The National Mall Plan Newsletter 3 — Planning Workbook Fall / Winter 2007

Dear Friends,

This is the third newsletter about planning for the National Mall and Pennsylvania Avenue National Historic Park. Once again we are asking for your help, this time to explore a reasonable range of ideas and actions for the future management of America's national civic space — our front yard. This newsletter presents three alternative concepts for the National Mall plan for your review and comment, plus a no-action alternative that would continue current management direction.

We want you to look at the alternative concepts, as well as the possible actions for each alternative, and tell us what you think. What actions should be part of a pre-ferred alternative?

The Basis for the Alternatives

The draft conceptual alternatives take into consideration comments from public scoping, which were summarized in Newsletter 2. They also take into account the results of a

November 2006 symposium that was held with national experts who presented ideas for preserving, improving, and maintaining the National Mall and Pennsylvania Avenue. In addition, suggestions from our cooperating agency partners and ideas gathered from several studies have been incorporated into these preliminary alternatives.

In all alternatives the National Mall will remain a completed work of civic art — a historic open space with planned views that provides a setting for national memorials, many of them symbols of democracy. It is also the setting for our great federal buildings, the three branches of our government, and many of the country's most significant educational and cultural institutions.

Focus of the Alternatives

Each alternative focuses on one primary aspect of the park's purpose and significance, which are described in the *Foundation Statement* (see the project website; the significance statements were also discussed in Newsletter 1).

- Alternative A focuses on the historic landscape with its memorials and planned views.
- Alternative B focuses on a welcoming national civic space for public gatherings, events, and high-use levels.
 Alternative C focuses on urban recreation and use plus a sustainable urban ecology.

The conceptual alternatives describe the most prominent actions that would occur during implementation of the plan. More detail will be provided in the draft plan and environmental impact statement.

Certain actions will take place in every alternative, such as improving the condition of heavily used areas, providing more restrooms, and improving directional signs and orientation maps.

We Need Your Help

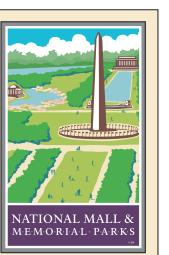
As you read through the alternatives, we want you to think about how you would combine various actions into a preferred alternative. You may like actions for an area like the Washington Monument in one alternative, but the actions for the Lincoln Memorial in another alternative. That's fine. Feel free to mix and match your preferences. We just want to know what you think. Please provide your comments on-line at

www.nps.gov/nationalmallplan

We think the majority of public concerns have been addressed in one or more alternatives. We hope that you will be comfortable with the range of specific actions for various areas. But if we have missed an important point, please tell us that too. We look forward to hearing from you. Thank you.

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Margaret O'Dell, Superintendent National Mall & Memorial Parks



MAKING CHOICES FOR THE FUTURE OF THE NATIONAL MALL AND PENNSYLVANIA AVENUE NATIONAL HISTORIC PARK



This newsletter presents three action alternatives for the future management of the National Mall and Pennsylvania Avenue National Historic Park, plus a description of existing conditions. Each alternative begins with a description of the conceptual approach, followed by a list of actions for specific areas, such as the Thomas Jefferson Memorial or Union Square. Not all actions are described, rather only those that would result in a substantial change in an area. Actions for sites will be fully described in the draft management plan and environmental impact statement.

COMMON ACTIONS

Throughout the National Mall and Pennsylvania Avenue National Historic Park, the National Park Service will continue to preserve and maintain memorials, sidewalks, and park areas, and deferred maintenance will be undertaken as allowed by funding. Solutions will be pursued for memorial lighting, water feature operations (including algae), recycling / solid waste management, and turf maintenance. Orientation, wayfinding maps and signs, and web-based information will be improved. The National Park Service will seek to add the National Mall name to the Smithsonian



Metro stop and to locate a visitor contact station nearby. Any new facilities or landscape improvements will have to meet or exceed a high standard for energy efficiency and green building practices.

The areas that are not called out in the alternatives (such as the World War II Memorial and the George Mason Memorial) do not require substantial changes, and existing conditions will be maintained. However, tell us if you have another viewpoint.

Planning products for this project are available at www.nps.gov/nationalmallplan. If you are reading this on-line, you can click on a hyperlink to go immediately to the referenced document. On-line products include newsletters, studies, information about historic resources, best management practices used in other major cities and countries, base maps, summary of public comments, *Federal Register* notices, meeting dates, and links to other park websites.

Projects Planned by the National Park Service

The following projects are common to all alternatives:

- Washington Monument Food and Gift Concession Relocation. To allow for construction of the National Museum of African American History and Culture, the temporary NPS concession facility northeast of the Washington Monument will be relocated.
- **Security Measures.** Security improvements will be planned, designed, and constructed at the Thomas Jefferson Memorial and will be completed at the Lincoln Memorial.
- Visitor Transit. An interpretive visitor transportation system will continue to be provided, and the system will be expanded to serve more destinations and offer more frequent service plus improved connections to public transportation.

Projects Planned by Others on the National Mall

The following projects have already been discussed or are underway. The areas are noted on the maps:

- Vietnam Veterans Memorial Center
- National Museum of African American History and Culture (Smithsonian Institution)
- Martin Luther King Jr. Memorial

Background Information on Other Projects

The following projects have also been addressed in other planning efforts and could occur under all alternatives.

- Northwest Area (west of 23rd Street and north of the Lincoln Memorial)
 - -The *Memorials and Museums Master Plan* (National Capital Planning Commission [NCPC] 2001) identified this area for six commemorative sites of national importance. The area is outside the Reserve, an area where no new memorials may be built.

-The Theodore Roosevelt Bridge Project and the Kennedy Center Access Improvements propose realigning and redesigning the road and bridge network.

- Improvements are planned to traffic operations on the I-395 corridor and adjacent access points. Alternatives in the *14th Street Bridge Corridor Study* include proposals for 14th Street crossing the Mall.
- Perimeter security measures will be designed and installed for the Federal Triangle and museums along the Mall.
- The Smithsonian Institution's Arts and Industries Building is not under NPS management. However, it has been suggested for use as a visitor or welcome center for the National Mall. The building is outside the Reserve, where visitor centers are prohibited. The Smithsonian Institution is seeking proposals to envi-

sion a new future for this building. The historic building needs considerable structural work, but it has large open exhibit halls, natural daylight, and is convenient to two subway stops. Using the historic building for visitor services (food, restrooms, theater, and exhibits), as well as for staging certain events in a climate-controlled venue, could take pressure off Mall resources.

