<tr>
<td>.9 Staff Restrooms</td>
<td>120</td>
</tr>
<tr>
<td><strong>1.5 Catering and Special Events</strong></td>
<td>1,300</td>
</tr>
<tr>
<td>.1 Catering Delivery and Staging Area</td>
<td>500</td>
</tr>
<tr>
<td>.2 Special Events Storage</td>
<td>800</td>
</tr>
<tr>
<td><strong>1.6 Coat Room, Lockers, and Wheelchair Storage</strong></td>
<td>1,100</td>
</tr>
<tr>
<td>.1 Coat Room</td>
<td>1,000</td>
</tr>
<tr>
<td>.2 Wheelchair/Stroller Storage</td>
<td>100</td>
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</table>
1. **Visitor Service Facilities** (continued)

<table>
<thead>
<tr>
<th>Proposed</th>
<th>Net SF</th>
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</thead>
<tbody>
<tr>
<td>1.7 Group Orientation Areas</td>
<td>2,500</td>
</tr>
<tr>
<td>.1 Multipurpose Room, Group Orientation, and School Group Lunch Area</td>
<td>2,000</td>
</tr>
<tr>
<td>.2 School Group Coat and Lunch Storage</td>
<td>500</td>
</tr>
<tr>
<td>1.8 Restrooms and Other Areas</td>
<td>4,220</td>
</tr>
<tr>
<td>.1 First Aid Room</td>
<td>120</td>
</tr>
<tr>
<td>.2 Mother's Nursing Room</td>
<td>100</td>
</tr>
<tr>
<td>.3 Public Restrooms off Lobby</td>
<td>1,600</td>
</tr>
<tr>
<td>.4 Public Restrooms Adjacent to Exhibit Areas</td>
<td>2,400</td>
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</table>

**Subtotal Net Area:** 34,825

2. **Exhibition Areas**

<table>
<thead>
<tr>
<th>Proposed</th>
<th>Net SF</th>
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<tbody>
<tr>
<td>2.1 Long Term Exhibit Areas</td>
<td>30,000</td>
</tr>
<tr>
<td>.1 Middle Passage Immersive Exhibit</td>
<td>10,000</td>
</tr>
<tr>
<td>.2 Slavery Exhibit</td>
<td>10,000</td>
</tr>
<tr>
<td>.3 Civil Rights Exhibit</td>
<td>10,000</td>
</tr>
<tr>
<td>2.2 First Person Interpretation Area</td>
<td>5,000</td>
</tr>
<tr>
<td>2.3 Galleries for Art and Craft Displays</td>
<td>25,000</td>
</tr>
<tr>
<td>2.4 African American Experience Theater</td>
<td>15,000</td>
</tr>
<tr>
<td>2.5 Temporary Exhibit Areas</td>
<td>15,000</td>
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</table>

**Subtotal Net Area:** 90,000
3. **Performance and Public Program Spaces**

3.1 Theater/Auditorium

<table>
<thead>
<tr>
<th>Subdivision</th>
<th>Proposed Net SF</th>
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</thead>
<tbody>
<tr>
<td>.1 Seating Area (500 seats)</td>
<td>5,000</td>
</tr>
<tr>
<td>.2 Stage and Backstage Areas</td>
<td>4,000</td>
</tr>
<tr>
<td>.3 Green Room</td>
<td>300</td>
</tr>
<tr>
<td>.4 Dressing Rooms (2 @ 200 SF each)</td>
<td>400</td>
</tr>
<tr>
<td>.5 Performer Restrooms (2 @ 100 SF each)</td>
<td>200</td>
</tr>
<tr>
<td>.6 Shower Rooms (2 @ 100SF each)</td>
<td>200</td>
</tr>
<tr>
<td>.7 Projection Room/Lighting and Audio Control</td>
<td>400</td>
</tr>
<tr>
<td>.8 Theater Manager and Box Office Area</td>
<td>200</td>
</tr>
<tr>
<td>.9 Performance Area Storage</td>
<td>800</td>
</tr>
</tbody>
</table>

3.2 Flexible "Black Box" Performance Space (150 seats)

<table>
<thead>
<tr>
<th>Subdivision</th>
<th>Proposed Net SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>.1 Seating Area</td>
<td>1,500</td>
</tr>
<tr>
<td>.2 Performance Area</td>
<td>750</td>
</tr>
<tr>
<td>.3 Projection Room/Lighting and Audio Control</td>
<td>200</td>
</tr>
<tr>
<td>.4 Storage</td>
<td>300</td>
</tr>
</tbody>
</table>

3.3 Public Access Area for Digital Media Archives

3.4 Early Childhood Discovery Room/Childcare Area

**Subtotal Net Area:** 26,250

4. **Public Program and Education Facilities**

4.1 Classroom and Studio Areas

<table>
<thead>
<tr>
<th>Subdivision</th>
<th>Proposed Net SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>.1 Classrooms (2 @ 800 SF each)</td>
<td>1,600</td>
</tr>
<tr>
<td>.2 Classrooms (2 @ 600 SF each)</td>
<td>1,200</td>
</tr>
<tr>
<td>.3 Darkroom/Photography Classroom Space</td>
<td>1,400</td>
</tr>
<tr>
<td>.4 Art Studio</td>
<td>800</td>
</tr>
<tr>
<td>.5 Dance Studio</td>
<td>1,000</td>
</tr>
<tr>
<td>.6 Office Area and Prep Room for Classroom Staff</td>
<td>150</td>
</tr>
<tr>
<td>.7 Materials and Supplies Storage</td>
<td>200</td>
</tr>
<tr>
<td>.8 Restrooms Adjacent to Classroom Area</td>
<td>300</td>
</tr>
</tbody>
</table>

4.2 Docent's Library and Teacher's and Educator's Resource Center

4.3 Work Room, Coat Room, Kitchenette, and Lunch Area for Education Staff

<table>
<thead>
<tr>
<th>Proposed Net SF</th>
</tr>
</thead>
</table>
### 4. Public Programs and Education Facilities (continued)

#### 4.4 Education Staff Offices and Work Areas
- **Reception and Secretary Work Area** | 975
- **Office for Director of Education and Public Programs** | 225
- **Office for Associate Director of Adult and Family Programs** | 120
- **Office for Associate Director of School Audiences** | 120
- **Office for Associate Director of Media Programs** | 120
- **Office for Associate Director of Museum Prof. Programs** | 120
- **Performance Space Manager Office** | 120

#### 4.5 Public Program Staff Offices and Work Areas
- **Office for Coordinator of Concerts and Lectures** | 150
- **Office for Coordinator of AAH Forum** | 120
- **Office for Coordinator of Tours** | 120
- **Workstation for Docent Scheduler** | 70

#### 4.6 Education Offices and Work Areas
- **Offices for Coordinators of Programs (8 @ 120 each)** | 960
- **Office for Assistant Coordinators (2 @ 120 each)** | 240
- **Space for Education Program Aides (15)** | 600
- **Office for Fellow/Internship Assistant** | 70
- **Workstations for Web Developers (2 @ 70 SF each)** | 140
- **Workstations for Distance Education Specialists (2 @ 70 SF each)** | 140

#### 4.7 Education Programs Registration Areas
- **Office for Program Registration Supervisor** | 150
- **Workstations for Registration Assistants (3 @ 70 SF each)** | 210
- **Work area for Public Aides (15)** | 600

#### 4.8 Common Areas
- **Meeting Room** | 300
- **Education Service Center (Copier, Supplies, Shared Printer, etc.)** | 300
- **Staff Restrooms** | 200

#### 4.9 Education Storage
- **Subtotal Net Area:** | 14,095
### 5. Curatorial Offices and Library

#### 5.1 Office of Curatorial Affairs
- 1. Office for the Director of Curatorial Affairs: **225** square feet
- 2. Workstation for Administrative Assistant: **120** square feet

#### 5.2 Art and Art History Curatorial Department Offices
- 1. Office for Curator of Art and Art History: **225** square feet
- 2. Office for Associate Curators (3 @ 150 each): **450** square feet
- 3. Office for Research Assistants (2 @ 120 each): **240** square feet
- 4. Workstation for Administrative Assistant: **70** square feet

#### 5.3 Performing Arts Department Offices
- 1. Office for Curator of Performing Arts: **225** square feet
- 2. Office for Associate Curator: **150** square feet
- 3. Office for Research Assistants (2 @ 120 each): **240** square feet
- 4. Workstation for Administrative Assistant: **70** square feet

#### 5.4 Media Arts Curatorial Department Offices
- 1. Office for Curator of Media Arts: **225** square feet
- 2. Office for Associate Curator: **150** square feet
- 3. Office for Research Assistants (2 @ 120 each): **240** square feet
- 4. Workstation for Administrative Assistant: **70** square feet

#### 5.5 History Curatorial Department Offices
- 1. Office for Curator of History: **225** square feet
- 2. Office for Associate Curators (6 @ 150 each): **900** square feet
- 3. Office for Research Assistants (3 @ 120 each): **360** square feet
- 4. Workstation for Administrative Assistant: **70** square feet

#### 5.6 Photography Curatorial Department
- 1. Office for Curator of Photography: **225** square feet
- 2. Office for Associate Curator of Photography: **150** square feet
- 3. Office for Research Assistant: **120** square feet
- 4. Workstation for Administrative Assistant: **70** square feet

#### 5.7 Archives and Research Curatorial Department
- 1. Office for Director of Research and Library: **225** square feet
- 2. Office for Librarian: **150** square feet
- 3. Office for Archivist (2 @ 100 SF each): **200** square feet
- 4. Office for Media Assistant: **70** square feet
- 5. Office for Library Assistant: **70** square feet
- 6. Workstation for Administrative Assistant: **70** square feet
5. **Curatorial Offices and Library** (continued)

<table>
<thead>
<tr>
<th>Proposed Net SF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.8 Digital Media Department</strong></td>
</tr>
<tr>
<td>.1 Office for Director of Digital Media</td>
</tr>
<tr>
<td>.2 Office for Digital Media Coordinator</td>
</tr>
<tr>
<td>.3 Office for Rights and Reproductions Officer</td>
</tr>
<tr>
<td>.4 Workstation for Administrative Assistant</td>
</tr>
<tr>
<td><strong>5.9 Publications</strong></td>
</tr>
<tr>
<td>.1 Office for Associate Director of Publications</td>
</tr>
<tr>
<td>.2 Offices for Editors (2 @ 150 SF each)</td>
</tr>
<tr>
<td>.3 Office for Editorial Assistants (2 @ 70 each)</td>
</tr>
<tr>
<td>.4 Workstation for Administrative Assistant</td>
</tr>
<tr>
<td>.5 Publications Work Area</td>
</tr>
<tr>
<td>.6 Publications Storage (near loading area)</td>
</tr>
<tr>
<td><strong>5.10 Workstations for Interns (5 @ 70 SF each)</strong></td>
</tr>
<tr>
<td><strong>5.11 Curatorial Library</strong></td>
</tr>
<tr>
<td>.1 Reading Area and Scholar's Carrels</td>
</tr>
<tr>
<td>.2 Book Stacks</td>
</tr>
<tr>
<td>.3 Rare Book Room</td>
</tr>
<tr>
<td>.4 Museum Archives</td>
</tr>
<tr>
<td>.5 Work Room</td>
</tr>
<tr>
<td><strong>5.12 Common Areas</strong></td>
</tr>
<tr>
<td>.1 Curatorial Meeting Room</td>
</tr>
<tr>
<td>.2 Artifact Examination and Study Rooms (2 @ 400 SF each)</td>
</tr>
<tr>
<td>.3 Curatorial Service Center (Copier, Supplies, Shared Printer, etc.)</td>
</tr>
<tr>
<td>.4 Curatorial Files Storage</td>
</tr>
<tr>
<td>.5 Staff Restrooms</td>
</tr>
</tbody>
</table>

**Subtotal Net Area:** 13,845
### 6. Collections Storage and Support Areas

#### 6.1 Conservation Offices

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>.1 Office for Associate Dir. Collections Care and Maintenance</td>
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<tr>
<td>.2 Office for Assistant Conservators (2 @ 120 SF each)</td>
</tr>
<tr>
<td>.3 Conservation Lab</td>
</tr>
<tr>
<td>.4 Equipment and Supplies Storage</td>
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</tbody>
</table>

#### 6.2 Registration Work Area

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>.1 Office for Registrar</td>
</tr>
<tr>
<td>.2 Office for Assistant Registrars (4 @ 120 each)</td>
</tr>
<tr>
<td>.3 Office for Storage Coordinator</td>
</tr>
<tr>
<td>.4 Workstation for Collections Handlers (2 @ 70 each)</td>
</tr>
<tr>
<td>.5 Office for Collections Database Administrator</td>
</tr>
<tr>
<td>.6 Office for Assistant Database Administrator</td>
</tr>
<tr>
<td>.7 Workstation for Data Management Assistants (4 @ 70 each)</td>
</tr>
<tr>
<td>.8 Workstation for Administrative Assistant</td>
</tr>
<tr>
<td>.9 Registration Records Storage and Work room</td>
</tr>
</tbody>
</table>

#### 6.3 Photography Facility (Adjacent to Conservation)

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>.1 Photography Studio</td>
</tr>
<tr>
<td>.2 Office for Photographer</td>
</tr>
<tr>
<td>.3 Workstation for Digital Imaging Specialists (3 @ 100 each)</td>
</tr>
<tr>
<td>.4 Workstation for Digital Archivist</td>
</tr>
<tr>
<td>.5 Darkroom</td>
</tr>
<tr>
<td>.6 Prints and Negatives Storage</td>
</tr>
<tr>
<td>.7 Photographic Equipment and Supplies Storage</td>
</tr>
</tbody>
</table>

#### 6.4 Collections Storage

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>.1 Objects and Artifacts Collection Storage</td>
</tr>
<tr>
<td>.2 Painting Collection Storage</td>
</tr>
<tr>
<td>.3 Works on Paper Collections Storage</td>
</tr>
<tr>
<td>.4 Photography Collection Storage</td>
</tr>
<tr>
<td>.5 Cold Storage for Photo, Tape, Film and Video with Acclimation Area</td>
</tr>
<tr>
<td>.6 Vault</td>
</tr>
<tr>
<td>.7 Study Area Adjacent to Prints and Drawings and Photography Storage</td>
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</tbody>
</table>

#### 6.5 "Quarantine" Storage Area Adjacent to Receiving Area

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>.1 Cold Storage for Photo, Tape, Film and Video with Acclimation Area</td>
</tr>
</tbody>
</table>

**Subtotal Net Area:** 28,890
### 7. Exhibition Support Areas

<table>
<thead>
<tr>
<th>Proposed Net SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,155</td>
</tr>
</tbody>
</table>

#### 7.1 Exhibits Administration Areas

- .1 Reception and Secretary Work Area: 200
- .2 Office for Associate Director of Exhibitions: 225
- .3 Office for Production Supervisor: 120
- .4 Office for Traveling Exhibits Coordinator: 120
- .5 Office for Chief of Design: 120
- .6 Workstation for Graphic Designers (2 @ 100 SF each): 200
- .7 Workstation for Writer/Editor: 100
- .8 Workstation for Administrative Assistant: 70

#### 7.2 Exhibit Design Studio

- .1 Workstations for Exhibit Designers (4 @ 100 SF each): 400
- .2 Layout Area: 200
- .3 Materials and Equipment Storage: 100

#### 7.3 Exhibits Workshops

- .1 Workstations for Exhibit Cons. & Inst. Techs (6 @ 70 each): 420
- .2 Workstation for Lighting Technician: 70
- .3 Prototype Workshop: 300
- .4 Fabrication Workshop: 1,800
- .5 Clean Assembly Area: 1,200
- .6 Matting and Framing Work Area: 500
- .7 Painting Area and Spray Booth: 500
- .8 Materials and Supplies Storage: 500
- .9 Exhibits Maintenance Workshop: 500

#### 7.4 Media and Multimedia Support

- .1 Office for Multimedia Support Technicians (2 @ 120 SF each): 240
- .2 Equipment Staging Area and Workshop: 200
- .3 Equipment Storage: 500

#### 7.5 Exhibits Storage

- .1 Exhibit Props and Walls: 2,000
- .2 Traveling Exhibit Crate Storage: 2,000
- .3 Supplies Storage: 200

#### 7.6 Staging Area

- 1,500

#### 7.7 Staff Locker Room and Toilets

- 300

### Subtotal Net Area:

- 14,585
### 8. Administrative and Other Offices and Work Areas

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Net SF</th>
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<tbody>
<tr>
<td>8.1</td>
<td>Administration Area</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reception Area</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>Office and Meeting Area for Director</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td>Office for Special Assistants to the Director (1 @ 100 SF each)</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Work Area for Administrative Assistant</td>
<td>70</td>
</tr>
<tr>
<td>8.2</td>
<td>Operations and Administration</td>
<td>980</td>
</tr>
<tr>
<td></td>
<td>Office for Director of Operations and Administration</td>
<td>225</td>
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<tr>
<td></td>
<td>Workstation for Assistant to the Director</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Office for Associate Director of Operations and Administration</td>
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</tr>
<tr>
<td></td>
<td>Office for Chief Budget Analyst</td>
<td>225</td>
</tr>
<tr>
<td></td>
<td>Offices for Budget Analyst</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Workstation for Budget Assistants (2 @ 70 SF each)</td>
<td>140</td>
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<tr>
<td></td>
<td>Workstation for Administrative Assistant</td>
<td>70</td>
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<tr>
<td>8.3</td>
<td>Development</td>
<td>1,680</td>
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<td></td>
<td>Office for Director of External Affairs</td>
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<td></td>
<td>Office for Director of Development</td>
<td>225</td>
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<tr>
<td></td>
<td>Office for Assistant Director of Development</td>
<td>120</td>
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<tr>
<td></td>
<td>Office for Capital Gifts Officers (3 @ 120 SF each)</td>
<td>360</td>
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<td></td>
<td>Office for Annual Giving Officer</td>
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<tr>
<td></td>
<td>Office for Grants Manager</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>Workstations for Development Specialists (2 @ 70 SF each)</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>Workstations for Development Assistants (2 @ 100 SF each)</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>Workstation for Database Administrator</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Workstation for Administrative Assistant</td>
<td>70</td>
</tr>
<tr>
<td>8.4</td>
<td>Marketing</td>
<td>1,375</td>
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<tr>
<td></td>
<td>Office for Director of Marketing and Communications</td>
<td>225</td>
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<tr>
<td></td>
<td>Office for Media Relations Manager</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>Office for Marketing Assistant</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>Office for Advertising and Media Manager</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>Office for Communications Assistant</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>Office for Audience Development Assistant</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>Office and Work Area for Graphic Designers (2)</td>
<td>250</td>
</tr>
<tr>
<td></td>
<td>Brochure and Promotional Material Storage</td>
<td>200</td>
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<tr>
<td></td>
<td>Workstations for Administrative Assistant</td>
<td>70</td>
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</tbody>
</table>
### 8. Administrative and Other Offices and Work Areas (continued)

<table>
<thead>
<tr>
<th>Description</th>
<th>Proposed Net SF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8.5 Membership</strong></td>
<td></td>
</tr>
<tr>
<td>.1 Office for Membership Director</td>
<td>225</td>
</tr>
<tr>
<td>.2 Office for Associate Manager for Membership Programs</td>
<td>120</td>
</tr>
<tr>
<td>.3 Office for Membership Assistants (4 @ 70 SF each)</td>
<td>280</td>
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<tr>
<td><strong>8.6 Visitor Services Staff</strong></td>
<td>635</td>
</tr>
<tr>
<td>.1 Office for Associate Director of Visitor Services</td>
<td>225</td>
</tr>
<tr>
<td>.2 Office for Assistant Director of Visitor Services</td>
<td>150</td>
</tr>
<tr>
<td>.3 Office for Special Events Manager</td>
<td>120</td>
</tr>
<tr>
<td>.4 Workstation for Special Events Assistants (2 @ 70 SF each)</td>
<td>140</td>
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<tr>
<td><strong>8.7 Human Resources</strong></td>
<td>735</td>
</tr>
<tr>
<td>.1 Office for Associate Director of Human Resources</td>
<td>225</td>
</tr>
<tr>
<td>.2 Office for Assistant Director of Human Resources</td>
<td>120</td>
</tr>
<tr>
<td>.3 Office for Human Resources Specialist</td>
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<tr>
<td>.4 Work Area for HR Assistants (2 @ 100 SF each)</td>
<td>200</td>
</tr>
<tr>
<td>.5 Workstation for Administrative Assistant</td>
<td>70</td>
</tr>
<tr>
<td><strong>8.8 Volunteer Offices</strong></td>
<td>710</td>
</tr>
<tr>
<td>.1 Office for Volunteer Manager</td>
<td>150</td>
</tr>
<tr>
<td>.2 Office for Information Desk Coordinator</td>
<td>120</td>
</tr>
<tr>
<td>.3 Work Room and Meeting Area for Volunteers</td>
<td>200</td>
</tr>
<tr>
<td>.4 Office for Volunteer Assistants (2 @ 120 each)</td>
<td>240</td>
</tr>
<tr>
<td><strong>8.9 Information Technology Services</strong></td>
<td>1,410</td>
</tr>
<tr>
<td>.1 Office for Information Technology Manager</td>
<td>150</td>
</tr>
<tr>
<td>.2 Office for Assistant Coordinator of IT</td>
<td>120</td>
</tr>
<tr>
<td>.4 Office for Web Developer</td>
<td>120</td>
</tr>
<tr>
<td>.5 Office for Network Support Technician</td>
<td>120</td>
</tr>
<tr>
<td>.8 Office for User Support Specialists (2 @ 100 each)</td>
<td>200</td>
</tr>
<tr>
<td>.9 Computer Setup and Repair Work Area</td>
<td>300</td>
</tr>
<tr>
<td>.10 Computer Network and AV Rack Room</td>
<td>200</td>
</tr>
<tr>
<td>.11 Equipment and Supplies Storage</td>
<td>200</td>
</tr>
<tr>
<td><strong>8.10 Common Areas</strong></td>
<td></td>
</tr>
<tr>
<td>.1 Conference Room</td>
<td>1,000</td>
</tr>
<tr>
<td>.2 Administrative Service Center (Printers, Copiers, Shared Work Area, Administrative Files, and Supplies Storage)</td>
<td>400</td>
</tr>
<tr>
<td>.3 Administrative Records Storage</td>
<td>500</td>
</tr>
<tr>
<td>.4 Kitchen and Staff Lunch Area</td>
<td>200</td>
</tr>
<tr>
<td>.5 Staff Restrooms</td>
<td>200</td>
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**Subtotal Net Area:** 11,420
### 9. Building Service Facilities

<table>
<thead>
<tr>
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<tr>
<td><strong>9.1 Building Services Work Areas</strong></td>
<td>2,630</td>
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<tr>
<td>.1 Office for Building Manager</td>
<td>150</td>
</tr>
<tr>
<td>.2 Office for Assistant Building Manager</td>
<td>120</td>
</tr>
<tr>
<td>.3 Office for Maintenance Supervisor</td>
<td>120</td>
</tr>
<tr>
<td>.4 Office for Special Projects Manager</td>
<td>120</td>
</tr>
<tr>
<td>.5 Office for Custodial Supervisor</td>
<td>120</td>
</tr>
<tr>
<td>.6 Workstations for Painters, Carpenter, Electrician</td>
<td>800</td>
</tr>
<tr>
<td>.7 Work Area for Maintenance Workers (5)</td>
<td>400</td>
</tr>
<tr>
<td>.8 Work Area for Custodial Staff (25)</td>
<td>800</td>
</tr>
<tr>
<td><strong>9.2 Security Control Room</strong></td>
<td>920</td>
</tr>
<tr>
<td>.1 Security Manager Workstation</td>
<td>120</td>
</tr>
<tr>
<td>.2 Security Coord/Dispatcher Work Area</td>
<td>300</td>
</tr>
<tr>
<td>.3 Meeting Room for Officers</td>
<td>500</td>
</tr>
<tr>
<td><strong>9.3 Artifact and Exhibit Handling Areas</strong></td>
<td>3,500</td>
</tr>
<tr>
<td>.1 Enclosed Loading Dock</td>
<td>2,000</td>
</tr>
<tr>
<td>.2 Artifact Receiving Area</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>9.4 Receiving Area and Mail Room</strong></td>
<td>620</td>
</tr>
<tr>
<td>.1 Receiving Area and Mail Room</td>
<td>500</td>
</tr>
<tr>
<td>.2 Office for Receiving Supervisor</td>
<td>120</td>
</tr>
<tr>
<td><strong>9.5 Trash and Recycling Areas</strong></td>
<td>300</td>
</tr>
<tr>
<td><strong>9.6 Storage</strong></td>
<td>1,200</td>
</tr>
<tr>
<td>.1 General Facilities Storage including Custodial</td>
<td>1,000</td>
</tr>
<tr>
<td>.2 Paint and Flammables Storage</td>
<td>100</td>
</tr>
<tr>
<td>.3 Tools and Parts Storage</td>
<td>100</td>
</tr>
<tr>
<td><strong>9.7 Mechanical /Electrical Areas</strong></td>
<td>27,000</td>
</tr>
<tr>
<td><em>(Approximately 10% of Net Areas)</em></td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal Net Area:** 36,170
3. History of Planning in Washington

Washington, D.C. has a long history of successful urban planning. The Commission looked closely at this planning history as they considered possible sites. Understanding this history is crucial to making an informed decision about a site for the Museum. The plans that the Commission studied included:

- The L'Enfant Plan of 1791.
- The McMillan Plan of 1901.
- Planning efforts for the Capitol Grounds, including the Olmsted Plan of 1874, the Parsons Plan of 1928, and the Capitol Grounds Master Plan of 1980.
- Recent planning efforts, including the Commemorative Works Act, the Commemorative Zone Policy, and the Memorials and Museums Master Plan.

The first two plans, L'Enfant and McMillan, are the most important. L'Enfant created the essential structure of the city. The McMillan Commission extended L'Enfant's vision to create the National Mall as we know it. Subsequent plans all hark back to these foundations and build upon them.

Rendering of the McMillan Plan showing buildings all along the Mall from 15th Street to 1st Street.
The L’Enfant Plan of 1791

The original plan for Washington, D.C. was commissioned by George Washington prior to the government’s move to the city. Conceived by Pierre Charles L’Enfant, and completed in 1791, the plan proposed broad diagonal avenues laid over a regular street grid with squares, parks, long views, and a “vast esplanade” now known as the National Mall.

The L’Enfant Plan is considered one of the most successful examples of urban planning and is still the touchstone for much of Washington, D.C.’s planning decisions.
The McMillan Plan of 1901

On the 100th anniversary of the Federal government’s move to Washington, D.C., Senator McMillan of Michigan formed a commission to make recommendations for the Monumental Core of the city. The Commission’s work would build upon the plan originally made by Major Charles L’Enfant in 1791. What has become known as “The McMillan Plan” has served as the basis for the planning and development of the Monumental Core of Washington, D.C. ever since it was accepted by the Senate in 1902.

The McMillan Plan explicitly states that “areas adjoining B Street north and south, averaging more than four hundred feet in width from the Capitol to the Monument, afford spacious sites for buildings devoted to scientific purposes and for the great museums.” Accordingly, every sketch or diagram of the 1901 McMillan Plan shows proposed buildings between 14th and 15th Streets on the northern edge of the Mall at Constitution Avenue (formerly B Street north).

In 1910 the Commission of Fine Arts (which included two of the architects of the McMillan Plan), specifically approved the placement of a proposed headquarters building for the State Department between 14th and 15th Streets on the north edge of the Mall. Images of this proposal and further discussion follow in the detailed site discussion.

Rendering of the McMillan Plan showing buildings on the Capitol Site at lower right.

Rendering from the McMillan Plan showing buildings all along the Mall near 15th Street, to the left of the Washington Monument.
The 1966 Washington Mall Master Plan

In the 1960s, the National Park Service (NPS) commissioned a new Washington Mall Master Plan. This plan was prepared by the architectural firm of Skidmore, Owings, and Merrill. It sought to ensure the open, pastoral quality of the Mall, while better accommodating the needs of visitors to the city. The overall goals were to reinforce the sense of a single, grand open space, to provide better public facilities, and to preserve the Mall “as a setting for National memorials and buildings.”

This Master Plan was formally adopted by the National Capitol Planning Commission in 1966. The plan they adopted (see below) shows all of the open sites on the Mall as remaining open. The plan also specifically proposed a garden on the south side of the Mall, opposite the current National Gallery Sculpture Garden, and just to the east of the Arts and Industries Building. Such a garden was also a feature of the McMillan Plan.

In the years since the Mall Master Plan was approved, many significant changes have been accepted, most frequently for the purpose of creating national museums. Specific changes to the plan include:

- The construction of the East Wing of the National Gallery on a site shown on the 1966 Mall Master Plan as open space, but shown on the McMillan Plan as appropriate for a significant building.

- The construction of the Holocaust Memorial Museum on a site shown on the 1966 Mall Master Plan as open space, but shown on the McMillan Plan as appropriate for a significant building. (NCPC approved this change in File No. 2061, September 3, 1981)

- The construction of the Hirshhorn Museum located where both the Mall Master Plan and the McMillan Plan had recommended a garden. NCPC approved this building despite stating clearly that an important goal of the 1966 Plan would be to keep “the Archives cross-axis broadly open between 7th and 9th Streets, as indicated on the McMillan and successor plans.” (“The Mall General Development Plan,” September 15, 1966, p. 4)
- The construction of the National Museum of the American Indian on a site shown on the Washington Mall Master Plan as open space, but shown on the McMillan Plan as appropriate for a significant building. (Approved by NCPC in April 1970)

The 1966 Washington Mall Master Plan reasserted the principles of the McMillan Plan and helped to reestablish the open, informal, and pedestrian qualities of the National Mall. Changes to the 1966 Master Plan have been allowed consistently when those changes allowed the construction of significant, national museums, the same “great museums” called for by the McMillan Commission.

While neither of the Commission’s most preferred sites (the Capitol Site and the Monument Site) are shown with a building on the 1966 Plan, both are shown on the McMillan Plan as being appropriate for substantial national buildings. Given that there is a history of consistent exception to the 1966 plan for museum buildings located on building sites that are shown on the McMillan Plan, the Commission feels that it is appropriate to recommend these two sites.
Master Planning for the Capitol Grounds

The Capitol Building and the Capitol Grounds have evolved continually since L’Enfant first recommended the site for the Capitol Building in 1791. In 1874, Frederick Law Olmsted was commissioned to design and execute a new plan for the Capitol Grounds, which were then bounded by Constitution, Independence, and NE and NW 1st Streets.

In 1901, after the McMillan Commission made recommendations for public buildings to surround Capitol Square, Congress began to acquire adjacent property. The 1928 Parsons Plan for the Enlargement of the Capitol Grounds identified properties to acquire and development possibilities north of Capitol Square, up to Union Station, and west to 3rd Street NW. In the 1930s, subsequent to the Parsons Plan, Congress acquired the bulk of the property that is now considered part of the Capitol Grounds.

In 1980, the Architect of the Capitol (George White) commissioned a Master Plan for the long-term preservation and development of the Capitol Grounds. This plan included a detailed analysis of the future space needs of Congress and recommended development options that would meet those space needs, while also preserving and enhancing the overall character of the grounds.

The plan identifies different areas of the Capitol Grounds as being more or less constrained for significant development. The site identified by the Commission as its recommended site for the Museum (Square 575) is shown on the Master Plan as open space.

However, in the background documentation for the Capitol Grounds Master Plan (“Towards a Master Plan for the United States Capitol, 1977”) the site is specifically identified as appropriate for a future building, particularly one with massing similar to that of the Botanic Garden’s Conservatory building, which would be across the reflecting pool from it. That report says:
... the urban design quality of the Mall and its visual relation to the Capitol would be enhanced by a building on Square 575 to balance the U.S. Botanic Garden to the south.

This recommendation was consistent with a Commission of Fine Arts plan approved by Congress in 1929 that called for the construction of a building on Square 575 to balance the proposed U.S. Botanic Garden building that was later built on the opposite side of the Mall.

Diagram from 1977 study showing the Capitol Site as a "Recommended Building Site."
Recent Planning Initiatives
The demand for locations for memorials and museums in Washington, D.C. is extremely strong. The regulatory agencies which are now charged with managing the planning and development of the city, and especially its monumental core, have responded with several measures designed to help manage and regulate where memorials and museums can be placed.

The Commemorative Works Act and Commemorative Zone Policy
The Commemorative Works Act of 1986 (CWA) sets standards for the placement of memorials on certain federal land in the District of Columbia and environs. While the CWA does not explicitly include museums, the district’s principal planning agencies (the National Capitol Planning Commission, The Commission of Fine Arts, and the National Capitol Memorials Commission) consider museum proposals in much the same way they consider memorial proposals.

These planning agencies have formulated a new Commemorative Zone Policy with proposed revisions to the Commemorative Works Act. This policy establishes a Reserve in the central cross axis of the Mall (red on the map) “in which [the three agencies] will approve no new museum or memorial sites.” The policy also extends the regulatory process for memorial proposals to museums. The Monument Site, one of the Commission’s preferred sites, is within this Reserve. The other proposed sites are either within Area One (yellow), immediately adjacent to the Reserve, or within the area controlled by the Architect of the Capitol (striped).

The Commemorative Zone Policy does not explain the discrepancy between the Reserve and the L’Enfant and McMillan Plans, which specifically included buildings on some of the vacant sites within the proposed “no-build” zone of the Reserve.

The Commemorative Zone Policy has not yet been formally incorporated into the Commemorative Works Act. Because the policy has not been included in the CWA, the National Museum of African American History and Culture would be exempt from the provisions of this act and thus reviewed by the National Capitol Memorial Commission. Depending on the site, the Museum would still be subject to review by the National Capitol Planning Commission (NCPC) and by the Commission of Fine Arts (CFA).
The Memorials and Museum’s Master Plan

The Memorials and Museums Master Plan (MMMP) is a cooperative effort of the National Capital Planning Commission, the Commission of Fine Arts, and the National Capital Memorial Commission. It is designed “to guide the location and development of future commemorative and cultural facilities in the District of Columbia and its environs.” The MMMP recommends adoption of the Reserve policy and goes on to identify possible sites for new memorials and museums, including several sites that were included in the Commission’s selection of preferred sites.

As a Master Plan, the MMMP does not have any regulatory authority. Memorials and museums can still be located in other locations besides those identified in the plan, but the regulatory bodies will more easily endorse and support proposals that are on sites included in the MMMP. Of the Commission’s preferred sites, the Liberty Loan and Overlook sites are included in the MMMP.
Implications of These Plans for the Museum

All of the plans developed over the past century pay deference to the McMillan Plan. It remains the seminal guiding document for the National Mall. Subsequent plans have made efforts to update the McMillan plan for changing needs and priorities, while also remaining true to the fundamental principles of that plan.

In selecting and assessing potential sites for the Museum, the Commission used the McMillan Plan as its primary guideline. All of the Commission’s Preliminary and Preferred Sites are either specifically shown on the McMillan Plan or outside of its limits.

The more recent plans for the Mall, especially those that adopt the Reserve policy, are more difficult to reconcile with the necessity that the Museum be sited “on or adjacent to the National Mall.” For example, the Memorials and Museums Master Plan states that:

> With the completion of construction of the National Museum of the American Indian at 3rd Street and Maryland Avenue, SW, the McMillan Plan for the Mall will be complete. No undeveloped sites for major new museums within the area between 3rd and 14th Streets remain.

The McMillan Plan, for that portion of the Mall between 3rd and 14th, will be complete. However, the McMillan Plan for other areas of the Mall remains incomplete. Both the Capitol Site and the Monument Site are now vacant. They are shown on the McMillan Plan with substantial, monumental buildings on them. The MMMP avoids this contradiction by defining the McMillan Plan as the area between 3rd and 14th Streets. In fact, the Plan extended from the Capitol to the Lincoln Memorial and “monumental buildings” were proposed to border it from 1st Street to 15th Street. The Capitol site is between 1st and 3rd Streets; the Monument site is between 14th and 15th Street.

In the past thirty years, the National Capitol Planning Commission and the Commission of Fine Arts have made exceptions to their own planning documents (principally the Washington Mall Master Plan of 1966) when proposals for national museums were consistent with the McMillan plan and had strong public support. It seems logical that such an exception should be made in this case as well.

The National Museum of African American History and Culture is an exceptional project and will likely receive strong support from Congress. Congress could establish the Museum without regard to any recent regulatory agency recommendations. However, any project will have an easier time gaining funding and public support if it conforms as closely as possible to the concerns that the regulatory agencies bring to the table.
4. Site Identification and Evaluation

Preliminary Site Identification

The Legislation required that the Commission identify potential sites for the Museum that are “on or adjacent to the National Mall.” The Commission asked E. Verner Johnson and Associates, Museum Architects and Planners (EVJA) to assist with this task. EVJA was selected for this work partly because they had done a significant amount of work for the Smithsonian and were very familiar with the city and with the needs of major national museums.

After researching the possibilities, EVJA identified eleven sites that met these minimal criteria:

1. On or adjacent to the Mall as defined in the McMillan Plan.
2. Close to other major museums and the attendant visitor traffic they generate. This criteria focused attention on the eastern end of the Mall.
3. Large enough to accommodate a major museum. The preliminary assumption was that the Museum would be about the size of the Holocaust Museum or the new National Museum of the American Indian. Such a facility would require approximately 100,000 square feet (2.5 acres) or greater, preferably at least 200,000 square feet (five acres).
4. Potentially available.

While no property was considered off limits, EVJA focused attention on the properties that would be most readily available.

Additional sites were also considered, but were not included because they did not meet the minimal criteria outlined above of being on or adjacent to the Mall, close to other major museums, large enough to accommodate a major museum, and potentially available. Several of these sites were brought up in subsequent public discussion. They are discussed in some detail in an addenda to this report.
**Preliminary Sites**

At the second Commission meeting, the Commissioners received a copy of the Site Briefing Book, which contained factual information about the preliminary sites, a site location overview map, diagrams of each site, information about the history of planning and current planning initiatives in Washington, D.C., and summary data about comparable museums.

The Site Briefing Book was intended to provide factual data that the Commissioners could use as they looked at the sites during a tour that took place during the Commission meeting.

The eleven sites identified in that report were:

1. The Arts and Industries Building on the Mall next to the Smithsonian Castle.
2. The Department of Education Site on Maryland Avenue near the Air and Space Museum.
3. The Capitol Site just to the north of the Capitol Reflecting Pool at the beginning of Pennsylvania Avenue.
4. The Old Post Office on Pennsylvania Avenue.
5. The Monument Site on the north side of the Mall near the Washington Monument.
6. The South Monument Site on the south side of the Mall near the Washington Monument.
7. The Auditor’s Building to the south of the Mall on 14th Street near the United States Holocaust Memorial Museum.
8. The Liberty Loan Site on 14th Street across Maine Avenue from the Tidal Basin.
9. The Portals Site on 14th Street across from the Liberty Loan Building and part of the Portals development.
10. The Overlook Site at the end of 10th Street (L’Enfant Boulevard) overlooking the water, one half mile south of the Smithsonian Castle.
11. The Southwest Waterfront just south of Site 10, along the waterfront.

The text and illustrations included here are the same text and illustrations that appeared in the Site Briefing Book with minor editing for consistency in wording and format with the rest of this report.
Site Context Map

6 South Monument Site
5 Monument Site
4 Old Post Office
1 Arts and Industries Building
2 Department of Education Site
3 Capitol Site

7 Auditor’s Building
8 Liberty Loan Site
9 Portals Site
11 Southwest Waterfront
10 10th Street Overlook
1. The Arts and Industries Building

Area of Site: N/A

Building Area: 104,000 SF/Floor (approx.)
Total building 150,000 SF (approx.)

Location: Independence Avenue near 9th St.

Jurisdiction: The Arts and Industries Building is controlled by the Smithsonian Institution.

The Site: The Arts and Industries Building is next door to the Smithsonian Castle on the south side of the Mall. It is distinctive and highly visible to visitors. It is near the Smithsonian Metro stop.

Background: The Arts and Industries Building was built as the Smithsonian’s first exhibition building in 1881. It was originally designed as a large, open building with abundant windows to allow natural light into every space. Over the years, the courtyards have been enclosed, balconies and mechanical areas have been added, and originally open areas have been closed off for various purposes.