The National Park Service will track progress on the future of the Arts and Industries Building and provide comments as needed. Any proposals affecting the National Park Service would need to be assessed to determine their value and operational impacts.

Making Progress on Issues of Public Interest

The National Park Service has been addressing some issues. Public comments show that these issues are important to you, so here is an update about what is being done.

- Pedestrian Wayfinding and Sign System The National Park Service is designing new directional and orientation signs for pedestrians that are coordinated with the city's wayfinding system.
- Turf Improvement Regular turf aeration and renovation were scheduled for the east end of the Mall (between 3rd and 7th streets), where like much of the Mall soils are highly compacted. Through a partnership agreement with the National Park Service, a pilot project has been started to demonstrate different levels of treatment methods and will continue until August 31, 2009. Two center lawn panels will receive different levels of organic treatment, while a third panel will receive the standard treatment. Soil data (compaction, moisture, organisms, and fertility), labor, and machinery used will be recorded. The project will show the level of effort and expense required under each treatment method.

In addition, new sod has been placed in various locations through the National Mall, and post-and-chain fencing has been installed to protect sod and encourage visitors to stay on designated walkways.

- **Recycling Program** The National Park Service has been working with the Environmental Protection Agency's Waste Division to develop recycling programs for daily and event use.
- Transportation Planning As previously mentioned, transportation planning began before work started on

the National Mall plan because the current contract for interpretive visitor transit will soon expire. The plan identified three routes for frequent, low-cost, interpretive transit service that would be more connected to public transit stops.

Vehicle Circulation Issues — There are over 1,600 public parking spaces along park roads throughout the National Mall, amounting to 75% of overall curb use. There are 117 parking spaces for people with disabilities, amounting to 6% of overall curb use (more than the general 2% requirement in ADA accessibility guidelines). In addition there are hundreds of city parking meters on 3rd, 4th, and 7th streets within the National Mall.

Curb use and allocation on Madison and Jefferson drives between 3rd and 14th streets has been modified to accommodate all visitor use:

- *Tour bus drop-offs* the number has increased by 32 spaces
- *Parking for people with disabilites* the number of spaces near museums on the Mall has increased from 33 to 47
- Bicycle Parking Replacement racks are being provided at 7 locations and new racks at 11 locations. A new rack was recently installed at the Tidal Basin paddleboat area with support from the D.C. Department of Transportation.

BACKGROUND ABOUT ANOTHER TOPIC — UNDERGROUND PUBLIC PARKING

Studies in 1971 and 1978 examined the feasibility of parking under the Mall. While underground parking could contribute to visitor convenience, there would never be enough parking to meet needs, the costs were determined to be extremely high, and the historic landscape would be adversely affected by entrances, ventilation shafts, utilities, and pedestrian access points. Since that time security concerns related to underground parking have also emerged. Public underground parking at Mall museums is no longer provided. Some public parking has been proposed in areas close to the National Mall.

Approved city and regional plans all focus on using a mix of transportation alternatives rather than increased parking to meet visitor needs. Downtown Washington, D.C., has some of the worst congestion in the nation, many roads are already over capacity, and more parking would extend congestion and adverse impacts on air, noise, and health of vegetation beyond commuter hours. The National Park Service already provides more than 1,600 surface parking spaces. Many National Mall visitors come on bus tours. Surveys have indicated that 75% of visitors are comfortable using the subway system and 61% already use the system.

Planning Together for Washington, D.C.

Four vision plans underway for the Washington, D.C., area are being coordinated, including the current NPS effort for the National Mall. The other three plans are described below:

- The NCPC Framework Plan covers federal areas north and south of the National Mall and implements the Legacy Plan and the Memorials and Museums Master Plan.
- The District of Columbia's City Center Action Agenda identifies challenges and actions needed to ensure the vitality and vibrancy of central Washington.
- The Architect of the Capitol's Capitol Complex Master *Plan* addresses areas east of the National Mall, including Congress, the U.S. Supreme Court, the U.S. Botanic Gardens, and the Library of Congress.

Common objectives of the vision plans include the following:

Welcoming Atmosphere — Create an atmosphere that embraces local citizens and visitors, statesmen, foreign dignitaries, and the global media. Extend the warmth of a friendly town, the dignity of a seat of government, and the vibrancy of a progressive international city. Provide the opportunity for enjoyment, exchange of ideas, citizen action, and transformative encounters and events. Create public spaces that are attractive throughout the year and programs and services that are convenient, coordinated, easy-to-use, and accessible.

Well-Connected Public Space — Create a distinguished public realm of enduring quality shaped by beautiful civic infrastructure, architecture, streets, parks, and waterfronts. Maintain free and open public access that is so important to a democratic society. Connect destinations and overcome existing physical barriers with walkable, landscaped corridors, interpretive and wayfinding systems, and engaging views. Meet the highest standards for design, construction, and maintenance.

Distinctive Places — Create or renew neighborhoods and public places throughout central Washington to provide a mix of uses and experiences that are authentic and diverse and that reflect the city's history and culture. Devote attention and infrastructure reinvestment to ensure that the National Mall remains a destination worthy of its civic, historic, and symbolic role in serving the city and the nation. Refurbish historic government facilities and sites that serve the American people and house the executive, legislative, and judicial branches of government.

Green and Sustainable — Achieve a livable, healthy, and sustainable environment with clean air, water, and soil by employing model development and maintenance practices. Implement an integrated ecological approach to central Washington through programs that control emissions, plant trees, preserve and connect open spaces, encourage green and sustainable building practices, reduce pollutants, conserve energy, and reuse and recycle water and materials.

21st Century Transportation — Establish a comprehensive, flexible, convenient, and coordinated network of public transit options — subway, light rail, streetcar, bus, water transit, visitor transit — linking central Washington destinations to support economic investment and environmental health. Upgrade public infrastructure to encourage walking and bicycling and develop comprehensive travel demand management programs to reduce congestion, improve air quality, and address parking and tour bus issues.