The building is currently used by the Smithsonian to house temporary exhibitions, a cafe, a store, a small theater, and staff offices.

Smithsonian Plans: The Smithsonian Institution has been planning for the renovation of the Arts and Industries building for several years. They currently are in the process of developing detailed plans for the restoration and updating of the building. The plans include reopening the spaces that have been closed off and connecting the building underground with the underground spaces of the Museum of African Art, the Ripley Center, and the Sackler Gallery. The new underground spaces will accommodate new mechanical systems for the building and staff work areas.

Availability: Secretary Small has publicly stated that the Smithsonian is open to the use of the building as an African American museum.
2. The Department of Education Site

**Area of Site:** 215,000 SF (approx.)

**Building Area:** 76,000 SF/Floor (approx.)
Total building 532,000 SF (approx.)

**Location:** Maryland Avenue SW between 4th and 6th Streets. The site is across from the Air and Space Museum and near the National Museum of the American Indian.

**Jurisdiction:** General Services Administration and Department of Education

The **Site:** The Department of Education site includes the Education Building and the plaza in front of the building. The public outdoor space could also incorporate the smaller plaza across Maryland Avenue from the primary site. The site is adjacent to the Mall and is directly across from the Air and Space Museum and the National Museum of the American Indian. Maryland Avenue is one of L’Enfant’s principal avenues, with a direct view of the Capitol.

**Availability:** The Department of Education currently occupies the building and has reportedly renovated it recently. Using this site would require relocating the Department of Education and possibly replacing the building with a new museum building.

**Other Sites:** Other GSA-controlled buildings adjacent to the south side of the Mall could also be considered for use by the Museum. These include the NASA headquarters, the Voice of America Building, the Health and Human Services Building, and The Hubert Humphrey Building. The Department of Education site is the most promising of these sites because of its relationship to the other museums, its relatively small size, and the opportunities the plaza presents.
3. The Capitol Site

Area of Site: 230,000 SF (approx.)

Building Area: N/A

Location: Between Pennsylvania Avenue, Constitution Avenue, and 1st and 3rd Streets NW

Jurisdiction: The Architect of the Capitol

The Site: The site is just north of the reflecting pool, at the beginning of Capitol Hill. It is part of the National Mall as outlined by the McMillan Commission. The site is prominent and visible from major city streets and from the Capitol itself. The site directly mirrors the U.S. Botanical Garden site at the foot of the Capitol, to the south of the Reflecting Pool.

Availability: The Central Artery runs under a portion of the site and may affect constructability of a museum building. The site is reportedly slated to be used as a site for a memorial for Congressional Interns. There are mature trees on the east side of the site.
4. The Old Post Office

Area of Site: N/A

Building Area: 58,000 SF/Floor (approx.). Total building 580,000 SF (approx.)

Location: Corner of Pennsylvania Avenue and 12th Street NW

Jurisdiction: General Services Administration

The Site and Building: The building is located about one block north of the Mall near the Natural History and American History Museums.

Background: The Old Post Office was completed in 1899 and is a prominent and highly recognizable building on Pennsylvania Avenue with its robust Richardsonian Romanesque stone construction and 315’ tall clock tower. The building was built as the headquarters for the U.S. Postal Service and is laid out to accommodate offices with a 100’ by 184’ central courtyard that provides light to the inner offices. The building is currently used as offices, with some retail and food service areas on the lower level.

Availability: The building may be available due to government reorganization.
5. The Monument Site

Area of Site: 220,000 SF (approx.)

Building Area: N/A

Location: Between Constitution and Madison Avenues, and 14th and 15th Streets, just west of the Museum of American History, and at the foot of the Washington Monument

Jurisdiction: National Park Service

The Site: The site is on the Mall at the base of the Washington Monument. It is highly visible from several busy streets. It is readily accessible to visitors to the Washington Monument or to the Museum of American History, which are just across 14th Street.

Background: This site (along with Site 6) was identified on the 1901 McMillan plan as a potential site for government buildings.

Availability: The site is included in the Memorials and Museums Master Plan as part of The Reserve, an area in which “no new memorial or museum sites will be approved” (p. 7). Because the site is part of The Reserve, the agencies that created this plan would likely oppose use of the site for a museum. There may be ways to overcome this initial opposition.
6. The South Monument

Area of Site: 91,000 SF (approx.)

Building Area: N/A

Location: Between Independence and Jefferson Avenues, and 14th and 15th Streets

The Site: The site is on the Mall at the base of the Washington Monument. The site mirrors Site 5, but is substantially smaller because of the asymmetry of the Mall itself (the axis of the Mall is a few degrees off the main street grid of the city). The site is highly visible from several busy streets and is readily accessible to visitors to the Monument or to the Holocaust Museum, which are just down 14th Street.

Background: This site (along with Site 5) was identified on the 1901 McMillan plan as a potential site for government buildings.

Availability: The site is included in the Memorials and Museums Master Plan as part of The Reserve, an area in which “no new memorial or museum sites will be approved” (p. 7). Because the site is part of The Reserve, the agencies that created this plan would likely oppose use of the site for a museum. There may be ways to overcome this initial opposition.

Notes: It may be possible to connect this site with Site 5 with an underground facility that extends beneath the center of the Mall. It may also be possible to connect this site with the Auditor’s Building (Site 7) either underground or via a bridge over Independence Avenue.
7. The Auditor’s Building

Area of Site: 85,000 SF (approx.)

Building Area: 35,000 SF/Floor (approx.)
Total building 210,000 SF (approx.)

Location: At the corner of Independence Avenue and 14th Street

Jurisdiction: General Services Administration

The Site and Building: The Auditor’s Building is adjacent to the Mall near the Washington Monument and the Holocaust Museum. The dark-red brick Victorian style building was completed in 1880. It is listed on the National Register of Historic Places. The building was designed as office space and the 19th century layout (roughly “E” shaped) is designed to let light and air into the office spaces. The distinctive building is prominent and easily recognized.

Availability: The building is currently the headquarters for the U.S. Forest Service, which would need to relocate. It may be possible to connect the building underground or above ground to Site 6.
8. The Liberty Loan Site

**Area of Site:** 110,000 SF (approx.)

**Area of Existing Building:**
31,000 SF/Floor (approx.)
Total building 155,000 SF (approx.)

**Location:** 14th Street, just south of the Bureau of Engraving and Printing Building, overlooking the Tidal Basin, and at the foot of the 14th Street bridge

**Jurisdiction:** General Services Administration

**The Site and Building:** The site is occupied by an undistinguished government office building. The site has the potential to be highly visible from cars entering the city on the 14th Street Bridge. It is a one-block walk south from the Holocaust Museum and two blocks from the Mall. There are excellent views to the Tidal Basin and the Jefferson Memorial. The current building would most likely have to be removed.

**Availability:** Uncertain.

**Notes:** The site is down the street from the Holocaust Museum and is highly visible to traffic entering the city from the south. Using the site would most likely require removing the building and rerouting the high way ramp.
9. The Portals Site

**Area of Site:** 297,000 SF (approx.)

**Building Area:** N/A

**Location:** 14th Street SW across from Site 7 and near the Holocaust Museum

**Jurisdiction:** Privately owned

**The Site:** The site is currently vacant and is used for parking. The site has the potential to be highly visible from cars entering the city on the 14th Street Bridge. It is a one-block walk south from the Holocaust Museum and two blocks from the Mall.

**Availability:** Republic Properties owns the site and has plans in place to develop the parcel as a series of office buildings that will become part of the Portals complex, which is on the other side of the Maryland Avenue railroad right-of-way. Their construction plans will move forward when they have leased sufficient space to make the construction viable. The Museum would occupy one of the proposed building sites. Purchase of the site could have to be negotiated with Republic Properties.
10. The 10th Street Overlook

**Area of Site:** 347,000 SF (approx.)

**Building Area:** N/A

**Location:** At the south end of 10th Street at the end of L'Enfant Promenade

**Jurisdiction:** National Park Service

The site is nearly four blocks from the Mall. It is on axis with the Smithsonian Castle and is the terminus of L'Enfant Promenade. The Forrestal Building blocks views of the site from the Castle and vice versa. The site overlooks the Southwest waterfront along Maine Avenue. L'Enfant Promenade crosses I-395, which is adjacent to the site. This may be noisy and could affect air quality. The site is also part of a mixed-use neighborhood with both residential and commercial properties.

**Notes:** The site is currently the location of the Benjamin Banneker Park.

**Availability:** The site has the potential to be part of a larger redevelopment effort of the area, including the Southwest Waterfront. A museum would likely be seen as a highly desirable use for the site as it would anchor the end of L'Enfant Promenade as well as tie the Promenade to the waterfront.
11. The Southwest Waterfront

Area of Site: N/A

Building Area: N/A

Location: Along Maine Avenue fronting on the Washington Channel, just south of Site 10

Jurisdiction: Largely privately owned

Notes: Washington, D.C. planners are working on a redevelopment plan for the Southwest Waterfront that could incorporate a major museum. No specific site has been identified, but the Site and Building Committee could work with the planners to include a desirable museum site in the redevelopment proposals.
Notes on Converting Office Buildings to Museums

There are many GSA owned office building on sites adjacent to the Mall, just south of Independence Avenue. Only the Department of Education site was included here as representative of these potential sites. The Education building is perhaps the most desirable of the sites, as it is ideally located near the Air and Space Museum and the National Museum of the American Indian, and also has the potential for a very pleasant open plaza along Maryland Avenue. The costs and other factors would not vary significantly between this site and the others along the south side of Independence, so each one was not analyzed individually.

In general, office buildings are not desirable for conversion into museums. Some of the issues that arise when attempting to convert office buildings include:

- **Floor Loading Capacities**: Office building floors are typically built for 100 lb/SF floor loads. Museums need 300 lbs/SF in many areas.
- **Low Ceilings**: Offices have eight to ten foot ceilings. Museums need 15, 20, or 30 foot ceilings for many of their spaces.
- **Short-Spans Typically Used in the Structure of an Office Building**: They usually do not allow for the large, open areas needed for exhibits or performance spaces.
- **Vapor Barriers**: It is difficult to retrofit adequate vapor barriers into an older building to create the museum-quality temperature and humidity controls which are necessary for the preservation of valuable museum artifacts.
- **Exterior Design**: The exterior design of an office building typically reflects its interior functions. An office building exterior would not likely be an architectural expression suitable for the nation's African American Museum.

Because of these differences in building type, it is nearly always more cost-effective to tear down an existing office building than it would be to make the necessary structural and other changes needed to retrofit museum spaces into a structure designed for an entirely different purpose.

Of course, tearing down a major building is costly, especially when it is in good condition, as are the office buildings near the Mall. Costs include demolition and relocating the offices currently in the building. Relocating the offices would most likely involve either new construction or renovating an existing building. In a highly constrained real estate environment like downtown Washington, D.C., replacing office space is very expensive and would add substantially to the cost of the project, as can be seen in the full analysis of the Liberty Loan building later in this report.
Preliminary Site Evaluation

Discussion of Preliminary Site Pros and Cons
The Commissioners received the Site Briefing Book before the September 25th Commission meeting. At the meeting, all of the Commissioners present visited each of the eleven sites. After the site visits, the Site and Building Committee presented additional factual information and answered questions about each site. During the subsequent discussion by Commission members, the following pros and cons were identified for each preliminary site:

1. Arts and Industries Building

Pros: Available
On the Mall
Accessible to Metro

Cons: Limited Space
Difficult to achieve museum quality environment
Not distinctly African American
May not lend itself to some programs (performances especially)
Creating adequate collection storage spaces in the building may be difficult
Historic status limits the ability to change the exterior and the configuration of the interior
No parking

2. Department of Education

Pros: Adjacent to the Mall
New building is possible if existing building is removed (existing building is not historic)
Adequate sized site
Adjacent to the Air and Space and American Indian museums
Near Metro

Cons: Difficult to relocate Dept. of Education
Difficult to make pedestrian friendly with busy, complex intersections
Could take time to move forward with a new building because of existing tenants
Demolition would add to costs
3. Capitol Site

**Pros:**
- Large, attractive site on the Mall
- Exceptionally visible from multiple main streets
- New building is possible
- “One Pennsylvania Avenue” would be a great address
- Potential to build something exceptional

**Cons:**
- Availability has not been determined
- Some building problems possible because of highway under west half of site
- Potential design limitations – height, etc., because of proximity to Capitol

4. Old Post Office

**Pros:**
- Highly visible
- Distinctive, historic design characteristics

**Cons:**
- Not on the Mall
- Not distinctly African American
- Office building configuration would be difficult to adapt
- Difficult to achieve Museum-quality environment within the historic structure
- Almost impossible to program museum functions in the space because of structural and other limitations
- Will always be known as “The Old Post Office”

5. Monument Site

**Pros:**
- Large, attractive site on the Mall
- New building is possible
- Highly visible from the Mall
- Adjacent to Smithsonian National Museum of American History
- Some historical connections to the project

**Cons:**
- Availability uncertain
- Seems like a traffic island with busy roads all around
- Outdoor activity would be possible
6. South Monument Site

Pros:  
- Attractive site on the Mall
- New building is possible
- Highly visible
- Could be combined with Site 7

Cons:  
- Availability uncertain
- Relatively small
- Linking with Site 7 could cause dysfunctional working environment
- Surrounded by busy streets, pedestrian unfriendly

7. Auditor’s Building

Pros:  
- Adjacent to Mall

Cons:  
- Relatively small
- Historic building would constrain adaptation
- Design is not distinctly African American
- Office building configuration would be difficult to adapt
- Difficult to achieve museum-quality environment

8. Liberty Loan Building

Pros:  
- Fairly visible site
- New building is possible if existing building is removed
- Near the Holocaust Museum
- Good views from site
- Icon building is possible

Cons:  
- Not on the Mall
- Relatively Small
- Difficult to relocate existing Treasury offices
- Distant from public transportation
- Not pedestrian friendly

9. Portals Site

Pros:  
- Highly visible site entering the city
- New building is possible
- Adequate size
- Near the Holocaust Museum
- Parking revenue possible

Cons:  
- Not on the Mall
- Acquisition cost could be high
- Unattractive neighborhood
- No obvious front door
10. 10th Street Overlook

Pros:  
- Largest site  
- New building is possible  
- Excellent views from site to the river  
- Future plans look promising for the waterfront area. The museum would be at the center of the new development  
- City needs an anchor tenant for the area. The museum would give the area symbolic power  
- Most available of any site on list, in need of renewal  
- Could give people a reason to go left from the L’Enfant Plaza Hotel  
- Parking would be integrated into the site  
- Relatively good Metro access  
- Could make a strong statement architecturally on the site. No need to be sensitive to surrounding classical context  
- Straight walk to the Smithsonian Museum of African Art  
- Good potential access from the Mall, easier to get to than the Holocaust Museum  
- The L’Enfant Promenade could be a plus if the museum used it for programming  
- $12M has been appropriated for L’Enfant Promenade renewal and “softening”  
- Has historic connections with waterfront activities and African American neighborhoods  
- The Pearl replica could be docked at a nearby wharf  
- Could accommodate a full range of African American activities  
- Could become a destination cultural center  
- Real linkage to where people work, live, and eat

Cons:  
- Not on the Mall  
- Development coordination could present difficulties  
- Forrestal building blocks view from and to the Mall  
- Would need to be cautious about expanding scope/costs

11. Southwest Waterfront

Pros:  
- Potentially available because of redevelopment  
- Waterfront location

Cons:  
- Not on the Mall  
- No museum site in current redevelopment plans
5. Analysis of Preferred Sites

Selection and Analysis of the Preferred Sites

After visiting the eleven sites and discussing their pros and cons, each Commissioner was asked to identify four preferred sites for further analysis. These individual preferences were tallied and ranked. The four sites at the top of the rankings were:

- **The Capitol Site** (Site three of the preliminary eleven sites).
- **The Monument Site** (Site five of the preliminary eleven sites).
- **The Liberty Loan Site** (Site six of the preliminary eleven sites).
- **The Overlook Site** with a connection to the waterfront (Sites ten and eleven of the preliminary eleven sites).

While it was not selected as one of the four preferred sites, **The Arts and Industries Building** was included as a fifth site for further analysis because it is included specifically in the legislation.

This section includes a detailed analysis of the five sites. The material is drawn primarily from the *Preferred Site Analysis Report* that was presented to the Commission at the December meeting. It begins with overview diagrams, including:

- A **Site Location Map** providing context for the five sites.
- The **Metro Stations and Shuttle Bus Stops** diagram that shows the relationship of the sites to the existing public transportation system.

Each of the five sites is analyzed under six areas:

- **Description and Comments**, including essential details, history, and analysis of the site.
- A **Site Context** diagram that shows the relationship of the site to the surrounding area.
- A **Site Plan** that illustrates at least one way that the proposed Museum might fit on the site, taking into account the site context and the specific attributes of the site itself.
- An **Organization Concept** diagram that illustrates at least one way that the spaces defined in the Outline Facility Program might be accommodated on the site. Such a diagram helps to understand the opportunities and constraints that the site introduces in meeting the program.
• A Massing Study diagram that illustrates at least one approach to organizing the three-dimensional mass of the building on the site. The Massing Study helps to consider how the full bulk of the building might work on the site and to see how a new building will interrelate with the other buildings in the area and with the site itself.

It is important to note that all of these diagrams are preliminary and conceptual. They were meant to help facilitate discussion about the possibilities offered by the site. When an architect is selected to design the Museum, multiple options will be studied before a final plan is selected.

Metro Stations and Shuttle Bus Stops
Site Locations Map

The sites analyzed in this section are shown in bright yellow. The other preliminary sites are shown in pale yellow. The area of the Capitol Grounds is surrounded by a dashed line.
The Capitol Site

**Area of Site:** 5.25 acres (230,000 SF)

**Location:** Between Pennsylvania and Constitution avenues, and 1st and 3rd Streets NW

**Jurisdiction:** The Architect of the Capitol oversees the site. As part of the Capitol Grounds, Congress itself makes final decisions about any use of the site.

**The Site:** The site is adjacent to the Capitol. It is just north of the reflecting pool and is considered part of the National Mall. The site is prominent and visible from major city streets and from the Capitol itself. The site directly mirrors the U.S. Botanic Garden site on the other side of the Mall, to the south of the Reflecting Pool.

**Approvals:** Congress can direct that the Capitol grounds be used for any purpose it deems appropriate. The National Capitol Planning Commission, the Commission of Fine Arts, and the National Capitol Memorial Commission have no direct jurisdiction over any site on the Capitol grounds, but will likely be influential in any discussions.

View of the site in the summer of 2002 looking west.

View of the site (to the right of the reflecting pool) in relation to the Capitol.

View of the site from the Capitol.

View of the site in the summer of 2002 looking west.
**History**

The site is shown as Building Lot 575 on L’Enfant’s original plan for the city. At that time, it was well outside the limits of the Capitol Grounds.

In 1874, Frederick Law Olmsted was commissioned to plan and oversee the enlargement of the Capitol Grounds to accommodate expansion of the Capitol Building. His plan encompassed the area between Constitution Avenues, Independence Avenues, and east and west 1st Streets, what came to be called Capitol Square.

The McMillan Plan maintains Olmsted’s plan for Capitol Square and more clearly defines edges of the National Mall along the lines defined by the north and south edges of the grounds. The McMillan Plan envisioned a series of buildings around Capitol Square, creating an urban wall around the Grounds.

The 1928 Parsons Plan for the Enlargement of the Capitol Grounds identified properties to acquire and development possibilities, particularly to the north of Capitol Square, up to Union Station, and west to 3rd Street NW. In the 1930s, subsequent to the Parsons Plan, Congress acquired the bulk of the property that is now considered part of the Capitol Grounds.

The Reflecting Pool, to the west of the Capitol, was built in 1976 over the Central Artery, which passes under the western portion of the site.
Historical Analysis

Historically, the site has long been considered suitable for a building. The L’Enfant Plan shows it as a building lot. Frederick Law Olmsted’s plan in 1874 defines Capitol Square as ending at 1st Street, to the east of the site. The McMillan Plan shows the site as part of the newly redefined Mall with a monumental building on it, as seen in the plan and rendering here. In the background documentation for the Capitol Grounds Master Plan (‘Towards a Master Plan for the United States Capitol, 1977), the site is specifically identified as appropriate for a future building:

The urban design quality of the Mall and its visual relation to the Capitol would be enhanced by a building on Square 575 to balance the U.S. Botanic Garden to the south.

(See the longer discussion in the “Planning in Washington, D.C.” section for more detail on the Capitol Grounds Master Plan.)

From a historic perspective, a building on the Capitol Site would be consistent with all of the major Master Plans for the city.
Availability
Congress controls the Capitol Building and all of the surrounding grounds. Use of the site would require legislation directing that it be used for the Museum.

While there is no formal policy regarding the establishment of memorials or museums on the Capitol Grounds, Congress has never approved a memorial for any part of the site. The Taft Memorial and Carillon (to the north of the Capitol), which was dedicated in 1959, was apparently a special exception. A representative of the Architect of the Capitol's office said: “Many proposals for memorials on the Capitol Grounds are submitted to Congress. I am not sure what happens to them, but they never get approved.” It is not clear how this defacto policy will affect Congressional consideration of the site for use for a museum. The Architect of the Capitol's representative said: “No one has ever submitted a proposal for a museum on the Capitol Grounds.”

Legislation was recently passed designating that the site be used as a site for a Congressional Award Youth Park. Legislation was recently passed directing the Architect of the Capitol to organize and manage a design competition for the park. The Architect of the Capitol has prepared preliminary documents for review by Congress, but the project has not yet moved beyond that point.

With more than five acres available, the Museum and the Youth Park could easily share the site, as is done with the Conservatory building and gardens to the south.

The site is currently being used as a parking and staging area during the construction of the Capitol Visitor's Center. The Architect of the Capitol's office reports that they expect that the site will be needed for that purpose until 2005.

Historical Note
There is an interesting African American connection to the Capitol Site. The Baltimore & Ohio Railroad opened the first and only railroad depot in Washington in 1835 at 2nd Street and Pennsylvania NW. That station was there until 1851, when it moved to New Jersey and C Streets NW, and then later to 6th Street before moving finally to Union Station.

In 1849, the rail station at what is now the “Capitol Site” played a role in one of the most famous slave escapes in American history, when a slave who would become known as Henry “Box” Brown arranged to have himself shipped hidden inside a 2 foot by 3 foot wooden box from Richmond, VA to Philadelphia, where waiting abolitionists helped him gain his freedom. Mr. Brown’s stop in Washington during that historic 27 hour, 250 plus mile venture was at 2nd and Pennsylvania, because as Mr. Brown wrote in his 1851 Narrative, his box was transferred from a wagon to a train at the Washington rail depot, which he rode the rest of the way to Philadelphia. Thus, this site has an important historic connection to African Americans and the Underground Railroad.

“The resurrection of Henry Box Brown at Philadelphia, who escaped from Richmond Va. in a box 3 feet long 2 1/2 ft. deep and 2 ft wide”
Library of Congress: LC-USZCN4-225
The Capitol Site

Capitol Site Pros and Cons

Pros

• On the Capitol Grounds and the National Mall.
• Use of this site is completely controlled by Congress. They can approve use by the National Museum of African American History and Culture without agreement of other agencies.
• Close proximity to the museums on the Mall. This museum would “begin” museum row on the east.
• A new building could face a landscaped Capitol Grounds on the South and East. Could accommodate program with efficient but dramatic spaces.
• Site large enough to accommodate a significant public outdoor space.
• Site visible from Pennsylvania Avenue.
• Massing could accommodate an elevated outdoor space that could have views to the Mall and/or the Capitol.
• Good access to public transportation (both the metro and shuttles.)
• No possibility of future construction that would block views to the Mall, the Capitol, or down Pennsylvania Avenue.

Cons

• The Central Artery is under the western portion of the site, limiting the building footprint and expansion.
• The view corridor from Union Station to the Mall limits the building footprint and expansion possibilities (above ground only.)
The Capitol Site

Site Context

The Site Context diagram at right shows the relationship of the site to the surrounding area. Significant attributes of the Capitol Site’s context include the following:

- The site is on the Capitol Grounds and adjacent to the National Mall.
- The underground Central Artery runs under the Western portion of the site, limiting the Museum footprint and expansion.
- The site is adjacent to the Capitol Reflecting Pool.
- The site is adjacent to the Peace Monument.
- The site has two “urban” edges to the north and west (vehicle traffic on 3rd Street and Constitution Avenue) and two pedestrian friendly edges to the south and east, with a connection to the Capitol Grounds.
- The site has views to and from the National Mall.
- The site has views to and from the Capitol.
- The site is visible from Pennsylvania Avenue.
- The site is adjacent to the museums on the Mall. The site begins museum row on the east.
- The site has access to public transportation (both the metro and shuttles).
- The site has pedestrian access from the Mall and the Capitol, as well as from Pennsylvania Avenue and Constitution Avenue.
Site Plan Analysis showing Central Artery location and relationship to U.S. Botanic Garden site.
The Capitol Site

Site Plans

The following Site Plan diagrams illustrate two possible ways that the proposed Museum might fit on the site, taking into account the site context and the specific attributes of the site itself:

- The site has two “urban” edges to the north and west with busy vehicle traffic on 3rd Street and Constitution Avenue and two pedestrian friendly edges to the south and east to the Capitol Grounds.
- The Museum is shown located on the eastern portion of the site to avoid building near the underground Central Artery because of security and constructability issues.
- The view corridor between Union Station and the Mall is maintained.
- The Museum Entrance is shown off a Youth Park.
- The Youth Park relates to the Mall, Pennsylvania Avenue, Louisiana Avenue, and Union Station, while the building relates to the Capitol and the Capitol Grounds.
- Service access is easily accommodated from 1st Street and screened by existing mature trees. The service entry could also be from Constitution Avenue.
- The Museum faces south, taking advantage of sunlight on the entry facade.
- The parking on Pennsylvania Avenue, adjacent to the site, is controlled by the Senate’s Sergeant at Arms. Any changes to the parking would have to be cleared through that office.
- Several Memorial Trees exist on the site. These trees would have to be moved if new construction affects them. Other Memorial Trees were moved as part of preparations for the construction of the Capitol Visitor’s Center on the east side of the Capitol.

Note: These Site Plan diagrams are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site. When an architect is selected to design the Museum, multiple options will be studied before a final plan is selected.
Site Plan Option A:
Site plan diagram showing the size footprint for a museum with three levels of museum functions above grade and service / storage below grade.
Site Plan Option B:
Site plan diagram showing a museum with a similar size footprint to the U.S. Botanic Garden Conservatory (and two levels of museum above grade).
The Capitol Site
Organization Diagrams

The following Organization Diagrams illustrate two possible ways that the spaces defined in the Outline Facility Program might be accommodated on the site. Such diagrams help to understand the opportunities and constraints that the site introduces in meeting the program.

Organization Diagram Option A:
Organization diagram showing three levels of museum functions above grade and service/storage below grade
Note: These Organization Diagrams are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site.

**Organization Diagram Option B:**
Organization diagram showing above grade volume similar in scale to the U.S. Botanic Garden Conservatory.
The Capitol Site
Massing Diagrams

The following Massing Diagrams illustrate two possible approaches to organizing the three-dimensional mass of the building on the site. These Massing Studies help in considering how the full volume of the building might work on the site and to see how a new building could interrelate with the other buildings in the area and with the site itself.

Massing Diagram Option A:
*Massing diagram showing three levels of museum functions above grade and service/storage below grade*
Note: These Massing Study diagrams are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site.

Massing Diagram Option B:
Massing diagram showing above grade museum massing similar in scale to the U.S. Botanic Garden Conservatory.
The Capitol Site

Site Sections

The following Site Sections illustrate two possible approaches to the section of the building on the site. These Site Sections help in considering how the height of the building might work on the site and to see how a new building could interrelate with the other buildings in the area and with the site itself.

Site Section Option A:
*Site section showing height relationship to the East Wing of the National Gallery and to the Capitol.*

Site Section Option B:
*Site section showing height relationship to the East Wing of the National Gallery and to the Capitol.*

Note: These Site Sections are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site.
The Monument Site

**Area of Site:** 5.0 acres (220,000 SF)

**Location:** Between Constitution and Madison Avenues, and 14th and 15th Streets, just west of the Museum of American History, and northeast of the Washington Monument.

**Jurisdiction:** National Park Service

**The Site:** The site is on the Mall near the Washington Monument. It is highly visible from the Mall and several busy streets. It is readily accessible to visitors to the Washington Monument or to the National Museum of American History, which are just across 14th Street.

*In 1911, the Commission of Fine Arts approved this building for the site south of Constitution Avenue (then called B Street) between 14th and 15th Streets NW. The building was never built. This is the site referred to as the Monument Site.*
History
This site was identified on both the L’Enfant and the McMillan plans as a potential building site. In both plans, the site is at the intersection of the proposed row of monumental buildings north of the Mall (what is now Museum Row), and the similar row of buildings proposed for the east side of the Ellipse.

In 1910, the Commission of Fine Arts approved the use of this site for a new headquarters building for the State Department. Two of the Commission members at the time had also been members of the McMillan Commission: Daniel Burnham, and Frederick Law Olmsted, Jr. They suggested building the State Department building “south of B Street.” Further reference is made to the project in a letter from the acting Secretary of the Treasury to the House of Representatives in 1911, requesting funding for the State Department Building “to be located at the corner of Fourteenth and B Streets Northwest, on the reservation known as the Monument Grounds.” A rendering of the proposed building is reproduced to the left. The building was never built. More documentation is included in Appendix C.

The site was also considered as a possibility for the World War II memorial in 1995 and was reportedly discussed informally as a potential site for the African American Museum during the 1990s Smithsonian study.

Historical Analysis
According to both the L’Enfant and McMillan plans, the Monument Site is part of the central part of the Mall, which they extended from 1st Street to 15th Street. Over time, because nothing has been built on the site, many have come to consider the Mall as ending at 14th Street. It is difficult to reconcile these two views of the site. The clarity of the L’Enfant and McMillan plans is certainly compelling in the abstract, but plans do change over time to meet evolving circumstances.

Certainly the Washington Monument needs an appropriate site on which buildings do not intrude, but it is interesting to note that because of the asymmetry of the Mall itself, a new building on this
Availability
The National Park Service, which controls the site, has not taken a formal position about use of the site. Park Service staff members have noted that they consider the site to be part of the grounds of the Washington Monument. The site is included in the Memorials and Museums Master Plan (see above) as part of “The Reserve,” an area in which “no new memorial or museum sites will be approved.” Because the site is part of The Reserve, the agencies that created this plan (the National Capitol Planning Commission, the Commission of Fine Arts, and the National Capitol Memorial Commission) may not support use of the site for a museum; legislation directing use of this site for this Museum would be required.
Monument Site Pros and Cons

Pros

- On the National Mall adjacent to the Washington Monument.
- No closer than any other buildings to Washington Monument.
- At crossroads between the White House, National Mall, and Washington Monument.
- Could easily accommodate program with efficient but dramatic spaces.
- Adjacent to the National Museum of American History.
- Potential for large glass lobby that brings presence of the Mall and monuments into the building.
- Possible dramatic views from fourth floor level.
- Large enough to accommodate a significant outdoor space.

Cons

- Busy roads surround the site.
The Monument Site

Site Context

The Site Context diagram at right shows the relationship of the site to the surrounding area. Significant attributes of the Monument Site's context include the following:

- The most noticeable feature of this site is the Washington Monument adjacent to the southwest.
- A new museum building can be built on this site and be no closer to the Washington Monument than the existing buildings to the southwest of the Monument.
- The Mall is accessible from the site at the corner of Madison and 14th Street.
- The site has two “urban” edges to the north and east (vehicle traffic on 14th Street and Constitution Avenue) and two pedestrian friendly edges to the south and west, with a connection to the Washington Monument.
- The site has views to and from the National Mall.
- The site has views to and from the Washington Monument.
- The site shares 14th street with the Holocaust Museum across the Mall, and the American History Museum to the east.
- The site is adjacent to the museums on the Mall. It begins museum row on the west.
- The site has good access to public transportation, both the metro and shuttles.
Site Plan Analysis showing limit of construction area (no closer than other buildings to Washington Monument).
The Monument Site

Site Plans

The following Site Plan diagrams illustrate two possible ways that the proposed Museum might fit on the site taking into account the site context and the specific attributes of the site itself:

- The site comfortably accommodates the footprint established by the outline facility program.
- Setbacks similar to adjacent buildings could position the Museum on the site in a way that completes the urban fabric at this end of the Mall.
- The site has two “urban” edges to the north and east (vehicle traffic on 14th Street and Constitution Avenue) and two pedestrian friendly edges on the south and west.
- The site presents a significant opportunity to develop a vibrant south facing outdoor space given its location at the crossroads of the National Mall, White House, and the Washington Monument.
- The Museum Entrance is shown off an Entry Plaza to the south.
- The Entry Plaza could relate to the National Mall and the Washington Monument.
- Service access is easily accommodated off 14th Street. (The service entry could also be off of Constitution Avenue.)
- The Museum could face south, taking advantage of sunlight on the entry facade.

Note: These Site Plan diagrams is preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site. When an architect is selected to design the Museum, multiple options will be studied before a final plan is selected.
Site Plan Option A:
Site plan diagram showing the size footprint for a museum with three+ levels of museum functions above grade and service/storage below grade.
Site Plan Option B:

Site plan diagram showing a museum with museum functions below grade and a smaller footprint above grade.
The Monument Site
Organization Diagrams

The following Organization Diagrams illustrate two possible ways that the spaces defined in the Outline Facility Program might be accommodated on the site. Such diagrams help to understand the opportunities and constraints that the site introduces in meeting the program.

![Organization Diagram Option A: Organization diagram showing three levels+ of museum functions above grade and service/storage below grade.](image)
Note: These Organization Diagrams are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site.

Organization Diagram Option B:
*Organization diagram showing museum functions below grade and a smaller volume above grade.*
The Monument Site

Massing Diagrams

The following Massing Diagrams illustrate two possible approaches to organizing the three-dimensional mass of the building on the site. These Massing Studies help in considering how the full volume of the building might work on the site and to see how a new building could interrelate with the other buildings in the area and with the site itself.

Massing Diagram Option A:
Massing diagram showing three levels+ of museum functions above grade and service/storage below grade
Note: These Massing Study diagrams are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site.

Massing Diagram Option B:
Massing diagram showing smaller above grade museum massing.
The Monument Site

Site Sections

The following Site Sections illustrate two possible approaches to the section of the building on the site. These Site Sections help in considering how the height of the building might work on the site and to see how a new building could interrelate with the other buildings in the area and with the site itself.

Site Section Option A:
*Site section showing height relationship to the Washington Monument and Museum of American History.*

Site Section Option B:
*Site section showing height relationship to the Washington Monument and Museum of American History.*

Note: These Site Sections are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site.
The Liberty Loan Site

**Area of Site:** 2.5 acres (110,000 SF)

**Building Area:** 31,000 SF/Floor (approx.)
Total existing building 155,000 SF (approx.)

**Location:** 14th Street, just south of the Bureau of Engraving and Printing Building, overlooking the Tidal Basin, and at the foot of the 14th Street bridge

**Jurisdiction:** General Services Admin.
In use by the Treasury Department

**The Site:** The Liberty Loan Site is occupied by an undistinguished government office building, reportedly the last of the World War II temporary buildings in central D.C. The site is a one-block walk south from the Holocaust Museum and two blocks from the Mall. There are excellent views to the Tidal Basin and the Jefferson Memorial. A ramp for the adjacent roadways goes through the building. The current building would have to be removed in order to use the site for a museum.

**Approvals:** The National Capitol Planning Commission and the Commission of Fine Arts would have to approve the design of a building on this site.

*View of the east facade of the existing building.*

*The roadway tunnel is at the bottom center.*
History
Neither the building nor the site have any special historic value. The site is near the southernmost vertex of the McMillan Plan for the National Mall.

Availability
As federal property, the building should be available for use as a national museum, especially since it is listed in the Memorials and Museums Master Plan as a potential museum site. It is uncertain how difficult the process would be to acquire the building, either within or outside of GSA’s normal surplus property process. The existing tenants would have to be relocated, and the Museum would want the highway ramp that passes through the building closed or rerouted. Both of these might take time to plan and execute. According to the building manager, the existing tenants would prefer to move because of security concerns about the highway ramp.
Liberty Loan Site Pros and Cons

Pros

• With the proposed expressway connection across the 14th Street Bridge, the building could act as a gateway to the city, lending it iconic importance.

• Potential views of prominent Washington landmarks on the Tidal Basin, including the Jefferson Memorial, the Franklin Delano Roosevelt Memorial, and the future site of the proposed Martin Luther King Memorial. To the northwest there is also a view of the Washington Monument.

• Near the Holocaust Museum on 14th Street.

• With the Development of the Mandarin Hotel across 14th Street, the street will take on a more prominent character.

Cons

• The site is not on the Mall.

• There would be no room for parking, a plaza, or landscaping because the site is small.

• There would be no room for an outdoor space unless it were a terrace or roof garden.

• Traffic is busy on two of the three sides of the site, which makes it less pedestrian friendly.

• No possibility of future expansion.

• Existing building must be demolished.
The Liberty Loan Site
Site Context

The Site Context Diagram at right shows the relationship of the site to the surrounding area. Significant attributes of the Liberty Loan site’s context include the following:

- The site is four blocks from the southwest corner of the Mall on 14th Street.
- The site is triangular in shape and framed by 14th Street to the east, 15th Street to the northwest, D Street to the north, and Maine Avenue to the southwest.
- The site has two urban edges busy with traffic on 14th Street and Maine Avenue.
- There is little traffic on the north side of the site, on D Street, which is between the site and the Bureau of Engraving and Printing Building. This would be the best location for service.
- The views from the site encompass landmarks along the Tidal Basin, including the Jefferson Memorial, the Franklin Delano Roosevelt Memorial, and the future site of the proposed Martin Luther King Memorial.
- The site has a view of the Washington Monument to the northwest.
- The site is adjacent to the Bureau of Engraving and Printing, which has its entry on 15th Street.
- The site is two blocks south from the Holocaust Museum, which has its entry on 14th Street.
The Liberty Loan Site

Site Plan

The site diagram at right illustrates one way that the proposed Museum might fit on the site taking into account the site context and the specific attributes of the site itself:

• The pedestrian link, with the entry to the Holocaust Museum on 14th street, sets a precedent for pedestrians on 14th Street. This could be the best entry location.

• An entry on 14th Street, close to the north, could attract pedestrians walking from the Mall, the Holocaust Museum, and Metro stop.

• The site traffic on Maine Avenue SW is fairly busy and not pedestrian friendly, but could be appropriate for Group Bus drop-off.

• Service could be on the north side of the building.

• Public gathering spaces could be located to the southwest to maximize the views of landmarks along the Tidal Basin, including the Jefferson Memorial, the Franklin Delano Roosevelt Memorial, and the future site of the Martin Luther King Memorial.

• Program elements oriented to the northwest on higher floors could see the view to the Washington Monument.

Note: This Site Plan diagram is preliminary and conceptual. It is meant to help facilitate discussion about the possibilities offered by the site. When an architect is selected to design the Museum, multiple options will be studied before a final plan is selected.
The Liberty Loan Site
Organization Diagram

The Organization Concept at right illustrates one way that the 350,000 square feet of area detailed in the Outline Facility Program might be accommodated on the site. Such a diagram helps to understand the opportunities and constraints that the site introduces in meeting the program:

- The diagram shows the Museum with five full levels and partial level below grade. Because the site is smaller than the others, a five level building is required to fit the program requirements.
- The most public facade of the Museum on 14th Street could step in to allow for an outdoor space at the entry.
- A large gathering space on the entry level could have glass walls oriented on the entry side to the east and to the views of the water to the southwest.
- Doors from the southwest could allow Group Entry from the Bus drop-off on the Maine Avenue side of the Lobby.
- The Theater, Exhibits, and Visitor Services could be located off the Lobby on the Entry Level.
- Receiving could be located on D Street on the Entry Level and can be connected to Building Services on the Lower Floor by elevator.
- The Second Floor could contain Exhibits and the two small Theaters. This level could be entirely public, with a large well visually connecting the Exhibits with the Lobby below and another Exhibit well visually connecting with the Exhibits below.
- The Third Floor could be comprised of Exhibits only, with visual connections to the floors below.
- The Curators and Collections could be located on the Fourth Floor so curators could interface conveniently with the collection. Curators could have views to the Tidal Basin and Washington Monument.
- The Fifth Floor could allow the public to experience spectacular views from the Dining facilities.
- The north side of the Fifth Floor could accommodate Administration areas, which then also have excellent views.