Circulation Opportunities and Other Plans

Framework Plan:

- Add a Metro stop just south of the Jefferson Memorial area.
- Provide second entrances to the Metro stations at the Federal Triangle and the Archives-Navy Memorial-Penn Quarter.
- Provide opportunities for additional public parking on 10th Street and opportunities at the 10th Street overlook for a multi-modal (bus and visitor) parking facility.
- Create mid-block pedestrian crossings at 13th Street NW at Constitution Avenue, near the History Museum.



Center City Action Agenda:

- Improve transportation for local residents and visitors.
- Address tour bus parking and create an Office of Tour Bus Management.
- Adopt short- and long-term solutions to reduce congestion to and from Virginia, as proposed in the 14th Street Bridge Corridor Study, including improved bike access, trails, and other congestion management proposals.
- Provide additional public parking off the National Mall.

An Overview of Opportunities, Issue, and Challenges

As you read through the alternatives, think about the best ways to address the opportunities, issues, and challenges summarized here. Think about how actions can be combined to meet multiple needs. Also, consider that there are substantial costs related to actions.

THE NATIONAL MALL

Parkwide Conditions

The NPS mission to preserve natural and cultural resources for future generations is highly valued by the public. However, many citizens may not be aware of the NPS management presence in our nation's capital.

The multiple purposes for the National Mall include preserving historic resources, providing for public enjoyment, and accommodating First Amendment demonstrations.

The American public believe that the National Mall should set the standard of excellence in sustainable urban park landscape and facility design and maintenance.

Preservation. The health and appearance of the historic landscape are deteriorating. Views that were defined in historic plans may be obscured by trees or temporary facilities for special events.

Landscape. High levels of use and resulting wear and tear, along with soil compaction, cause stress to trees and turf. About half of the National Mall was constructed from tidal flats, and in some cases poor quality soils were used as fill.

Water Resources. Aging water features, all of which are human-made, do not recirculate water, resulting in algae problems. Waterfowl degrade larger water bodies and contribute to algae and unpleasant odors.

Public Access and Wayfinding. Pedestrian wayfinding aids are not coordinated and are outdated. Streets accommodate heavy commuter traffic, and a large number of bicyclists use the same walkways as slower pedestrians.

Interpretation / Education. Memorials and park areas provide numerous opportunities to learn about commemorative sites, unique features, activities or uses, and site history. Keeping pace with multiple emerging technologies and advances while remaining relevant to diverse visitor groups is a challenge for all national parks.

Events. The wear and tear from high levels of use during permitted events affect significant character-defining elements, historic planned views, and visitor experiences. Utility infrastructure is lacking, and tent stakes used during events damage irrigation systems.

The *Code of Federal Regulations* limits special events on the National Mall to no more than 21 days, including setup and

takedown time. This provision has not been enforced uniformly. The reservation system for events does not take advantage of current technology.

Visitor Facilities. Visitor buildings are diverse, but often without a common identity to make them readily apparent; some are outdated and difficult to maintain. Restrooms are insufficient for demand and are not located near food service outlets. Park furniture is not coordinated, and seating is insufficient at some times and is not focused on views. Shaded seating is highly desirable in the summer.

Commercial Visitor Services. Public comments indicate that additional services are desired. Food service is offered at refreshment stands and mobile carts, and gifts are available at some locations. Additional recreational opportunities, such as kayaks, rowboats, model boats, and lawn chairs, were also suggested. A commercial services plan would determine the feasibility of any service changes.

Studies at other sites suggest that commercial services should be used to strengthen the NPS identity as well as the message of stewardship and education.

Recreation. The D.C. Recreation Department issues permits for league use of some ballfields. Informal games and recreation take place throughout the National Mall.

Entertainment. The Sylvan Theater, the lower approachway to the Lincoln Memorial, the D.C. War Memorial, and the Thomas Jefferson Memorial are used for regularly scheduled performances and school programs. Additional entertainment such as opera simulcasts and "Screen on the Green" are covered under events. Some people desire more entertainment opportunities.

Health, Public Safety, and Security. Highly used areas with many simultaneous activities can lead to safety concerns or use conflicts. Bicyclists and pedestrians share walkways. Paving materials make access difficult for people with disabilities, and some furniture does not meet accessibility guidelines. Some pedestrian walks are not lit.

Drinking fountains have water delay features and need frequent repairs. Plastic water bottles generate a large amount of trash, and recycling is not universal.

A homeless population challenges resources and maintenance. Tall shrub beds provide cover, and public areas may be misused for storage, sleeping, bathing, or toileting.

Park Operations. Scheduled maintenance priorities may be disrupted by continual pressing demands.

Specific Area Conditions

No major actions are planned or needed for the World War II Memorial or the George Mason Memorial.

Union Square. Most of Union Square, the Grant Memorial, and the reflecting pool need to be rehabilitated. The Capitol backdrop makes this a popular site for demonstrations and events, but there are no utilities or visitor facilities. **The Mall.** The Mall is heavily used for events, but view corridors defined by mature elms may be lost due to compacted soils and erosion. The elms also provide much needed shade. Gravel-paved walkways make access difficult for some visitors, they are slippery, and gravel dust can cause breathing problems. Gravel also migrates onto lawns. The most popular transit entrance is the Smithsonian Metro station, but this stop does not identify the National Mall in its name, and there is no NPS presence or nearby seating.

Washington Monument. Celebrations, civic activities, and recreation take place on the monument's grounds. Food and gifts in a temporary tent must be relocated to allow for construction of the National Museum of African American History and Culture. Survey Lodge, the main visitor contact station, is off the main circulation routes and not easy to identify. Circular restrooms, located near a tour bus drop off, are outdated and insufficient for demand.

Constitution Gardens. The gardens were designed as a resting area for people visiting the memorials, but poor quality soils have stunted tree growth. The concrete-lined shallow lake has water quality problems. Asphalt walks embedded with small stones are deteriorating and are difficult to maintain.