Note: This Organization Diagram is preliminary and conceptual. It is meant to help facilitate discussion about the possibilities offered by the site.
The Liberty Loan Site
Massing

The Massing Diagram at right illustrates one approach to organizing the three-dimensional mass of the building on the site. The Massing Study helps in considering how the full volume of the building might work on the site and to see how a new building could interrelate with the other buildings in the area and with the site itself:

- The program allows the Museum height to be five levels above grade. This is higher than the adjacent Bureau of Engraving and Printing, but could probably be much lower than the Mandarin Hotel, which is under construction across 14th Street.
- The Museum’s massing could be indented at the East Entry to make the entry more inviting.
- The massing at the southwest could be indented at the glass lobby wall to reduce solar gain by naturally shading the glass with the building mass to the south.
- If the massing were indented on the southwest side, public spaces could be placed on four of the five levels to maximize the views of the Tidal Basin.
- The massing of the building could be pulled very tightly against D Street to maximize the footprint, except where room is needed for a truck turn at receiving.

Note: This massing study diagram is preliminary and conceptual. It is meant to help facilitate discussion about the possibilities offered by the site.
The Overlook Site

**Area of Site:** 8.0 acres (347,000 SF)

**Location:** At the south end of 10th Street, at the end of L’Enfant Promenade

**Jurisdiction:** The National Park Service

**The Site:** The Overlook site is at the end of L’Enfant Promenade, approximately four blocks from the Mall. It is on axis with the Smithsonian Castle, but the Forrestal Building blocks views of the site from the Castle and vice versa. The site overlooks the Southwest Waterfront along Maine Avenue.

**Approvals:** The National Capitol Planning Commission and the Commission of Fine Arts would have the authority to review any plans for a building on this site.

*View of the site looking northeast. The site is in the center of the image. L’Enfant Promenade crosses the highway towards the Mall, which is off the image to the right. The fish market is in the lower left.*
Current Plans for the Southwest Waterfront

The Washington, D.C. Office of Planning and the National Capitol Revitalization Commission (NCRC) are currently working on a major initiative to revitalize the Southwest Waterfront.

They see the area becoming a vital mix of residential, commercial, and retail uses, and are prepared to invest in the infrastructure required to attract high-quality development.

NCRC has already acquired some of the major properties, including the rights to the entire waterfront. They intend to seek funding to make infrastructure changes, including realigning roads, building a new waterfront park, and installing traffic calming and pedestrian friendly amenities.

A museum on the Overlook Site is a central part of the proposal. They see a museum as a way to draw people from the Mall to the waterfront.

The planners also see the site as potentially useful for a parking and transportation center. Transportation would include service access for the Museum, parking for visitors to the area, and an enclosed tour bus terminal. These uses could be made to be compatible with the Museum and would possibly make it easier for people to visit the Museum.
History

Historically, Washington, D.C. has paid little attention to the Southwest Waterfront neighborhood. In the early years of the city, it was an active port area, with associated waterfront activities.

The Southwest Waterfront was the site, in 1848, of the near escape of 77 slaves aboard the coastal schooner Pearl from the wharf at the end of 7th Street. Anthony Bowen, an educator and former slave, also made the waterfront area a stop on the Underground Railroad.

By the twentieth century, the waterfront had evolved into a diverse and active working-class neighborhood. In the 1950s and 60s, the waterfront fell victim to the urban renewal and the interstate highway system. The interstate cut the waterfront off from the city, and the development of massive government office buildings to the north of the highway destroyed the vibrant mix of homes and businesses that made up the area—many of them owned or occupied by African Americans.
Overlook Site Pros and Cons

Pros

- Near the waterfront.
- Good views toward waterfront.
- On axis with Smithsonian Castle, could become gateway from waterfront to National Mall.
- High site elevation provides good visibility of the Museum from the waterfront and highway.
- Possible Freedom Ship replica exhibit at the waterfront, could provide link from Museum to the water.
- Could accommodate program with efficient and dramatic spaces.
- Large site, allows generous outdoor areas.
- Good access from highway.
- No significant opposition to the site as a location for the Museum.

Cons

- Not on the National Mall.
- Remote from other museums and National Mall.
- Stark public spaces along axis to Mall.
- Forrestal Building blocks view to Smithsonian Castle.
- Next to busy highway.
- May share site with parking, bus terminal (security concerns), and retail space.
- Requires substantial upgrading of surrounding area.
The Overlook Site

Site Context

The Site Context diagram at right shows the relationship of the site to the surrounding area. Significant attributes of the Overlook Site's context include:

- The site is the current location of the Benjamin Banneker Memorial. A new memorial could be integrated with the site.
- The site's major axis is the L'Enfant Promenade (10th Street), which runs from the site directly north to the Smithsonian Castle.
- The James Forrestal Building is built across this axis and blocks the view of the site from the Mall and vice versa. One walks under this building to get to and from the Mall.
- The L'Enfant Plaza Hotel is two blocks from the site.
- The site has a high point some 35 feet up above Maine Avenue.
- The height provides excellent views toward the waterfront and the Potomac River.
- The height of the site also puts the future Museum in a very visible location. The Museum building would be readily visible from some of the city's busiest roads.
- The site has the potential to become the Gateway from the waterfront to the National Mall.
- The site is adjacent to the waterfront, which is located directly across Maine Avenue to the south. Stoplights are planned at the street crossing to slow traffic and allow easy pedestrian access to a planned new waterfront park.
- The waterfront site is an ideal location for a historic ship replica or other outdoor exhibits or activities.
- The site is adjacent to Highway 395 on the north (which runs east to west) and the L'Enfant Promenade (10th street), which crosses over the highway. The highway is a source for noise and potential air quality issues on the site.
- The site has access to the Metro via L'Enfant Plaza.
- Public parking will be available, either adjacent to the building or in nearby commercial structures.
The Overlook Site
Site Plan

The Site Plan diagram at right illustrates one way that the proposed Museum might fit on the site taking into account the site context and the specific attributes of the site itself:

- The Museum is shown located on the north side of the site, allowing for open space for outdoor exhibits and other activities toward the waterfront on the south side.
- The L'Enfant Promenade (10th Street) could pass through a grand covered outdoor space in the building, providing a direct connection from 10th Street to the waterfront and creating a memorable pedestrian gateway.
- The L'Enfant Promenade could continue down a series of stairs and landings to the waterfront.
- The Museum entrance could be off the east side of the gateway plaza with direct connections to the Museum exhibits and theater spaces.
- Service access is easily accommodated on the east side of 9th street.
- The service access could be below the plaza level in conjunction with parking and retail spaces on the lower levels and around the site perimeter.
- Placing the building to the north side of the site could also allow for a two level bus terminal to be constructed under the south side of the plaza.

Note: This Site Plan diagram is preliminary and conceptual. It is meant to help facilitate discussion about the possibilities offered by the site. When an architect is selected to design the Museum, multiple options will be studied before a final plan is selected.
The Overlook Site
Organization Diagram

The Organization Diagram at right illustrates one way that the spaces defined in the Outline Facility Program might be accommodated on the site. Such a diagram helps to understand the opportunities and constraints that the site introduces in meeting the program:

• The diagram shows the building with three levels above the plaza level and one level below.
• The L'Enfant Promenade (10th Street) could pass through a gateway plaza opening in the building.
• The public entry could be off this plaza to the east.
• The Museum store and dining could be to the west.
• The building could be organized so spaces that can take advantage of views or connection to the waterfront are to the south and spaces not requiring views are to the north.
• The lobby and visitor services could be on the first level.
• The second floor of the east side could have exhibits and temporary exhibits facing the waterfront.
• The second and third levels of the west side could hold administration and curatorial offices.
• The entire fourth level could hold exhibit space with a special higher exhibit space over a gateway plaza. This higher space could become an important feature and be visible from the north and the waterfront.
• Building services, collection storage, and exhibit support could occupy the lower level.
• The Service Entry could be on the eastern portion of the site off 9th Street.
• Parking and retail could surround the lower level of the Museum.

Note: This Organization Diagram is preliminary and conceptual. It is meant to help facilitate discussion about the possibilities offered by the site.
The Overlook Site

Massing

The Massing Diagram at right illustrates one approach to organizing the three-dimensional mass of the building on the site. The Massing Study helps to consider how the full volume of the building might work on the site and to see how a new building could interrelate with the other buildings in the area and with the site itself:

- The building massing shown allows for the L’Enfant Promenade (10th Street) axis to pass through the building, forming a gateway plaza that connects the waterfront with the National Mall.
- The Museum’s massing could have a rectilinear edge to the north relating to the urban edge, while the south side could be curved relating to the softer waterfront edge.
- A possible freedom ship replica is also shown in relation to the Museum.

Note: This Massing Study diagram is preliminary and conceptual. It is meant to help facilitate discussion about the possibilities offered by the site.
The Site:
The site is on the Mall at the base of the Washington Monument. It is highly visible from several busy streets. It is readily accessible to visitors...
6. Preliminary Capital Budgets

The Preliminary Capital Budgets are the first estimate of the overall capital cost of the proposed National Museum of African American History and Culture. The principal use of the Preliminary Capital Budgets is to make decisions about the overall scope of the project and the feasibility of raising the necessary funds.

Budget Summary

Summary of Preliminary Capital Budgets, escalated to 2011 dollars:

- Capitol Site: $360,000,000
- Monument Site: $360,000,000
- Overlook Site: $365,000,000
- Liberty Loan Site: $424,000,000

About the Budget

The Preliminary Capital Budgets presented here are based principally on the areas defined in the Preliminary Outline Facility Program included earlier in this report:

- New construction of approximately 350,000 gross square feet. This is the overall area of the entire building.
- Exhibit areas within the building of approximately 100,000 net square feet. These areas will require funding for the exhibits that will be created and installed.
- Performance and other public program areas within the building of approximately 40,000 net square feet.

E. Verner Johnson and Associates (EVJA) prepared Preliminary Capital Budgets for each of the four preferred sites. These budgets are based on construction cost estimates made by Atkins HF&G, on museum cost estimates made by EVJA, and on other costs estimated by the project’s other consultants. All of the costs shown in these budgets are consistent with other major museum projects in Washington, D.C. and in other parts of the country.

Factors that may affect the budget

Of course, many factors will affect the final capital costs for the Museum. These include:

- Significant changes in the size of the building or the area of long term exhibits.
- Decisions about the architectural style and detailing of the building.
- The level of technology and interactivity in the exhibits.
- Costs increasing if the project is delayed. The cost here is estimated in 2011 dollars.
- Unanticipated costs such as unusual foundation requirements or other construction circumstances that cannot be predicted at this stage without extensive testing.
Budget Notes

The Preliminary Capital Budgets presented here are an estimate of the overall capital cost of the proposed National Museum of African American History and Culture as it might be built on each of the preferred sites described in the previous section.

These Preliminary Capital Budgets are based principally on the area defined in the Outline Facility Program in Section Two. The principal factors that change in each budget are the costs associated with each site.

The following notes provide explanation for the numbered line items in the budgets:

1. The estimated cost to construct a new building of 350,000 gross SF of an equal quality to the new National Museum of the American Indian: The current construction cost for the NMAI is $396/SF. This has been escalated to $450/SF for these budgets. While NMAI has seen considerable controversy about the escalation of their costs over the initial estimates, the construction cost figures used here are likely to be accurate as they are based on the actual bid costs for the construction which is underway now.

2. The estimated cost for the Site Development, including site utilities, landscaping, and service and public access roads.

3. Design and Management Fees for the project: These fees are typical for Smithsonian museum projects.

4. The estimated cost for Miscellaneous Expenses, including testing during construction; Clerk of the Works services; special consultants for lighting, acoustical design, security systems, and data systems; reimbursable expenses, etc.

5. The estimated cost for Furnishing and Equipment, including offices, food service, Museum store, exhibit support, collections storage systems, etc.

6. The estimated Final Start-up and Opening Costs.

7. 15% contingency on the above items to cover costs that cannot be anticipated at this early stage of planning.

8. The estimated cost for Exhibition and Theater has three parts. The first is the exhibit design, fabrication, and installation cost for the long-term interactive and immersion exhibits. The initial cost is consistent with the costs other major museums have incurred to create state-of-the-art exhibits. The second part is the estimated cost for the infrastructure for the art and craft galleries including display cases, pedestals, panels, etc. The third category is the cost for the immersion theater program productions costs.

9. 15% contingency on item 8 to cover costs that cannot be anticipated at this early stage of planning.

10. The estimated cost to relocate the existing tenants of the Liberty Loan Building expressed as construction cost for a new building: This item only appears on the Liberty Loan site budget.

Escalation

The budgets are presented in 2003 dollars. The actual costs will depend on the completion date of the Museum. Escalation has been estimated at approximately 3% per year until 2011. More detailed projections of the annual expenditures necessary to build the Museum will be developed once a site is selected.
## The Capitol Site

### Preliminary Capital Budget

<table>
<thead>
<tr>
<th>1. New Construction (350,000 Gross SF @ $450/SF)</th>
<th>$157,500,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Site Development for New Construction (Includes site utilities, landscaping, service and public access roads.)</td>
<td>8,000,000</td>
</tr>
</tbody>
</table>

**Subtotal** $165,500,000

<table>
<thead>
<tr>
<th>3. Design and Management Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture and Engineering Design Fees (10% of Items 1 and 2 = $16,550,000)</td>
</tr>
<tr>
<td>Architect/Engineer Construction Admin. Fee (3% of 1 and 2 = $4,965,000)</td>
</tr>
<tr>
<td>Construction Management Fee (5% of 1 and 2 = $8,275,000)</td>
</tr>
<tr>
<td>Commissioning (1% of 1 and 2 = $1,655,000)</td>
</tr>
</tbody>
</table>

| 4. Miscellaneous Expenses (Includes testing during construction; Clerk of the Works services; special consultants for lighting, acoustical design, security systems, and data systems; reimbursable expenses, etc.) | 6,000,000 |

| 5. Furnishings and Equipment (Includes offices, food service, store, exhibit support, collections storage systems, etc.) | 4,000,000 |

| 6. Final Startup and Opening Costs | 5,000,000 |

**Subtotal (Items 1 - 6)** $211,945,000

| 7. Construction and Fees Contingency @ Approximately 15% of Items 1-6 | 32,055,000 |

**Subtotal Construction Costs** $244,000,000

<table>
<thead>
<tr>
<th>8. Exhibition and Theater Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibit Design, Fabrication, and Installation Costs for: New Long-term Exhibits: 30,000 SF @ $675/SF = $20,250,000</td>
</tr>
<tr>
<td>Art and Craft Display Galleries: 25,000 SF @ $250/SF = $6,250,000</td>
</tr>
<tr>
<td>Immersion Theaters Experience Production Costs @ $10,000,000</td>
</tr>
</tbody>
</table>

| 9. Exhibition Contingency @ Approximately 15% of Item 8 | 5,500,000 |

**Subtotal Exhibition and Theater Costs** $42,000,000

**Total Project Budget in 2003 Dollars** $286,000,000

**Total Project Budget in 2011 Dollars** (escalated at 3% annually) $360,000,000
The Monument Site

Preliminary Capital Budget

1. New Construction (350,000 Gross SF @ $450/SF) $157,500,000
2. Site Development for New Construction (Includes site utilities, landscaping, service and public access roads.) 8,000,000

Subtotal $165,500,000

3. Design and Management Fees
   - Architecture and Engineering Design Fees (10% of Items 1 and 2 = $16,550,000)
   - Architect/Engineer Construction Admin. Fee (3% of 1 and 2 = $4,965,000)
   - Construction Management Fee (5% of 1 and 2 = $8,275,000)
   - Commissioning (1% of 1 and 2 = $1,655,000)

   $31,445,000

4. Miscellaneous Expenses (Includes testing during construction; Clerk of the Works services; special consultants for lighting, acoustical design, security systems, and data systems; reimbursable expenses, etc.) 6,000,000

5. Furnishings and Equipment (Includes offices, food service, store, exhibit support, collections storage systems, etc.) 4,000,000

6. Final Startup and Opening Costs 5,000,000

Subtotal (Items 1 - 6) $211,945,000

7. Construction and Fees Contingency @ Approximately 15% of Items 1-6 32,055,000

Subtotal Construction Costs $244,000,000

8. Exhibition and Theater Costs
   - Exhibit Design, Fabrication, and Installation Costs for:
     - New Long-term Exhibits: 30,000 SF @ $675/SF = $20,250,000
     - Art and Craft Display Galleries: 25,000 SF @ $250/SF = $6,250,000
     - Immersion Theaters Experience Production Costs @ $10,000,000

   36,500,000

9. Exhibition Contingency @ Approximately 15% of Item 8 5,500,000

Subtotal Exhibition and Theater Costs $42,000,000

Total Project Budget in 2003 Dollars $286,000,000

Total Project Budget in 2011 Dollars (escalated at 3% annually) $360,000,000
# The Liberty Loan Site

## Preliminary Capital Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. New Construction (350,000 Gross SF @ $450/SF)</td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
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</tr>
<tr>
<td>3. Design and Management Fees</td>
<td>31,445,000</td>
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<td>Commissioning (1% of 1 and 2 = $1,655,000)</td>
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</tr>
<tr>
<td>4. Miscellaneous Expenses</td>
<td>6,000,000</td>
</tr>
<tr>
<td>(Includes testing during construction; Clerk of the Works services; special consultants for lighting, acoustical design, security systems, and data systems; reimbursable expenses, etc.)</td>
<td></td>
</tr>
<tr>
<td>5. Furnishings and Equipment</td>
<td>4,000,000</td>
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<tr>
<td>(Includes offices, food service, store, exhibit support, collections storage systems, etc.)</td>
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</tr>
<tr>
<td>6. Final Startup and Opening Costs</td>
<td>5,000,000</td>
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<td><strong>Subtotal Construction Costs</strong></td>
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<td>9. Exhibition Contingency @ Approximately 15% of Item 8</td>
<td>5,500,000</td>
</tr>
<tr>
<td><strong>Subtotal Exhibition and Theater Costs</strong></td>
<td><strong>$42,000,000</strong></td>
</tr>
<tr>
<td>10. New Construction and Relocation Costs to Replace Existing Liberty Loan Building</td>
<td>48,875,000</td>
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<td>(150,000 Gross SF @ $250/SF, plus $5,000,000 relocation costs, including design and management fees and construction and fees contingency.)</td>
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<tr>
<td><strong>Total Project Budget in 2003 Dollars</strong></td>
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<tr>
<td><strong>Total Project Budget in 2011 Dollars</strong> (escalated at 3% annually)</td>
<td><strong>$424,000,000</strong></td>
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# The Overlook Site

## Preliminary Capital Budget

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<tr>
<td><strong>Subtotal</strong></td>
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<td>31,825,000</td>
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<td></td>
</tr>
<tr>
<td>6. Final Startup and Opening Costs</td>
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</tr>
<tr>
<td><strong>Subtotal (Items 1 - 6)</strong></td>
<td><strong>$214,325,000</strong></td>
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<tr>
<td>7. Construction and Fees Contingency @ Approximately 15% of Items 1-6</td>
<td>31,675,000</td>
</tr>
<tr>
<td><strong>Subtotal Construction Costs</strong></td>
<td><strong>$246,000,000</strong></td>
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<tr>
<td><strong>Total Project Budget in 2003 Dollars</strong></td>
<td><strong>$288,000,000</strong></td>
</tr>
<tr>
<td><strong>Total Project Budget in 2011 Dollars</strong> (escalated at 3% annually)</td>
<td><strong>$365,000,000</strong></td>
</tr>
</tbody>
</table>
7. Site Evaluation

The four preferred sites were all evaluated according to the following criteria (which are explained in more detail on the following pages):

- Design
- Museum Program
- Initial and Long-term Cost
- Access
- Availability
- Size
- Site Quality

The chart below shows the relative ranking of the sites. Points were assigned for each of the above criteria based on each site's ability to meet the needs of the Museum. These objective site-selection criteria corroborate the Commission's philosophical/ideological conclusion that the two Mall sites are the most favorable.
The chart shows that:

- The Capitol and Monument Sites are equally strong sites.
- The Overlook Site is good in many ways, but the location is not as good because it is not on the Mall.
- The Liberty Loan Site is constrained particularly by the size of the site, the distance to other museums, and the cost of relocating the existing tenants.
- The Arts and Industries Building has significant constraints in nearly every area, except for its location. (The Arts and Industries Building was included in the site evaluation for comparison purposes, even though it was not one of the Commission’s preferred sites.)

## Site Selection Criteria

The evaluation criteria on the following pages were designed to:

- Give the Commissioners a wide range of issues to consider when discussing the sites.
- Provide a method for creating a quantitative comparison of the sites to compliment the qualitative discussion.

The criteria here are based on the Preliminary Site Selection Criteria included in the September 25th Site Briefing Book and in the Preferred Site Analysis Report. They have been refined based on discussions at the Commission meetings.

### 1. Design Issues
- 1.1 Is a New Building Possible
- 1.2 Ability to Create Architecture Icon Related to Mission
- 1.3 Potential Design Limitations
- 1.4 Ability to Meet Highest Construction Standards for a Museum Building
- 1.5 Potential Views from Site
- 1.6 Potential Visibility of Building
- 1.7 Is Site Pedestrian Friendly

### 2. Location Issues
- 2.1 Proximity to the Mall
- 2.2 Proximity to Washington Icons
- 2.3 Public Perception of Site
- 2.4 Quality of Site Environment
- 2.5 Historic Connections to Site
- 2.6 Existing Quality of Surrounding Area
- 2.7 Projected Future Quality of Surrounding Area

### 3. Museum Program Issues
- 3.1 Ability to Meet Museum Programs
3.2 Ability to Create Museum Quality Environment in Building
3.3 Historic Building Issues

4. Initial and Long-Term Cost Issues
   4.1 Construction Cost Issues
   4.2 Potential Coordination Issues w/Others in Developing Building
   4.3 Implications on Private Support
   4.4 Implications on Long-Term Operational Costs, etc.
   4.5 Cost of Site Including Purchase, Relocation Costs
   4.6 Demolition Cost
   4.7 Need to Relocate Offices Currently on Site
   4.8 Potential for Nighttime Use
   4.9 Renovation Costs for Historic Building

5. Access Issues
   5.1 Access to Metro
   5.2 Pedestrian Access to Site
   5.3 Potential Security Issues With Parking
   5.4 Access/Availability to Parking
   5.5 Traffic Issues Surrounding the Site
   5.6 School/Tour Bus Access
   5.7 Service Access to Site

6. Availability Issues
   6.1 Anticipated Congressional Support from Bill Sponsors
   6.2 Extent of Approvals Needed
   6.3 Time Frame to Develop Project

7. Size Issues
   7.1 Size of Site for Initial Development
   7.2 Size of Site for Future Expansion
   7.3 Potential for Outdoor Activities

8. Site Quality Issues
   8.1 Solar Orientation
   8.2 Air Quality
   8.3 Auditory Environment
   8.4 Availability of Utilities
   8.5 Potential Subsurface Problems

Site Comments
The comments on the following pages address each of these criteria for each of the four preferred sites and for the Arts and Industries Building.
A. The Capitol Site

1. Design Issues

1.1 Is a new building possible?
   □ Yes.

1.2 Ability to Create Architecture Icon Related to Mission
   □ Yes. Highly visible site. Would begin Museum row on the National Mall.

1.3 Potential Design Limitations
   □ Central Artery runs under Western portion of site.
   □ Possible issues for Capitol Grounds.

1.4 Ability to Meet Highest Construction Standards for a Museum Building
   □ Yes.

1.5 Potential Views from Site
   □ View to Capitol.
   □ Long view down Pennsylvania Ave. and Constitution Ave.
   □ View to National Mall.
   □ View down Louisiana Avenue toward Union Station.
   □ View over Reflecting Pool.
   □ Views of the Peace Monument.
   □ Views of the Major General George Gordon Meade Memorial.

1.6 Potential Visibility of Building
   □ View from Capitol.
   □ Long view to site from Pennsylvania Ave. and Constitution Ave.
   □ View from National Mall.
   □ Long view to site from Louisiana Ave.

1.7 Is Site Pedestrian Friendly
   □ Yes.

2. Location Issues

2.1 Proximity to the Mall
   □ Northeast corner of the National Mall (considered to be on the Mall).

2.2 Proximity to Washington Icons
   □ Adjacent to most prominent icon in Washington, The U.S. Capitol.

2.3 Public Perception of Site
   □ Considered on the National Mall. Highly prestigious site (would begin Museum row on the Mall).

2.4 Quality of Site Environment
   □ Good. Building in park-like setting on the Capitol Grounds.

2.5 Historic Connections to Site
   □ None.
2.6 Existing Quality of Surrounding Area
   - Excellent, park-like environment (on Capitol Grounds) with long views to and from site.
   - Visible connections to the Capitol, the Mall, etc.

2.7 Projected Future Quality of Surrounding Area
   - Excellent.

3. Museum Program Issues

3.1 Ability to Meet Museum Programs
   - Yes.

3.2 Ability to Create Museum Quality Environment in Building
   - Yes.

3.3 Historic Building Issues
   - N/A.

4. Initial and Long-Term Cost Issues

4.1 Construction Cost Issues
   - No extra costs anticipated because of site.

4.2 Potential Coordination Issues with Others in Developing Building
   - N/A.

4.3 Implications on Private Support
   - Location would give credibility to Museum and inspire financial support.

4.4 Implications on Long-Term Operational Costs etc.
   - None.

4.5 Cost of Site Including Purchase, Relocation Costs
   - None.

4.6 Demolition Cost
   - N/A.

4.7 Need to Relocate Offices Currently on Site
   - N/A.

4.8 Potential for Nighttime Use
   - Fair, the Mall has little activity at night.

4.9 Renovation Costs for Historic Building
   - N/A

5. Access Issues

5.1 Access to Metro
   - Good.

5.2 Pedestrian Access to Site
   - Excellent.
5.3 Potential Security Issues With Parking
   □ None.

5.4 Access/Availability to Parking
   □ Fair.

5.5 Traffic Issues Surrounding the Site
   □ No sufficient traffic issues.

5.6 School/Tour Bus Access
   □ Excellent access from anywhere in city (same access as to the Capitol).

5.7 Service Access to Site
   □ Service access from First Street.

6. Availability Issues

6.1 Anticipated Congressional Support from Bill Sponsors
   □ Probably excellent.

6.2 Extent of Approvals Needed
   □ Needs approval from Congress.

6.3 Time Frame to Develop Project
   □ Could be fairly short with congressional support.

7. Size Issues

7.1 Size of Site for Initial Development
   □ Sufficient.

7.2 Size of Site for Future Expansion
   □ Restricted.

7.3 Potential for Outdoor Activities
   □ Good.

8. Site Quality Issues

8.1 Solar Orientation
   □ Good.

8.2 Air Quality
   □ Fair.

8.3 Auditory Environment
   □ Good.

8.4 Availability of Utilities
   □ Good.

8.5 Potential Subsurface Problems
   □ Central Artery passes under West end of site (security issue). No other underground restrictions known.
B. The Monument Site

1. Design Issues

1.1 Is a New Building Possible
   □ Yes.

1.2 Ability to Create Architecture Icon Related to Mission
   □ Yes. Higher, visible site.

1.3 Potential Design Limitations (Zoning, Etc.)
   • Requires NCPC approval.

1.4 Ability to Meet Highest Construction Standards for a Museum Building
   □ Yes.

1.5 Potential View from Site
   □ Good views of Washington Monument. Possibly of Lincoln Memorial & Mall from upper floors.

1.6 Potential Visibility of Building
   □ Very good from Washington Monument, ellipse, and the National Mall.

1.7 Is Site Pedestrian Friendly
   □ Yes, but surrounded by busy streets.

2. Location Issues

2.1 Proximity to the Mall
   □ Northwest corner of the National Mall (considered on the Mall).

2.2 Proximity to Washington Icons
   □ Adjacent to Washington Monument.

2.3 Public Perception of Site
   □ At the end of the Mall (or past end).

2.4 Quality of Site Environment
   □ Good. Traffic surrounding site.

2.5 Historic Connections to Site
   □ None.

2.6 Existing Quality of Surrounding Area
   □ Excellent, park-like environment with long views to and from site. Visible connections to Washington Monument and the National Mall.

2.7 Projected Future Quality of Surrounding Area
   □ Excellent.
3. Museum Program Issues

3.1 Ability to Meet Museum Programs
   - Yes.

3.2 Ability to Create Museum Quality Environment in Building
   - Yes.

3.3 Historic Building Issues
   - N/A.

4. Initial and Long-Term Cost Issues

4.1 Construction Cost Issues
   - No extra costs anticipated because of site.

4.2 Potential Coordination Issues with Others in Developing Building
   - N/A.

4.3 Implications on Private Support
   - Location would give credibility to Museum and inspire financial support.

4.4 Implications on Long-Term Operational Costs etc..
   - None.

4.5 Cost of Site Including Purchase, Relocation Costs
   - None.

4.6 Demolition Cost
   - N/A.

4.7 Need to Relocate Offices Currently on Site
   - N/A.

4.8 Potential for Nighttime Use
   - Fair. Mall has little activity at night.

4.9 Renovation Costs for Historic Building
   - N/A.

5. Access Issues

5.1 Access to Metro
   - Good.

5.2 Pedestrian Access to Site
   - Excellent.

5.3 Potential Security Issues With Parking
   - None.

5.4 Access/Availability to Parking
   - Fair.
5.5 Traffic Issues Surrounding the Site
   Traffic on surrounding streets.

5.6 School/Tour Bus Access
   Excellent.

5.7 Service Access to Site
   Good. 14th Street already used for service by American History Museum.

6. Availability Issues

6.1 Anticipated Support from Bill Sponsors
   Probably excellent.

6.2 Extent of Approvals Needed
   NCPC and others.

6.3 Time Frame to Develop Project
   Could be extended because of approvals.

7. Size Issues

7.1 Size of Site for Initial Development
   Sufficient.

7.2 Size of Site for Future Expansion
   Possible.

7.3 Potential for Outdoor Activities
   Good.

8. Site Quality Issues

8.1 Solar Orientation
   Good.

8.2 Air Quality
   Fair.

8.3 Auditory Environment
   Fair.

8.4 Availability of Utilities
   Good.

8.5 Potential Subsurface Problems
   None anticipated.
C. The Liberty Loan Site

1. Design Issues

1.1 Is a New Building Possible
   □ Yes. Removal of the existing Liberty Loan Building from the current site
   would create the possibility for a new building.

1.2 Ability to Create Architectural Icon Related to Mission
   □ Yes, although with limited visibility.

1.3 Potential Design Limitations
   □ Limited size of site.

1.4 Ability to Meet Highest Construction Standards for a Museum Building
   □ Yes.

1.5 Potential Views from Site
   □ Landmarks along the Tidal Basin, including the Jefferson Memorial and the
   future site of the proposed Martin Luther King Memorial.
   □ Washington Monument.

1.6 Potential Visibility of Building
   □ A new 14th Street Bridge would elevate the visual prominence of this site.
   □ Site marks the beginning of 14th street and creates the possibility of using a
   new building as a gateway icon for this entry experience into the city.

1.7 Is Site Pedestrian Friendly
   □ Limited site area for pedestrians and busy streets.

2. Location Issues

2.1 Proximity to the Mall
   □ The site is the fourth city block from the southwest corner of the Mall,
   between 14th and 15th Streets.

2.2 Proximity to Washington icons
   □ None.

2.3 Public Perception of Site
   □ Out of metro transit areas.

2.4 Quality of Site Environment
   □ Limited area outside building and busy streets.

2.5 Historic Connections to Site
   □ None.

2.6 Existing Quality of Surrounding Areas
   □ Good.

2.7 Projected Future Quality of Surrounding Area
   □ Good.
3. Museum Program Issues

3.1 Ability to Meet Museum Programs
   ■ Yes.

3.2 Ability to Create Museum Quality Environment in Building
   ■ Yes.

3.3 Historic Building Issues
   ■ N/A.

4. Initial and Long-Term Cost Issues

4.1 Construction Cost Issues
   ■ Reconstructed site and additional stories could increase cost.

4.2 Potential Coordination Issues with Others in Developing Building
   ■ None.

4.3 Implications on Private Support
   ■ Distance from Mall could be a problem.

4.4 Implications on Long-Term Operational Costs
   ■ None.

4.5 Cost of Site Including Purchase, Relocation Costs
   ■ None.

4.6 Demolition Costs
   ■ Existing building might be demolished.

4.7 Need to Relocate Offices Onsite
   ■ Yes.

4.8 Potential for Nighttime Use
   ■ Possible, but not currently near nightlife venues.

4.9 Renovation Costs for Historic Building
   ■ N/A.

5. Access Issues

5.1 Access to Metro
   ■ Poor.

5.2 Pedestrian Access to Site
   ■ Poor.

5.3 Potential Security Issues With Parking
   ■ None.

5.4 Access/Availability to Parking
   ■ Across 14th Street at new hotel.
5.5 Traffic Issues Surrounding the Site
   □ Busy streets.

5.6 School/Tour Bus Access
   □ Good.

5.7 Service Access to Site
   □ Fair, from north between new building and U.S. Bureau of Engraving and Printing.

6. Availability Issues

6.1 Anticipated Support from Bill Sponsors
   □ Unknown.

6.2 Extent of Approvals Needed
   □ Normal approval process.

6.3 Time Frame to Develop Project
   □ Could be extended by relocation of offices.

7. Site Issues

7.1 Size of Site for Initial Development
   □ Restricted.

7.2 Size of Site for Future Expansion
   □ Lack of space, expansion would need to be vertical in nature.

7.3 Potential for Outdoor Activities
   □ Little potential, no extra space exists for landscaping or a plaza.

8. Site Quality Issues

8.1 Solar Orientation
   □ Good.

8.2 Air Quality
   □ Fair.

8.3 Auditory Environment
   □ Fair.

8.4 Availability of Utilities
   □ Good.

8.5 Potential Subsurface Problems
   □ None anticipated.
D. The Overlook Site

1. Design Issues

1.1 Is a New Building Possible
   □ Yes.

1.2 Ability to Create Architecture Icon Related to Mission
   □ Yes. The site is open to many icon opportunities.

1.3 Potential Design Limitations
   □ Building will need to coordinate with parking and retail spaces on the same site.
   □ Building must respond to axis from the Mall to the waterfront. Site to be gateway from waterfront to the National Mall.

1.4 Ability to Meet Highest Construction Standards for a Museum Building
   □ Yes.

1.5 Potential Views from Site
   □ Good views to the waterfront area and good view down axis toward the Mall.
     The Forrestal Building obstructs view of Smithsonian Castle.

1.6 Potential Visibility of Building
   □ Excellent views of building from the highway west of the site and from the waterfront area. View of building from 10th Street axis.

1.7 Is Site Pedestrian Friendly
   □ Yes.

2. Location Issues

2.1 Proximity to the Mall
   □ Site is far from the Mall, though on axis with the Castle.

2.2 Proximity to Washington icons
   □ None.

2.3 Public Perception of Site
   □ Site is adjacent to busy highway. Site feels remote from the Mall.

2.4 Quality of Site Environment
   □ Good access to waterfront.
   □ Noise from highway.

2.5 Historic Connections to Site
   □ Location of Benjamin Banneker Park.

2.6 Existing Quality of Surrounding Area
   □ Area to the north along 10th Street has a stark quality.
   □ Waterfront area is not well developed.

2.7 Projected Future Quality of Surrounding Area
   □ Excellent. With future waterfront development, the site would have an active waterfront area with retail and restaurants and other activities.
3. Museum Program Issues

3.1 Ability to Meet Museum Programs
   □ Yes.

3.2 Ability to Create Museum Quality Environment in Building
   □ Yes.

3.3 Historic Building Issues
   □ N/A.

4. Initial and Long-Term Cost Issues

4.1 Construction Cost Issues
   □ Yes, because there will be development below and around the Museum.

4.2 Potential Coordination Issues with Others in Developing Building
   □ Major coordination required with possible bus/car parking and retail areas on the site.

4.3 Implications on Private Support
   □ Distance from the Mall could be a problem.

4.4 Implications on Long-Term Operational Costs etc.
   □ None.

4.5 Cost of Site Including Purchase, Relocation Costs
   □ None.

4.6 Demolition Cost
   □ N/A.

4.7 Need to Relocate Offices Currently on Site
   □ N/A.

4.8 Potential for Nighttime Use
   □ With development of the waterfront, there will be many people in the area at night making it a more attractive area for nighttime use.

4.9 Renovation Costs for Historic Building
   □ N/A.

5. Access Issues

5.1 Access to Metro
   □ Good.

5.2 Pedestrian Access to Site
   □ Poor.

5.3 Potential Security Issues With Parking
   □ Yes. Possible public parking and bus terminal on site.

5.4 Access/Availability to Parking
   □ Good.
5.6 Traffic Issues Surrounding the Site
   - Highway exit ramp on the north side. Provides good access to site.
   - Maine Ave. on the south is busy.

5.7 School/Tour Bus Access
   - Good.

5.8 Service Access to Site
   - Good. Service to the site would be on the east from Ninth St.

6. Availability Issues

6.1 Anticipated Support from Bill Sponsors
   - Unknown.

6.2 Extent of Approvals Needed
   - Normal developer approvals.

6.3 Time Frame to Develop Project
   - Could be fairly short as developer is moving quickly.

7. Size Issues

7.1 Size of Site for Initial Development
   - Sufficient.

7.2 Size of Site for Future Expansion
   - Possible, but need coordinate with lower levels of development.

7.3 Potential for Outdoor Activities
   - Good.

8. Site Quality Issues

8.1 Solar Orientation
   - Good.

8.2 Air Quality
   - Fair.

8.3 Auditory Environment
   - Fair.

8.4 Availability of Utilities
   - Good.

8.5 Potential Subsurface Problems
   - Problem for developer as Museum would be at upper level. However, the structure for the Museum would need to be coordinated with developer structure below.
The Arts and Industries Building

1. Design Issues

1.1 Is New Building Possible
   - No, only as underground addition on the north side for a portion of the program.

1.2 Ability to Create Architecture Icon Related to Mission
   - No.

1.3 Potential Design Limitations
   - Site contained by adjacent buildings and underground tunnel on east.

1.4 Ability to Meet Higher Highest Construction Standards for a Museum Building
   - No, except of the underground addition.

1.5 Potential View from Site
   - Lacks windows for good views.

1.6 Potential Visibility of New Building
   - Good visibility from Independence Avenue and from the National Mall.

1.7 Is Site Pedestrian Friendly
   - Yes, on west side.

2. Location Issues

2.1 Proximity to the Mall
   - Site is on the Mall adjacent to the Smithsonian castle.

2.2 Proximity to Washington Icons
   - Adjacent to National Mall.

2.3 Public Perception of Site
   - Good.

2.4 Quality of Site Environment
   - Good, especially on west side.

2.5 Historic Connections to Site
   - None.

2.6 Existing Quality of Surrounding Area
   - Excellent quadrangle and Mall.

2.7 Projected Future Quality of Surrounding Area
   - Excellent.

3. Museum Program Issues

3.1 Ability to Meet Museum Programs
   - Cannot fit theater within the existing structure. However, a modified theater could fit underground.
3.2 Ability to Create Museum Quality Environment in Building
   ☐ No, only in underground addition.

3.3 Historic Building Issues
   ☐ Yes, only minor changes possible.

4. **Initial and Long-Term Cost Issues**

4.1 Construction Cost Issues
   ☐ Underground construction very expensive. Utilities will need to be relocated.

4.2 Potential Coordination Issues with Others in Developing Building
   ☐ Utilities under road conflict with expansion.

4.3 Implications on Private Support
   ☐ Not as positive as a new building.

4.4 Implications on Long-Term Operational Costs etc.
   ☐ Expensive to maintain a 150-year-old building that was not built to high standards initially.