The historic lockkeeper's house, previously moved to the corner of 17th Street and Constitution Avenue, is not being used. Its location near the intersection affects pedestrian visibility and vehicle turning movements.

Vietnam Veterans Memorial. No opportunities for contemplation are provided near the memorial wall.

Northwest Area (west of 23rd Street, north of Lincoln Circle). Identified as a location for future national memorials, this primary vehicular entrance to the city contains historic features, volleyball courts, and ballfields. The road system is to be rebuilt and simplified.

Potomac Riverfront. Dry-laid stone river walls are deteriorating and are overtopped by tidewater and debris.

Lincoln Memorial. Multiple tour bus arrivals cause peakseason crowding, and restrooms are frequently overwhelmed by demand. The exhibit area and bookstore are outdated. Recently opened north and south concession stands provide visitor services but no restrooms.

Events on the lower approachway to the memorial require the installation of temporary utilities and equipment.

The Reflecting Pool requires major restoration, and walking patterns prevent turf from surviving along its edge.

The elm walkways need surface repairs. Temporary lighting installed for visitor safety has changed the designed night-time character.

The necessary but unattractive U.S. Park Police mounted patrol facilities can only be reached along a road that has become a popular pedestrian route. The circular restrooms on Ash Road are outdated and hard to maintain. **D.C. War Memorial.** This small events venue is receiving ongoing preservation work.

Korean War Veterans Memorial. Narrow entry walks are frequently congested. Visitor walking patterns have changed, and there is no access from the east.

Franklin Delano Roosevelt Memorial. Visitors trample some planting areas to take photos.

Thomas Jefferson Memorial. Uneven walking surfaces result from shifting of the plaza's Tidal Basin walls.

Tidal Basin Area. Pedestrian access near the tour bus dropoff area has been controlled to prevent unwanted visitor paths to the Tidal Basin and the Thomas Jefferson Memorial. Local streets and parking bisect recreational areas. Commuter and recreational bicyclists share narrow sidewalks with much slower pedestrians.

The deteriorating Tidal Basin walls are overtopped in some areas by high tides, covering the walkways and resulting in social trails as visitors try to avoid the water.

Walkways are too narrow for current levels of use, so the adjacent cherry tree root systems are trampled by visitors. Paddleboat and refreshment facilities are outdated, and no restrooms are available.

PENNSYLVANIA AVENUE NATIONAL HISTORIC PARK

Required security measures offer opportunities to reconsider street furnishings. Custom paving materials are not readily available, making repairs difficult. Skateboarding has damaged sites, stone work, and stone facing. Separate areas are needed for dogs to relieve themselves away from children's play areas.

John Marshall Park. The park and its furnishings have deteriorated, and the area is not well known by the general public. A planned rehabilitation is underway.

Mellon Fountain. This small commemorative feature honors Andrew Mellon and his gifts to the National Gallery of Art.

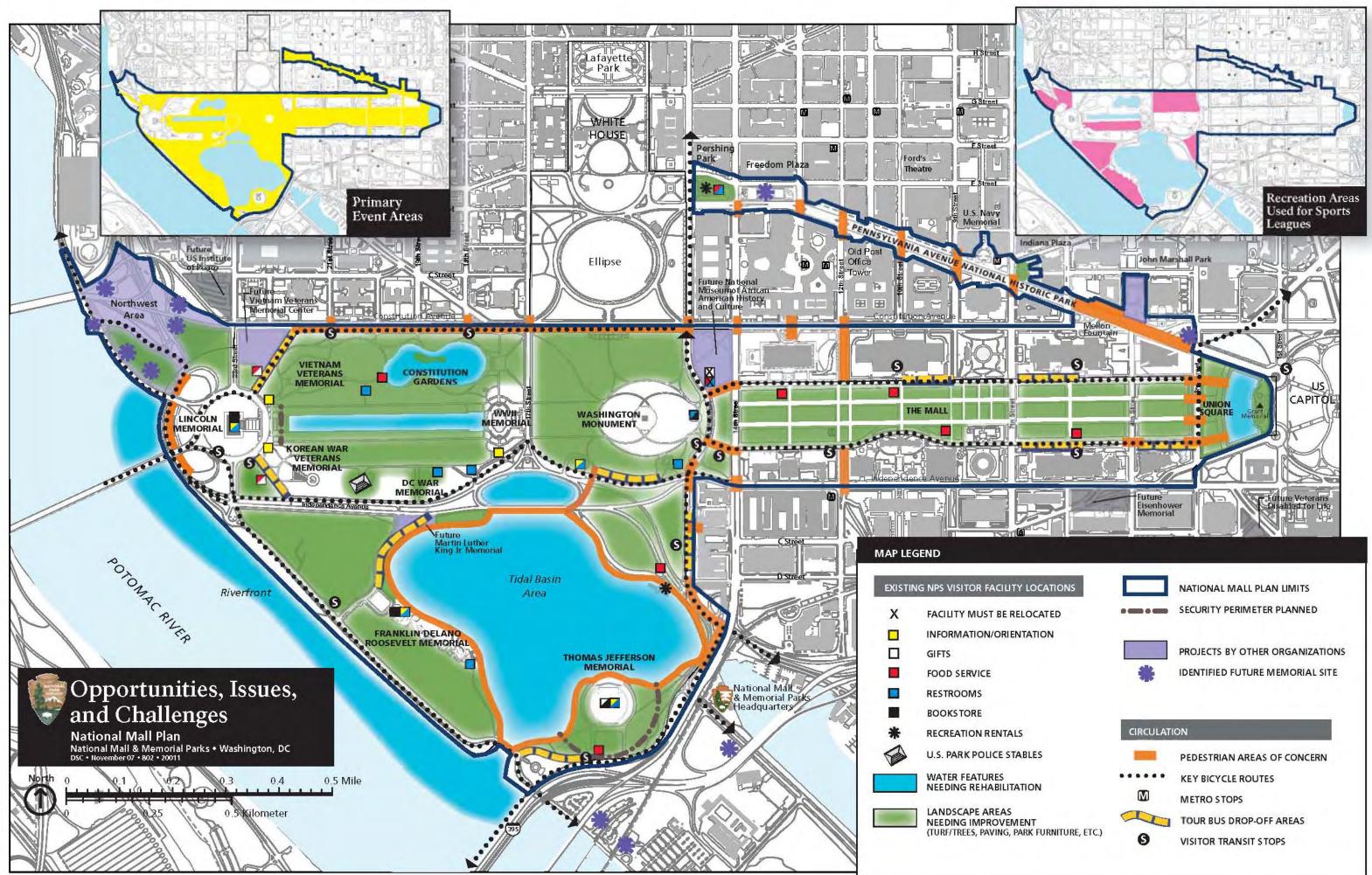
Constitution Avenue Triangle. This location has been identified for a future national memorial.