4.5 Cost of Site Including Purchase, Relocation Costs
   ☐ Relocation of existing tenant required [Exposition Building].

4.6 Demolition Cost
   ☐ Same.

4.7 Need to Relocate Offices Currently on Site
   ☐ Yes.

4.8 Potential for Nighttime Use
   ☐ Fair. Mall has little character at night.

4.9 Renovation Costs for Historic Building
   ☐ Extremely High.

5. **Access Issues**

5.1 Access to Metro
   ☐ Good.

5.2 Pedestrian Access to Site
   ☐ Good.

5.3 Potential Security Issues With Parking
   ☐ None.

5.4 Access/Availability to Parking
   ☐ Fair.

5.5 Traffic Issues Surrounding the Site
   ☐ Independence on south very busy.

5.6 School/Tour Bus Access
   ☐ Good.
5.7 Service Access to Site
   □ Poor on east side.

6. Availability Issues

6.1 Anticipated Support from Bill Sponsors
   □ Unknown.

6.2 Extent of Approvals Needed
   □ Normal approval process.

6.3 Time Frame to Develop Project
   □ Underground utility issues could add to time in addition to relocation.

7. Size Issues

7.1 Size of Site for Initial Development
   □ Inadequate.

7.2 Size of Site for Future Expansion
   □ None.

7.3 Potential for Outdoor Activities
   □ Good for festivals on the Mall.

8. Site Quality Issues

8.1 Solar Orientation
   □ Good.

8.2 Air Quality
   □ Fair.

8.3 Auditory Environment
   □ Good.

8.4 Availability of Utilities
   □ Good.

8.5 Potential Subsurface Problems
   □ Potential problems with utilities and existing foundations (underpinning).
8. The Arts and Industries Building

While the Arts and Industries Building was not one of the Commission’s Preferred Sites, the enabling legislation directed the Commission to determine “the cost of converting the Smithsonian Institution’s Arts and Industries Building into a modern museum with requisite temperature and humidity controls.”

The Commission asked the Site Committee to work with E. Verner Johnson and Associates (EVJA) of Boston to assist with this task. EVJA is a museum planning and architecture firm with more than thirty-five years of experience planning and designing major museums. Their projects have included Smithsonian museums, African American museums, and conversions of historic buildings into modern museums.

Conclusions

This report reaches several principal conclusions:

- It is not possible to convert the existing Arts and Industries Building for use as a modern museum with requisite temperature and humidity controls. The historic nature of the building’s construction prohibits the installation of the necessary vapor barriers.
- The Museum’s programming could not be accommodated without creating a substantial underground addition to the building.
- The cost of renovating the building and creating an addition that would allow the proposed Museum to fulfill its mission is approximately $480,000 in 2011 dollars.
- Using the building without the underground addition would cripple the Museum’s ability to fulfill its mission because of the lack of adequate space and the inability to properly protect museum objects with museum quality temperature and humidity controls.

Background

The Arts and Industries Building was built as the Smithsonian’s first exhibition building in 1881. It was originally designed as a large, open building with abundant windows to allow natural light into every space. Over the years, the interior courtyards have been enclosed, balconies and mechanical areas have been added, and originally open areas have been closed off for various purposes. The Smithsonian uses the building to house temporary exhibitions, a cafe, a store, a small theater, and staff offices.
Secretary Small has publicly stated that the Smithsonian is open to the use of the building as an African American museum. In the absence of any definite plans or funding for the African American Museum, Smithsonian planners have gone ahead and made plans for renovating the building in order to use it more effectively as a public space. It is uncertain how the Smithsonian would accommodate the uses proposed for the building if it were given over for use as an African American museum.

**History of the Building**

The Arts and Industries Building (AIB), designed by Cluss and Schulze and constructed between 1879 and 1881, is the predecessor to the entire family of Smithsonian Institution museums. It is now a National Historic Landmark.

The Arts and Industries Building is an example of what was in the 19th century the latest in exposition hall design. It was designed with cascading roofs and large open halls to allow natural light to penetrate into every corner of the large building.

As originally constructed, it consisted of seventeen, one-story monumental exhibition spaces (the Rotunda, Halls, Courts, and Ranges); eight, three-story office and support spaces (the Pavilions and Towers); and four, two-story spaces (the Annexes). Second floor galleries were added to the building between 1896 and 1902. The existing building retains the Rotunda and Halls in their 1902 configuration with the galleries.

Over the years, the building has been altered to provide office space and updated mechanical systems at the expense of its original function. For the Bicentennial of the United States in 1976, the building underwent a major renovation, including restoration of the original patterned geometric stencils in the rotunda and hall spandrels. Nonetheless, most of the once-grand interior remains hidden from view, continuing to house a labyrinth of office space surrounding the open Rotunda and Halls, which are now used for temporary exhibitions, a Discovery Theater, food services, and a museum store.*

* Much of this historical material is drawn from a report prepared for the Smithsonian by Polshek Tobey + Davis titled “AIB Master Plan Summary Report” and dated November 16, 2001.
The Smithsonian has decided that, to the greatest extent possible, the original interior of the Arts and Industries Building should be reopened and restored to its original, historic purpose as a showcase for exhibitions and invigorated with new public activities. The planned restoration will not bring the building up to current museum standards, but will simply restore the original program space and add up-to-date mechanical, heating, ventilating, and air conditioning (HVAC) systems.

The renovation plans prepared for the Smithsonian by Polshek Tobey + Davis* include three parts: a completely renovated Arts and Industries Building; a new underground office and support building to the west, below the Linden Tree circle in the Enid A. Haupt Garden; and a new underground mechanical and electrical room also to the west, between the South Quadrangle and the existing building.

Principal goals of the current plan include:

- Recovering and restoring the sense, flow, and light of the first floor exhibition space by reopening the four Courts.
- Dedicating as much space as possible in the surrounding Ranges, Towers, and Pavilions to offices.
- Improving circulation between levels with elevators.
- Protecting and revealing the historic character and fabric of the building, while improving the provision of space and services for visitors and staff.
- Developing engineering and design options to accommodate the contradictory needs of the historic building envelope and the collections within it.

While the Courts and Ranges have been filled in with office, support, and service spaces in the years since 1902, many of the galleries still exist. The proposed renovation of the Arts and Industries Building removes the in-fill construction from the Courts, allowing them to function again as one-story exhibition spaces with second floor galleries (where they exist) similar to the Rotunda and Halls. The Ranges, Pavilions, Towers, and Annexes will continue their current functions as office, support, and service spaces. The plans also include new roofing for much of the building and generally an all new heating, cooling, mechanical, and electrical system.
Converting the Building for use as a Modern Museum

The Arts and Industries Building cannot simply be converted to a modern museum with requisite temperature and humidity controls.

Polshek Tobey + Davis in their current planning for the Arts and Industries Building determined that it is not possible to implement museum-quality temperature and humidity controls in the existing building. EVJA studied the design and construction of the building, reviewed the Polshek Tobey + Davis analysis, and met with Smithsonian facilities department staff members. After this extensive study, EVJA came to the same conclusion: the building can be air conditioned, but there is no way to install the vapor barriers required for effective humidity control in the historic structure of the building.

Controlling the temperature in a building is relatively easy with heating and air conditioning systems. Controlling humidity can be much more difficult. Humidity control requires both an air barrier and a vapor barrier in order to protect the structure of the building from the effects of humidity penetration when the humidity inside the building is higher than the humidity outside the building. It is not difficult to design and install these barriers in a new building. Installing them in an historic building is very difficult without disrupting the historic structure and surfaces of the building. In the case of the Arts and Industries Building, because of the existing construction systems, it is not possible to install these barriers without substantially changing both the structure and appearance of the interior. For example, in order to place a vapor barrier in the roof of the four major halls, the roof itself and the support structure would need to be replaced. To add a vapor barrier to the interior walls, the existing stucco would have to be removed, the vapor barrier installed, and a new surface added.

Without effective humidity control, the humidity inside the building will fluctuate erratically as the humidity outside the building fluctuates. Such humidity fluctuations will cause fragile museum objects to deteriorate much more quickly than they would in a humidity controlled environment. Curators require effective humidity control because of this potential damage. They will not allow collection objects to be exhibited or stored in any space where such controls are not in place.

The Arts and Industries Building cannot be converted for use as a modern museum because of this inability to provide humidity control. Any use of the building that requires both temperature and humidity control will have to be housed either in an addition to the existing building or at another location.
Accommodating the Proposed Museum

In order to generate a realistic cost estimate for accommodating the proposed Museum in the Arts and Industries Building, EVJA began with two assumptions:

1) As nearly as possible, the building should accommodate the full program of activities needed to fulfill the Museum’s mission as described in Section 2.

2) In order to accommodate many of these activities, an addition would be necessary to provide other areas needed for the Museum’s proposed programs and to provide the temperature and humidity controlled spaces needed for exhibitions containing fragile artifacts.

The building concept shown on the following pages accommodates the Museum and its programs in four principal parts:

- Renovation and repair of approximately 167,000 square feet in the existing building.
- An underground addition to the west of approximately 54,000 square feet, as planned by the Smithsonian principally for mechanical equipment and connection to the National Museum of African Art.
- An underground addition to the north of approximately 150,000 square feet (as depicted in the diagrams on the following pages) for program facilities that can meet museum temperature and humidity control requirements.
- An off-site support facility of approximately 50,000 square feet.

In developing this concept, EVJA retained the Smithsonian’s central concept of reopening and restoring the original interior of the existing building to its historic configuration and adding mechanical spaces to the west in a new underground addition. Needed exhibit and performance spaces are provided in the underground addition to the north.

Even with the renovations and additions described here, using the Arts and Industries Building imposes a number of constraints on the project. These include:

- Inefficient Layout: The restored open layout of the existing building will create a highly inefficient organizational scheme for the overall Museum, which will add area to the project and increase its cost.
- National Historic Landmark Status: Even a careful design will require some changes to the historic building to accommodate the Museum and its programs. The building’s status as a National Historic Landmark may make it more difficult to make changes and cause substantial delays.
- Significantly Greater Cost: Because of these and other factors, the cost of using the Arts and Industries Building will be more than $100 million higher than the cost of using any of the other proposed sites.
Using the Existing Building

EVJA also looked at the impact on the Museum’s ability to fulfill its mission if it was housed in the Arts and Industries Building without the underground addition to the north. The impact on the Museum would be significant because the addition to the north would provide the performance spaces needed to showcase significant African American programming and would also provide the temperature and humidity controlled spaces needed to exhibit historic artifacts and original works of art. Without the addition to the north, the Museum would not be able to effectively fulfill these essential parts of its mission.

The Arts and Industries Building was designed in the 19th century to meet 19th century artifact display needs using the best 19th century technologies. Museum missions and the demands of museum audiences have changed substantially since then, as have the techniques and technologies used to preserve and protect collections. The nature of the existing building’s original construction is such that it cannot be changed to meet the mission of a modern museum, the needs of contemporary audiences, or the requirements to protect museum artifacts without destroying the historic fabric of the building.

Without the addition to the north:

• The Museum will not have adequate space for most of its needed programs. It would have about 160,000 square feet of usable space, less than half the overall area available on any of the other sites and half as much as either the Holocaust Memorial Museum or the National Museum of the American Indian.

• The Museum will have far less exhibit and public program space than it needs to serve the anticipated 2 million annual visitors.

• The Museum will not be able to have powerful, immersive exhibits like those at the Holocaust Museum.

• The Museum will not be able to display any objects it collects that are sensitive to fluctuations in temperature or humidity such as works of Fine Art that may become part of its collection or which it might borrow from other museums.

• The Museum will not have a multi-sensory (or 4D) African American Experience Theater.

• The Museum will not have a large theater or any other significant performance space suitable for high-quality performances.

That the Smithsonian has not dedicated the Arts and Industries Building to another museum purpose in the past twenty years is perhaps the best evidence that it is not suited to serve as museum space.
• Other museums will not be able to lend art and artifacts to the Museum because its facilities will not meet the minimum temperature and humidity standards required by their loan policies.
• The Museum will have to store any collection objects off site.
• The Museum will have office space for only half as many staff as it will need.
• The Museum will not be recognized or identified as an African American museum because the Victorian architecture, both exterior and interior, does not evoke African American history or culture.

Without the underground addition, the Museum would be able to have very limited programming that would not be up to the standards of a national museum. Programming might include the following activities:

• The Museum would be able to display reproductions of original artifacts and photographs in “panel” exhibits, similar to the exhibits the Smithsonian currently mounts in the space.
• The Museum would be able to display limited numbers of original artifacts that would require specially designed “microclimate” exhibit cases.
• The Museum would have a small demonstration/performance area with a small stage (15’ by 30’) and bench seats for about 100 people. There would be limited backstage area.
• The Museum would be able to have store, a restaurant, and special event spaces.
• The building would be able to accommodate offices for about half of the staff outlined in the Final Report.

If the Arts and Industries Building was adequate for any modern museum use, one of the other Smithsonian museums would already have claimed it. Museum space on the Mall is precious. The fact that the Smithsonian has not dedicated the Arts and Industries Building to another museum purpose in the past twenty years is perhaps the best evidence of its inability to serve as museum space.
Arts and Industries Building Pros and Cons

Pros

- The building is distinctive and historically significant with grand public spaces.
- Central location on the Mall, next to Smithsonian Castle and the Museum of African Art
- Very pleasant pedestrian environment next to the Smithsonian’s Victorian Garden and Mall.
- Near the African Art Museum.
- Close to the Smithsonian Metro stop.

Cons

- The site will not accommodate the areas in the Outline Facility Program, even with a large underground addition. Collection storage would need to occur off-site.
- There is no opportunity for new architectural design that relates to the Museum’s mission. The historical character of the building has no relation to African American history and culture.
- Connecting the underground additions to the above-ground portions of the building leads to a very inefficient layout.
- The design and construction of the existing building will make it costly to maintain in the future.
- It is impossible to establish museum-quality environmental control within the existing building.
- The proposed service entrance is remote from the areas it will serve and must be shared with other uses in the Quadrangle.
- The capacity of existing utility lines is questionable.
- Exterior pavilions will be required on the Mall to provide for emergency egress from the underground addition.
- Construction under Jefferson Drive will be costly and difficult.
- By far the most expensive alternative
The Arts and Industries Building
Site Context

The Site Context diagram at right shows the relationship of the site to the surrounding area. Significant attributes of the Arts and Industries site context include in following:

- The site is in a central location on the Mall.
- It is easy walking distance for tourists on foot visiting other Mall museums.
- The building is adjacent to the Smithsonian Castle, a recognizable landmark.
- The 9th Street tunnel is adjacent to the site but will not inhibit the use of the building or the expansion.
- The Smithsonian’s Haupt Garden is a very pleasant space adjacent to the west entrance.
- Heavy traffic on Independence Avenue, south of the building.
- Expansion for mechanical support space (underground) toward the west has been designed and is ready for construction. It allows for servicing the existing building with new mechanical equipment and distribution from this new location.
- The existing building has very limited views out from the public floor since the windows are elevated.
- The building is highly visible from Independence Avenue.
- The site has excellent access to the Metro.
The Arts and Industries Building

Site Plan

The Site Plan diagram at right illustrates one way that the proposed Museum might fit on the site taking into account the site context and the specific attributes of the site itself:

- An existing utility tunnel with steam pipes will need to be relocated for the addition to the north.
- Convenient for tourists on foot coming and going to the other Mall museums.
- Space between the building and the Hirshorn Museum is very close. There is no room for expansion in that direction and service access from this side is tight.
- The service area takes up all the space between A & I and Hirshorn near Independence Avenue.
- The 9th Street tunnel runs adjacent to the east side of the building.
- There are two entries - one on the Mall side and one in the garden to the west.
- Two entries complicate visitor services.
- The Mall entry is desirable to attract the tourists on the Mall.

Note: This Site Plan diagram is preliminary and conceptual. It is meant to help facilitate discussion about the possibilities offered by the site. When an architect is selected to design the Museum, multiple options will be studied before a final plan is selected.
The Arts and Industries Building
Floor Plans

The following Floor Plan diagrams illustrate one possible way that the proposed Museum may be organized:

- Most of the museum functions are in an underground addition to the north.
- Most museum support spaces are in an underground addition to the west.
- The first floor of the existing building would be mostly public, while the second floor would be more restricted and contain most of the museum offices.
- The service entrance would be through the loading dock of the Quadrangle and underground to service elevators in both the existing building and the new addition.
- Exterior air shaft pavilions would be required to the north and to the west of the existing building; exterior egress stair pavilions would also be required to the north.

Note: These Floor Plan diagrams are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site. When an architect is selected to design the Museum, multiple options will be studied before a final plan is selected.
First Floor Plan of existing Arts and Industries Building showing Lobby, Museum Store, Dining Facilities, Public Education, and other Visitor Services.
First Underground Level showing Lower Lobby and Exhibit/Performance spaces to the north and Exhibit Support spaces to the west.
Second Underground Level showing Lower Lobby and Exhibit/Performance spaces to the north and Mechanical Rooms to the west.
The Arts and Industries Building
Section Diagrams

The Section Diagrams at right illustrate one way that most of the 350,000 square feet defined in the Outline Facility Program might be accommodated on the site. An additional 50,000 square feet would have to be located offsite in order to meet the programmed needs with this site. A diagram helps to understand the opportunities and constraints that the site introduces in meeting the program:

- The sections show the existing building and a potential underground addition.
- The upper section shows the addition to the north with 2 levels for museum program activities. This space could have a museum-quality environment.
- The lower section shows the addition currently proposed by the Smithsonian, which provides space for new mechanical equipment and other support areas.
- The connection to the underground addition is inside the existing building and would require excavating under the existing foundations.
- A modified theater could be designed within the addition to the north.
- There are potential problems with underpinning existing building foundations.
- Keeping ground water out of underground addition will require additional cost in double wall construction.

Note: These Site Sections are preliminary and conceptual. They are meant to help facilitate discussion about the possibilities offered by the site.
Site Section through Courts.

Site Section through Rotunda.
The Arts and Industries Building
Organization Diagram
The Arts and Industries Building

Massing
The Arts and Industries Building
Preliminary Capital Budget

The following is an explanation of the components of the Arts and Industries Building Preliminary Capital Budget on the next page:

1. Smithsonian Institution’s current estimate (Capital Costs including construction costs, design fees, and contingency) for renovating the existing building and constructing an underground expansion to the west between the existing building and the Smithsonian Institution’s Quadrangle: These estimates are based on the Smithsonian’s 100-plus page Design Development estimate, which was prepared by a professional estimating firm. While the estimate is based on some assumptions that may change as the design is further refined, estimates at this stage of design are considered to be relatively accurate in predicting costs.

2. The estimated cost (Capital Cost including construction costs, design fees, and contingency) for an off-site building for the National Museum of African American History and Culture to house facilities that cannot be accommodated onsite.

3. The estimated cost to construct the underground facilities to the north of the existing building: These facilities primarily accommodate the parts of the program that require museum-quality environments and their support facilities.

4. The estimated cost for the site development, including the relocation of some site utilities.

5. The budget for design and management fees for the project.

6. The estimated cost to accommodate the existing Arts and Industries Building’s current occupants in a new building, including new construction and relocation costs: This area could potentially be leased space. It is included here as new construction in order to make a more accurate comparison with the other sites.

7. The estimated cost for Miscellaneous Expenses, including testing during construction; Clerk of the Works services; special consultants for lighting, acoustical design, security systems, and data systems; reimbursable expenses, etc.

8. The estimated cost for Furnishing and Equipment, including offices, food service, museum store, exhibit support, collections storage systems, etc.

9. The estimated Final Start-up and Opening Costs.

10. 15% contingency on items 3-9.

11. The estimated cost for Exhibition and Theater has three parts. The first is the exhibit design, fabrication, and installation costs for the long-term interactive and immersion exhibits. The initial cost is consistent with the costs other major museums have incurred to create state-of-the-art exhibits. The second part is the estimated cost for the infrastructure for the art and craft galleries, including display cases, pedestals, panels, etc. The third category is the cost for the immersion theater program productions costs.

12. 15% contingency on item 11.