U.S. Navy Memorial. The Navy Memorial requires only small ongoing improvements.

Indiana Plaza. Indiana Plaza has an unkempt appearance, some adjacent lighting does not function, and skateboard damage is evident on walls and commemorative features. The Temperance Fountain no longer supplies water.

Freedom Plaza. The plaza has been designated for a future national memorial. The fountain at 14th Street is difficult to operate. Glare and heat from pavement contribute to user discomfort.

Pershing Park. The park is somewhat hidden and underutilized. Some park furnishings, such as tables, are not compatible with urban street furnishings.



IRCULATION	
	PEDESTRIAN AREAS OF CONCERN
	KEY BICYCLE ROUTES
M	METRO STOPS
	TOUR BUS DROP-OFF AREAS
0	VISITOR TRANSIT STOPS

The No-Action Alternative — Continue Current Management

THE NATIONAL MALL

The no-action alternative describes how current management would be continued, and it identifies those plans and actions already moving forward. The park would continue standard maintenance activities and undertake deferred maintenance projects as funding permits. The following is a summary of actions that would occur under this alternative. A more detailed explanation of each action will be contained in the draft plan / environmental impact statement. Because this alternative outlines existing conditions, it serves as the baseline against which to measure the action alternatives.

Concept

Landscape. Memorials and planned views within the historic landscape would be preserved. General recommendations from historic structure reports and cultural landscape reports would be implemented.

Public Access and Wayfinding. A mix of pedestrian and bicycle uses would continue on park sidewalks, paths, and trails.

Interpretation / Education. The educational focus would be on the memorials and the history of the nation's capital. Living history programs would continue to be provided in some locations, and the park website would be improved.

Events. Special events would continue to be managed under rules and regulations, which are being updated to improve natural resource protection. No infrastructure improvements would be made to facilitate special events.

Visitor Facilities. Present restroom facilities would remain and would be rehabilitated. Food service would continue to be offered at refreshment stands and mobile carts.

Commercial Visitor Services. Food service, gifts, and recreational opportunities would continue to be provided. A commercial services plan would determine the feasibility of any changes in future services.

Recreation. A mix of recreational activities such as softball, volleyball, running, rugby, soccer, kickball, bicycling, kite flying, and football would continue, with some facilities used by city sports leagues. Paddleboats and the Smithsonian Institution's carousel would remain.

Current Management Direction

No major actions are proposed for the World War II Memorial, Constitution Gardens, Vietnam Veterans Memorial, Potomac Riverfront, Korean War Veterans Memorial, Franklin Delano Roosevelt Memorial, or George Mason Memorial.

Union Square

• Improve the condition of the Grant Memorial and maintain the area as the focal point of the civic gathering place at the east end of the National Mall.

The Mall

- Continue to examine ways to improve events management and protect the Mall as the tree-lined green promenade that frames views of major national memorials and government buildings.
- Provide a temporary visitor contact station near the Smithsonian Metro station.

Washington Monument

• Relocate food and gifts to a permanent location to accommodate the National Museum of African American History and Culture (required action; see action alternatives for potential locations).

Northwest Area

• Continue recreational activities; accommodate road projects and future national commemorative sites (same for all alternatives).

Lincoln Memorial

• Rehabilitate the lower approachway plaza, complete the security perimeter, and address the social trail along the length of the Reflecting Pool.

D.C. War Memorial

• Continue preservation work at this smaller performance or event venue.

Thomas Jefferson Memorial

- Complete perimeter security.
- Undertake Tidal Basin wall repairs near the plaza.

Tidal Basin Area

• Undertake Tidal Basin wall repairs.

PENNSYLVANIA AVENUE NATIONAL HISTORIC PARK

Concept (Actions Common to All Alternatives)

Historic Pennsylvania Avenue would continue as a traditional site for Inaugural Parades as well as other ceremonial events and civic activities. The city would continue to manage the roadbed, and the National Park Service would manage the sidewalks.

Existing memorials, parks, and sidewalks would be maintained. Pennsylvania Avenue would remain pedestrian friendly, with wide walks, seating, and lighting. Adjustments to crosswalk timing would continue to be made, and islands would be provided for safety. Wayfinding and orientation maps would be improved to make them clearly visible and easy to find. Sidewalk cafes and community activities would be encouraged. Walking tours would continue to be provided.

Federal Triangle perimeter security measures would be undertaken, and accompanying sidewalk furnishings would be replaced. Maintenance challenges related to the availabil-



ity of custom paving, outgrown tree grates, repairs to drinking and decorative water fountains, lighting, and skateboard damage would be addressed.

The future NPS interpretive visitor transportation system would be extended to include the avenue and would link to the National Mall.

Current Management Direction

No major actions would be taken at the Mellon Fountain, U.S. Navy Memorial, Indiana Plaza, or Pershing Park.

John Marshall Park

• Park rehabilitated by others.

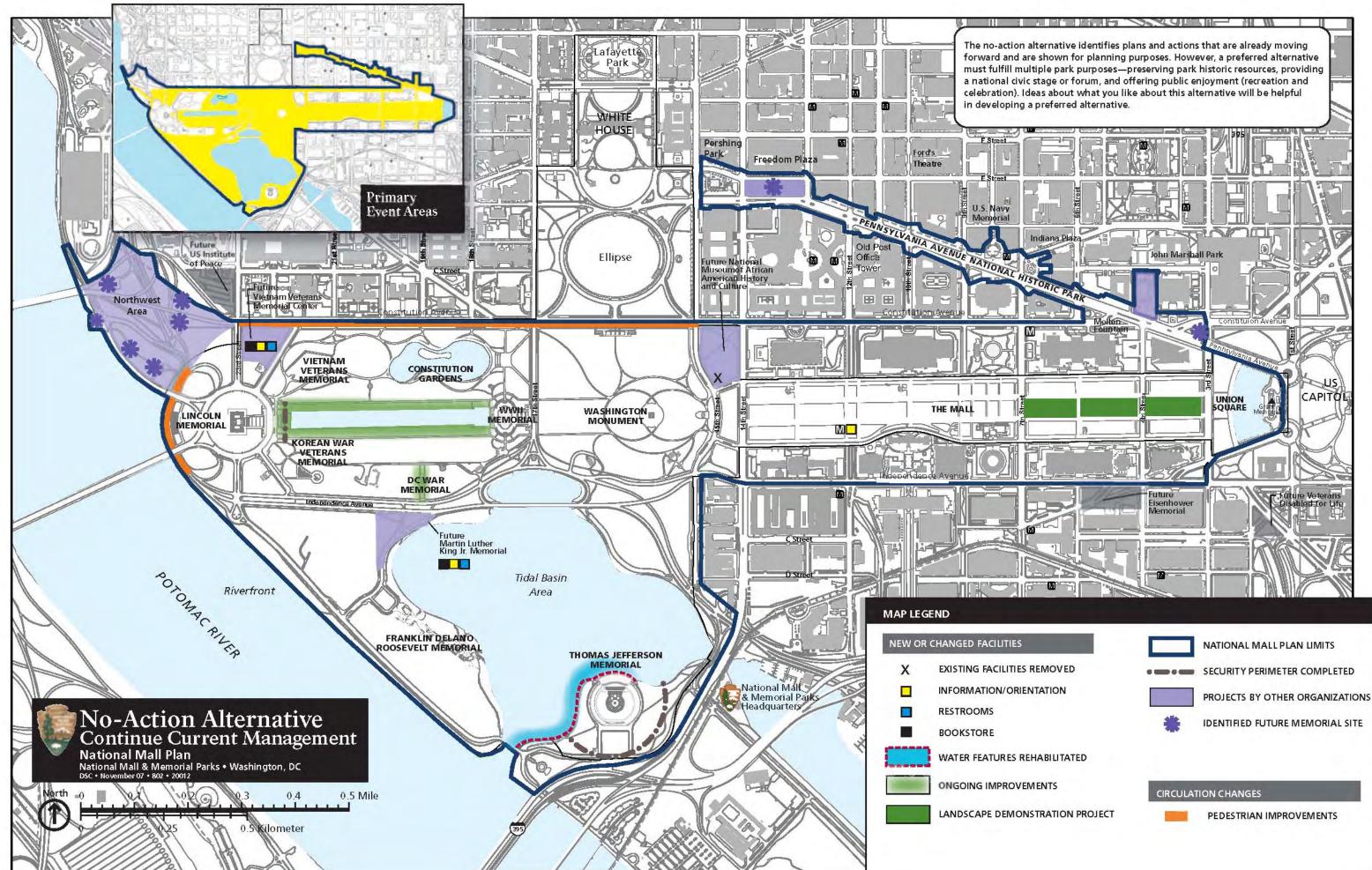
Constitution Avenue Triangle

• Accommodate a future national memorial (same for all alternatives).

Freedom Plaza

• Accommodate a future national memorial (same for all alternatives).

Mark the actions you like or do not like, then tell us on-line at www.nps.gov/nationalmallplan.



Alternative A — Focus on the Historic Landscape and Education

THE NATIONAL MALL

Concept

Alternative A would focus on the historic designed landscape of the National Mall, which would continue to evolve and reflect significant national events. Contemporary uses would be accommodated while respecting the planned historic views, character, and visions of the L'Enfant and McMillan plans. The National Park Service would ensure timeless and enduring high-quality design, as well as the highest facility maintenance standards, to create a sense of place that would reinforce the civic, historic, and symbolic role of the National Mall to our nation.

Preservation. Memorials, the historic landscape, and planned views would be maintained. General recommendations from historic structure reports and cultural landscape reports would be implemented.

Landscape. Landscape health would be improved by loosening and augmenting soils, preventing erosion, installing or replacing irrigation systems, and investigating turf varieties that can withstand intense use.

Public Access and Wayfinding. A mix of pedestrian and bicycle uses would still occur on park sidewalks, paths, and trails.

Interpretation / Education. Orientation and wayfinding maps and signs would be improved. Education would focus on the historic planned open spaces of the nation's capital, as well as the history of the landscape and the various memorials. Additional living history programs would be offered. Website information about park visits and historic resources would be improved.

Events. The National Mall would continue to be a highly important events venue. Reasonable event parameters would continue to be developed to protect natural resources and views. Additional staff would monitor and oversee events, with mandatory rest periods between events to allow soils and turf to recover.

Facilities. New restrooms would be developed near food service areas. Outdated restrooms and food service facilities would be upgraded or replaced.

Commercial Visitor Services. This alternative would improve food service facilities and diversify food choices. A commercial services plan would determine the feasibility of any changes in future services. (Commercial opportunities are italicized and marked with an asterisk [*].)

Recreation. A mix of recreational opportunities would continue.

Highlights

No major actions are proposed for the World War II Memorial, Vietnam Veterans Memorial, Korean War Veterans Memorial, Franklin Delano Roosevelt Memorial, or George Mason Memorial.

Union Square

• Make the Grant Memorial the focal point of a redesigned civic square and reflecting pool that highlight the site's history.

The Mall

- Retain gravel walks but construct curbs to contain gravel and to define grass and tree panels.
- Use post-and-chain fencing to limit social trails, while accommodating pedestrian and recreational access to lawns and shaded tree panels.
- Ban events, temporary facilities, and staging in the elm tree panels; do not allow temporary event facilities to block east-west views within the central 80 feet of the 300-foot-wide grass panel.
- Provide small restrooms near refreshment stands.

Washington Monument

- Relocate food and gifts to an underground facility east of the monument.*
- Replace the circular restrooms with a larger facility that includes a visitor contact / information station.