Escalation

The budget is presented in 2003 dollars. The actual costs will depend on the completion date of the Museum. Escalation has been estimated at approximately 3% per year until 2011.
## Arts and Industries Building

### Preliminary Capital Budget

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<tr>
<th>Description</th>
<th>Dollars</th>
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<tr>
<td>1. Capital Cost for Renovation (167,298 SF) of Existing Building and Underground Expansion (53,531 SF) to the West (Smithsonian current cost estimate, includes site development over the expansion to the west, design and management fees, and contingency)</td>
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<tr>
<td>2. Capital Cost for Off-site 50,000 SF New Building ($440/SF project cost, including design and management fees and contingency)</td>
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<td>3. New Construction of Underground Expansion to North (150,000 Gross SF @ $480/SF)</td>
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<td>4. Site Development for New Construction (Includes site utilities, landscaping, service and public access roads.)</td>
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<td>Architect/Engineer Construction Administration Fee (3% of 3 and 4 = $2,280,000)</td>
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<td>Construction Management Fee (5% of 3 and 4 = $3,800,000)</td>
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<td>Commissioning (1% of 3 and 4 = $760,000)</td>
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<td>6. New Construction and Relocation Costs to Replace Existing AIB Spaces (178,500 Gross SF @ $365/SF, plus $8,000,000 relocation costs, including design and management fees)</td>
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<td>7. Miscellaneous Expenses (Includes testing during construction; Clerk of the Works services; special consultants for lighting, acoustical design, security systems, and data systems; reimbursable expenses, etc.)</td>
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<td>8. Furnishings and Equipment (Includes offices, food service, store, exhibit support, collections storage systems, etc.)</td>
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<td>9. Final Startup and Opening Costs</td>
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<td><strong>Subtotal (Items 1 - 9)</strong></td>
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<td>10. Construction and Fees Contingency @ Approximately 15% of Items 3-9</td>
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<td>11. Exhibition and Theater Costs</td>
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<td>Exhibit Design, Fabrication, and Installation Costs for:</td>
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<td>New Long-term Exhibits: 30,000 SF @ $675/SF = $20,250,000</td>
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<td>Art and Craft Display Galleries: 25,000 SF @ $250/SF = $6,250,000</td>
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<td>Immersion Theaters Experience Production Costs @ $10,000,000</td>
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<td>12. Exhibition Contingency @ Approximately 15% of Item 11</td>
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<td><strong>Total Project Budget in 2011 Dollars</strong> (escalated at 3% annually)</td>
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Appendices

A. State Department Building Documents
MINUTES OF THE SECOND MEETING OF THE COMMISSION OF FINE ARTS, ESTABLISHED UNDER ACT OF CONGRESS APPROVED MAY 17, 1910.
(Public- No. 181) (H.R. 19962)

July 9, 1910

The second meeting of the Commission of Fine Arts, called by the Chairman, was held in the office of the Commission, (Room 7, 4th floor, Lemon Building). The meeting was called to order by the Chairman at 10:25 A. M. There were present the following members of the Commission:

Mr. Burnham, Chairman.
Mr. Millard.
Mr. Moore.
Mr. Hastings.
Mr. Olmsted, and
Col. Cosby, the Secretary.

Two letters were drawn up and sent to the Secretary of the Treasury, the first stating the views of the Commission in regard to the plans of the new Bureau of Engraving and Printing which had been submitted to it for consideration, the second giving suggestions as to the general placing and scheme of the proposed new buildings for the Departments of State, of Justice, and of Commerce and Labor.

The meeting adjourned at 1:30, subject to call by the Chairman.

Chairman.

Approved:

Secretary.
EXHIBIT

"THE COMMISSION OF FINE ARTS.

July 9, 1910.

The Honorable

The Secretary of the Treasury.

Sir:

In accordance with your request the Commission of Fine Arts has the honor to submit the following suggestions with the view of incorporating them, if you so desire, in the program in case there is to be a competition for the three important buildings contemplated for the Department of State, the Department of Justice, and the Department of Commerce and Labor. It is, in our opinion, important that the buildings for the Department of Justice and the Department of State be placed at either end of the composition and that the building for the Department of Commerce and Labor be placed between them, but we do not consider it a matter of artistic importance which one of the end buildings be placed on Pennsylvania avenue. We think that the northern elevation of the building on Pennsylvania avenue should be parallel with the existing Municipal building, or normal to 15th street; that it should be somewhat in advance of the Municipal building facade but not enough to diminish greatly the irregular space which we recommend to be left open between the building and Pennsylvania avenue. We recommend that the two end buildings be elevated on terraces, both because of the existing grades and because of the character which it is desirable to give to these buildings; that the 15th street facade of the central building should be placed further back from the street line than the two end buildings and that the central axis on this street need not coincide with that of the ellipse in the White Lot, since the latter area can be at some future time modified in design. Further, we think that the building farthest south should occupy a position as nearly as possible parallel with the National Museum.

At all times this Commission will be pleased to advise upon any matters referred to it by the Commission in charge of the construction of the buildings for the Department of State, of Justice, and of Commerce and Labor.

Very respectfully,

(Signed) D. H. BURNHAM,

Chairman.
MINUTES OF THE EIGHTH MEETING OF THE COMMISSION OF FINE ARTS,

HELD THURSDAY, MAY 18, 1911.

The eighth meeting of the Commission of Fine Arts was held in its Office in the Lemon Building, Washington, D. C., on Thursday, May 18, 1911. The following members were present:

Mr. Burnham, the Chairman;
Mr. Olmsted;
Mr. Hastings;
Mr. French;
Mr. Millet;
Mr. Gilbert;
Mr. Moore; also
Colonel Spencer Cosby, the Secretary and Executive Officer.

The meeting was called to order by the Chairman at 10:30 A. M., and immediately proceeded to the business before it.

1. The minutes of the preceding meeting in Washington, held on March 17, 1911, and of the informal meeting, held in Chicago on April 25, 1911, were presented and approved.

2. The Commission considered the requests, referred to it by the War Department, of Mr. Giuseppe Donato, Mr. Frederick C. Hibbard, and the Van Amringe Granite Company to enter the competition for a memorial monument to be erected at Port Recovery, Ohio. The Commission recommended that Messrs. Donato and Hibbard be permitted to enter the competition, but that the Van Amringe Granite Company be
excluded, as it is a contracting company and the program of competition invites only artists to compete.

The Secretary read the letter from the Secretary of War, requesting the names of the members of the Commission who were present when the applications of Messrs. Fournier and d’Este, and Miss Clyde G. Chandler, were passed on; the Secretary was directed to transmit this information to the Secretary of War.

It was also agreed that, in case further applications are referred to the Commission relative to entering the competition for the Fort Recovery monument, the Secretary is to consult with an architect and a sculptor on the Commission, who are authorized to act for the Commission in the matter of the applications. Mr. French stated that Mr. A. Lukanam, sculptor, had made application to enter the competition; the Commission instructed the Secretary that, should the application be referred to the Commission, its acceptance should be recommended.

3. The Secretary read the letter from the Commissioners of the District of Columbia, submitting an outline plan for a system of lighting proposed to be installed on Pennsylvania avenue between 15th street and the Capitol Building. After discussion, and examination of the plan, a letter containing the conclusions of the Commission was forwarded to the Commissioners of the District of Columbia. (See Exhibit A.)

4. The Secretary read a letter from Mr. F. W. Perkins, Washington, D. C., calling attention to the congested condition of 15th street opposite the Treasury building, and suggesting that an attempt be made to interest Congress in changing the building in line to relieve this condition. The Secretary was directed to inform Mr. Perkins that the Commission of Fine Arts had no jurisdiction in the matter, and therefore could take no initiatory action. (See Exhibit B.)
5. The Commission examined at the Lodge House in Potomac Park the new model of the Barry monument submitted by Mr. John J. Boyle; it approved the larger (second) of the two models of the figure submitted by him, subject, however, to the pedestal’s being altered so that the depth of the main portion shall be diminished, measured from front to rear, and that the splay shall also be made less. The sketch of the setting for the monument submitted by Mr. Boyle was, however, not approved, and Mr. Olmsted was authorized to consult with Mr. Boyle as to changes which are to be made.

6. Upon motion duly made and seconded it was

RESOLVED, That a vote of thanks be given to Mr. Glenn Brown for his valuable services in supervising and directing, for the Commission of Fine Arts, the hanging of the Park Commission Plans at The First Municipal City Planning Exhibition in America, now being held in Philadelphia, Pennsylvania.

The Secretary was directed to transmit a copy of these resolutions to Mr. Brown.

7. The Secretary was authorized to have two tracings made of the area on the Mall between 6th and 15th streets. The first tracing is to show the present buildings situated in that area and the location of the three new Department buildings as called for by the law; the second tracing is to be similar except that the three new Department buildings are to be placed according to the suggestion of the Commission of Fine Arts that the building for the Department of State should be on the Mall on a line with the National Museum.

8. The Commission discussed generally the arrangement and fitting of its altered quarters. It was decided not to have the partitions panelled but to cover them with a cartridge paper of neutral grey tint. The brick walls are to be painted the same color, and not plastered. The floor need not be scraped, but is to be covered with a rug.

Upon motion duly made and seconded it was resolved that Mr. Francis H. Bacon be requested to submit designs for furniture for the Commission rooms.
Mr. Millet was authorized to select the design for the furniture to be purchased for the Commission rooms, and also the color scheme in painting and papering the rooms.

9. The Secretary read the tentative report to the Lincoln Memorial Commission, prepared by Mr. Charles Moore, upon the proposed site for the Lincoln Memorial. He also submitted the following papers in connection with the Memorial:— applications of Messrs. Frank Vlaciha, Charles W. Leavitt, Jr., William Welles Bosworth, E. Van Buren Magonigle, and H. Brooks Price to enter the Lincoln Memorial competition; — letters from H. M. Warren Post No. 12, G. A. R. of Wakefield, Massachusetts, and Messrs. Charles J. Glidden, Alfred Reeves, E. G. Buckner, Benjamin Price, and J. M. Studebaker, urging that the Memorial take the form of a memorial road from Washington to Gettysburg; — letters from the New York Chapter of the American Institute of Architects and The Fine Arts Federation of New York, indorsing the Potomac Park site for the Lincoln Memorial;— and a letter from Mr. Charles G. D. Walscott, suggesting that the Memorial take the form of a monumental building dedicated to art. All these were ordered filed.

The Commission then left for the inspection of the Barry model, and also of the proposed site for the Lincoln Memorial in Potomac Park, returning at about two o'clock for luncheon. After luncheon, the proposed report to the Lincoln Memorial Commission was again taken up, and each member given an opportunity to express his opinion in regard to it. The report was slightly revised and the Secretary was directed to have galley proof copies made of it and sent to each member. Every member was urged to make an immediate individual study of the question in all its phases with a view to final action at the next meeting, to be held in June. The
Commission also directed that a panoramic view be taken from a point 40 feet above mean low tide on the suggested site for the Lincoln Memorial in Potomac Park.

10. The Commission adjourned at 5 P.M., to meet again Friday, June 16, at 10 A.M.

APPROVED:

CHAIRMAN.
BUILDINGS FOR DEPARTMENTS OF STATE, JUSTICE, AND COMMERCE AND LABOR.

LETTER
FROM
THE ACTING SECRETARY OF THE TREASURY,
SUBMITTING
RECOMMENDATION FOR THE AUTHORIZATION OF A NEW BUILDING FOR THE DEPARTMENTS OF STATE, JUSTICE, AND COMMERCE AND LABOR.

FEBRUARY 10, 1911.—Referred to the Committee on Public Buildings and Grounds and ordered to be printed.

TREASURY DEPARTMENT,
OFFICE OF THE SECRETARY,
Washington, January 18, 1911.

Sir: This department has the honor to report that pursuant to the provisions of section 31 of the public-building act approved June 25, 1910, preliminary designs and estimates have been secured for the buildings for each of the Departments of State, Justice, and Commerce and Labor. These were obtained by competition among 57 competitors, and the three successful competitors will now be required to study their designs together, so as to produce a harmonious composition.

An estimate for an appropriation of $500,000 “for the commencement of the erection of the buildings under present limit” has been submitted to Congress.

In order that the Secretary of the Treasury may have full authority to proceed with the erection of these much-needed buildings, I have the honor to recommend the enactment of the following legislation:

That the Secretary of the Treasury be, and he is hereby, authorized and empowered to enter into contracts for the erection and completion of a separate fireproof building for each of the Departments of State, Justice, and Commerce and Labor upon land belonging to the United States in the District of Columbia at a total limit of cost for the three buildings, including elevators, heating apparatus, and approaches, of not to exceed $5,000,000, the amounts to be expended for each of said buildings within the said total limit of cost to be determined by the Secretary of the Treasury.

That the Secretary of the Treasury be, and he is hereby, further authorized and
directed to locate two of said buildings on the land heretofore acquired therefor between Pennsylvania Avenue, Fourteenth, Fifteenth, and B Streets northwest, the remaining building to be located at the corner of Fourteenth and B Streets northwest, on the reservation known as the Monument Grounds.

That the Secretary of the Treasury be, and he is hereby, further authorized and empowered to enter into contracts with the architects whose designs have been or may be accepted, for their full architectural services, including the local supervision of the construction of said buildings, in conformity, as near as may be, with the regulations adopted by the Treasury Department under the act of February twentieth, eighteen hundred and ninety-three, at such rates of compensation, to be paid from the construction appropriations for said buildings, as he may consider just and reasonable, but not to exceed six per centum of the actual construction cost of said buildings.

Respectfully,

CHARLES D. HILLES,
Acting Secretary.

The Speaker of the House of Representatives.
PUBLIC BUILDINGS IN THE CITY OF WASHINGTON.

LETTER FROM

THE SECRETARY OF THE TREASURY.

TRANSMITTING

INFORMATION IN RESPONSE TO SENATE RESOLUTION OF JUNE 8, 1911, RELATIVE TO TITLE, ETC., TO CERTAIN LANDS UPON WHICH TO ERECT PROPOSED BUILDINGS FOR THE DEPARTMENTS OF STATE, COMMERCE AND LABOR, AND JUSTICE.

JUNE 12, 1911.—Ordered to lie on the table and to be printed.
JUNE 13, 1911.—Ordered reprinted with corrections.

TREASURY DEPARTMENT,
OFFICE OF THE SECRETARY,
Washington, June 10, 1911.

The President of the Senate.

Sir: Referring to statement transmitted in letter dated June 9, 1911, showing the amount paid for the various parcels of land comprising the site for the proposed buildings for the Departments of State, Commerce and Labor, and Justice, I have the honor to advise you that through a typographical error the date of payment for parcel No. 43, in square 228, was stated as April 15, 1910, whereas the correct date is April 15, 1911.

Respectfully,

A. Piatt Andrew,
Acting Secretary.

TREASURY DEPARTMENT,
OFFICE OF THE SECRETARY,
Washington, June 9, 1911.

The President of the Senate.

Sir: In reply to Senate resolution of June 8, 1911, I have the honor to transmit herewith statement showing the amount paid for the various parcels of land comprising the site for the proposed buildings for the Departments of State, Commerce and Labor, and Justice, and the date on which title to each parcel passed to the Government; also a statement showing the names of lessees, amount of rent received, and other details as to rent derived from squares 226 to 230, inclusive.

You are also advised that the proposed plans did contemplate the erection of one of the buildings south of B Street. This was suggested by the National Fine Arts Commission, and a recommendation submitted by this department for the necessary legislation to enable the department to so place the building.

Respectfully,

Franklin MacVeagh,
Secretary.
## Analysis of Possible Locations

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<td>71</td>
<td>2,000.00</td>
<td>Jul. 14, 1910</td>
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</tbody>
</table>
## PUBLIC BUILDINGS IN THE CITY OF WASHINGTON

Statement showing names of lessees, amount of rent received, and other details as to rent derived from squares 226 to 230, inclusive, Washington, D. C., acquired by the United States as a site for the erection of the proposed buildings for the Departments of State, Commerce and Labor, and Justice—Continued.

<table>
<thead>
<tr>
<th>Premises</th>
<th>Tenant</th>
<th>Rate per month</th>
</tr>
</thead>
<tbody>
<tr>
<td>1438 C Street NW</td>
<td>Vacant; Treasury Department is endeavoring to rent for $25 per month.</td>
<td></td>
</tr>
<tr>
<td>1440 C Street NW</td>
<td>A. Taga</td>
<td>$205.00</td>
</tr>
<tr>
<td>1442 C Street NW</td>
<td>Nicholas Drakouli</td>
<td>25.00</td>
</tr>
<tr>
<td>1441 D Street NW</td>
<td>William B. Hill</td>
<td>15.00</td>
</tr>
<tr>
<td>1438-1440 D Street NW</td>
<td>Formerly Engine House No. 2, square 228; Perry House.</td>
<td>55.00</td>
</tr>
<tr>
<td>1412 D Street NW</td>
<td>Joseph Taylor</td>
<td>12.40</td>
</tr>
<tr>
<td>1415 D Street NW</td>
<td>L. Sanoose</td>
<td>16.00</td>
</tr>
<tr>
<td>1417 D Street NW</td>
<td>Vacant since Feb. 7, 1911; department is endeavoring to rent for $12 per month.</td>
<td></td>
</tr>
<tr>
<td>1419 D Street NW</td>
<td>Thurman E. Shanks</td>
<td>15.00</td>
</tr>
<tr>
<td>1421 D Street NW</td>
<td>Elizabeth Schneider</td>
<td>12.00</td>
</tr>
<tr>
<td>1423 D Street NW</td>
<td>Formerly rented by Episco Cola; now vacant since June 1, 1911; department is endeavoring to rent for $14 per month.</td>
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<tr>
<td>1425-1427 D Street NW, also 1418 E Street NW (1 piece).</td>
<td>A. Blount</td>
<td>15.00</td>
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<tr>
<td>1433 D Street NW</td>
<td>Mary E. Acton</td>
<td>14.00</td>
</tr>
<tr>
<td>1435 D Street NW</td>
<td>Mrs. Mary S. Blue</td>
<td>16.00</td>
</tr>
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<td>1435 D Street NW</td>
<td>Coca-Cola Bottling Works</td>
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<tr>
<td>1437 D Street NW</td>
<td>Building raised; vacant lot; no rents collected.</td>
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</tr>
<tr>
<td>1439 D Street NW</td>
<td>Building raised; vacant lot; no rents collected.</td>
<td></td>
</tr>
<tr>
<td>1441 D Street NW</td>
<td>E. Davis</td>
<td>25.00</td>
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<td>1443 E Street NW</td>
<td>E. Coleman</td>
<td>25.00</td>
</tr>
<tr>
<td>1445 E Street NW</td>
<td>Building raised; vacant lot; no rents collected.</td>
<td></td>
</tr>
<tr>
<td>1447 E Street NW</td>
<td>Building raised; vacant lot; no rents collected.</td>
<td></td>
</tr>
<tr>
<td>1449 E Street NW</td>
<td>Building raised; vacant lot; no rents collected.</td>
<td></td>
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<tr>
<td>1451 E Street NW</td>
<td>Walter Montague</td>
<td>20.00</td>
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<tr>
<td>1453 E Street NW</td>
<td>Formerly rented by Joseph Coletz; vacant since June 9, 1911; department is endeavoring to rent for $20 per month.</td>
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<tr>
<td>1455 E Street NW</td>
<td>Edward L. Willatt</td>
<td>25.00</td>
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<tr>
<td>1457 E Street NW</td>
<td>Salavatore Zaneelli</td>
<td>16.00</td>
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<tr>
<td>1459 E Street NW</td>
<td>Arthur Minick</td>
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<tr>
<td>1461 E Street NW</td>
<td>Charles Bartoli</td>
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<tr>
<td>1463 E Street NW (See 1429-27 D Street NW.)</td>
<td>Building raised; vacant lot; no rents collected.</td>
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<tr>
<td>1465 E Street NW</td>
<td>Building raised; vacant lot; no rents collected.</td>
<td></td>
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<tr>
<td>1467 E Street NW</td>
<td>Lot 1, square 229 (vacant ground and frame building).</td>
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<tr>
<td>1469-30 E Street NW</td>
<td>Vacant when acquired by the Government; used by the Treasury Department for storage of second-hand furniture.</td>
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<tr>
<td>1471-32 E Street NW</td>
<td>Formerly rented by Warren-Ehret Co.; now vacant; department is endeavoring to rent for $30 per month.</td>
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<tr>
<td>1473 E Street NW</td>
<td>J. O. Veithmeyer</td>
<td>5.00</td>
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*Buildings on premises 1438 and 1456 E Street NW. were condemned, sold, and raised during 1910.*

Total rents collected from properties on squares 226 to 230, inclusive, up to and including June 9, 1911, $77,522.74.