Constitution Gardens

- Reconstruct the lake to improve water quality and be self-sustaining for plants; rejuvenate soil and vegetation; repave walks.
- Rehabilitate the lockkeeper's house to provide visitor information.
- Improve the refreshment stand* and replace restrooms.

Northwest Area

• Continue recreational activities; accommodate road projects and future national commemorative sites (same for all alternatives).

Potomac Riverfront

• Rebuild the dry-laid stone river walls.

Lincoln Memorial

- Renovate the memorial restrooms.
- Construct a restroom near the south concession stand.
- Rehabilitate the Reflecting Pool to allow for proper drainage and filtration; rehabilitate the lower approachway at the west end of the pool.

- Remove the temporary elm walk lighting.
- Renovate the U.S. Park Police stables.
- Replace the Ash Road restrooms.

D.C. War Memorial

• Continue preservation work at this smaller performance or event venue (same as the no-action alternative).

Thomas Jefferson Memorial

- Rebuild the Tidal Basin walls around the plaza.
- Ensure that any event stage, roof, or walls do not obstruct the view to the White House.

Tidal Basin Area

- Rebuild the Tidal Basin walls to be above tidewater.
- Redesign the tour bus drop-off area to facilitate pedestrian circulation.
- Install post-and-chain fencing to reduce trampling and improve the health of cherry trees.
- *Rehabilitate the refreshment stand** and parking area; add restrooms.

PENNSYLVANIA AVENUE NATIONAL HISTORIC PARK

Concept

Concepts Common to All Alternatives. Pennsylvania Avenue would continue as a traditional site for Inaugural Parades as well as other ceremonial events and civic activities. Existing memorials and parks would be maintained. Pennsylvania Avenue would remain pedestrian friendly, with wide walks, seating, and lighting. Sidewalk cafes and community activities would be encouraged.

Concepts Specific to this Alternative. Pennsylvania Avenue would showcase the historic plans and views of the nation's capital, telling visitors about the avenue's history and educating them about the three branches of government and the development of the federal city.

Education / Activities — Educational programs would tell visitors about historic plans and developments, memorials, the historic preservation movement, and the physical connections between the branches of government.

Highlights

No major actions are proposed for the Mellon Fountain, U.S. Navy Memorial, Indiana Plaza, or Pershing Park.

John Marshall Park

• Park rehabilitated by others.

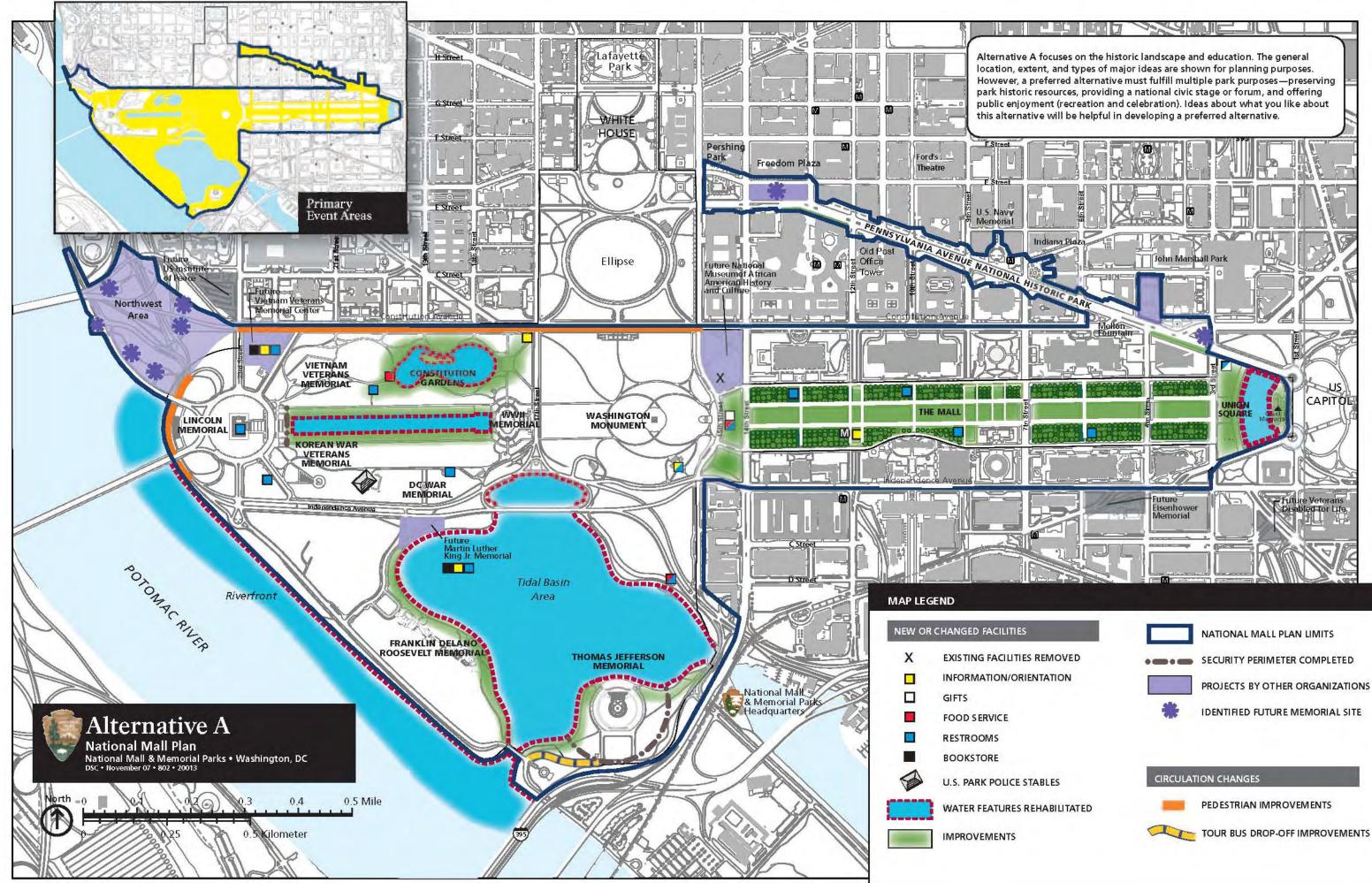
Constitution Avenue Triangle

• Accommodate a future national memorial (same for all alternatives).

Freedom Plaza

• Accommodate a future national memorial (same for all alternatives).

Mark the actions you like or do not like, then tell us on-line at www.nps.gov/nationalmallplan.



Alternative B — Focus on a Welcoming National Civic Space for Public Gatherings, Events, and High-Use Levels

THE NATIONAL MALL

Concept

The National Mall would be the premier national civic space, and very high use levels would be supported. Multilingual educational opportunities would be offered, and efforts would be made to meet the needs of large groups (including tour bus passengers), pedestrians, and event participants. Areas would be redesigned to provide sustainable sites for demonstrations and events. The National Park Service would ensure timeless and enduring high-quality design, as well as the highest facility maintenance standards, to create a sense of place that would reinforce the civic, historic, and symbolic role of the National Mall to our nation.

Preservation. Memorials, the historic landscape, and planned views would be maintained. The health and appearance of the landscape would be improved. General recommendations from historic structure reports and cultural landscape reports would be implemented.

Landscape. Landscape health would be improved by loosening and augmenting soils, preventing erosion, installing or replacing irrigation systems, and investigating turf varieties that can withstand intense use.

Public Access and Wayfinding. Maps and signs would electronically list daily programs and activities. Paved surfaces would be coordinated and upgraded, and pedestrian experiences improved.

Interpretation / Education. Orientation and wayfinding maps and signs would be improved. Educational programs would add the history of the National Mall, its importance to First Amendment demonstrations, and the evolving nature of ceremonial, celebratory, cultural, and visitor uses. In addition to living history programs and an on-line events calendar, multilingual tours would be offered.

Events. The National Mall would continue to be the nation's primary civic space. Multiple, desirable, hard-surfaced venues, staging areas, and related utilities would be provided to disperse use. An on-line permit application and scheduling system would be developed. Event regulations would seek to protect natural resources and views. Mandatory rest periods between events would help improve resource conditions.

Facilities. New restrooms would be sized for high use levels. Multipurpose visitor facilities could improve convenience and create places for people to congregate or concentrate. Facilities and services for visitors with disabilities would be provided .

Commercial Visitor Services. This alternative would provide additional food service types, including destination locations with engaging indoor / outdoor garden ambiance and potential performance venues. Food service could be combined with other visitor facilities. A commercial services plan would determine the feasibility of any changes in future services. (Commercial opportunities are italicized and marked with an asterisk [*].)

Recreation. A mix of recreational uses would continue, along with more entertainment and cultural venues and recreational opportunities.

Entertainment. More performance venues would be identified; entertainment sponsorship opportunities would be encouraged. Music and/or performances would be encouraged near refreshment and food service locations.

Highlights

No major actions are proposed for the World War II Memorial or the George Mason Memorial.

Union Square

• Make the Grant Memorial the focal point of a paved, redesigned urban civic square highlighting historic views; remove the reflecting pool; provide multipurpose visitor facilities (restrooms, shade, seating, utilities, a media stand, performance space, and *opportunities for food service**).

The Mall

- Replace or augment soils, install a new irrigation system, construct curbs to define grass and tree panels, and use post-and-chain fencing to limit social trails. Accommodate pedestrian and recreational access to lawns and shaded tree panels. (Same as alt. A.)
- Remove gravel; pave walks and additional areas for events; add utility connections and water play features.
- Construct restrooms; provide performance space near the Metro stop and refreshment stands.
- Ban events, temporary facilities, or staging in the elm tree panels (same as alternative A); allow event structures to temporarily block east-west views.

Washington Monument

- Replace and relocate the Sylvan Theater and existing restrooms with a multipurpose facility (*food*, *gifts*,* visitor contact, restrooms, performance venue, parking for people with disabilities).
- Develop event staging areas (grass paving, utility connections).

Constitution Gardens

• Reconstruct the lake as a shallow pool that could be drained for events; rejuvenate soil and vegetation;

repave walks and widen in some spaces for small events (e.g., exhibit tents and performances).

- Relocate the lockkeeper's house to improve intersection safety and reuse for visitor contact or administrative purposes.
- Replace the existing food service and restroom with *a garden restaurant type of food service*,* including new restrooms and a performance venue.

Vietnam Veterans Memorial

• Provide space for contemplation near the memorial wall.

Northwest Area

• Continue recreational activities; accommodate road projects and future national commemorative sites (same for all alternatives).

Potomac Riverfront

• Reconstruct river walls to be higher to reduce structural damage and floating refuse.

Lincoln Memorial

- Renovate and increase the number of restrooms within the memorial, and construct a restroom facility near the south concession stand (same as alt. A).
- Reconstruct the Reflecting Pool; rehabilitate the lower approachway at the west end and provide utilities for events and performances; replace turf with a broad expanse of pavement.
- Replace the temporary lights along the elm walk.
- Screen the U.S. Park Police stables with walls/fencing; construct a new parking area and vehicle access road.
- Replace the Ash Road restroom at a location closer to the stables.

D.C. War Memorial

• Continue preservation work at this smaller performance or event venue, renovate landscape and paving, and provide additional seating.

Korean War Veterans Memorial

• Provide additional entry walks.

Franklin Delano Roosevelt Memorial

• Provide an opportunity for food service on the west side of the Tidal Basin, convenient to both the FDR and the future Martin Luther King Jr. memorials.*

Thomas Jefferson Memorial

- Rehabilitate the plaza, rebuild the Tidal Basin walls, and install infrastructure for events and performances.
- Renovate and increase the number of restrooms within the memorial.
- Replace the refreshment stand.*

Tidal Basin Area

- Rebuild the Tidal Basin walls; repave and widen walkways to protect the cherry trees; facilitate pedestrian movement in congested areas; add pedestrian bridges, lighting, and photo points; upgrade visitor facilities; redesign surface parking.
- Redesign the tour bus drop-off area (same as alt. A).
- Provide different types of food service and recreational opportunities; upgrade facilities in the paddleboat area.*

PENNSYLVANIA AVENUE NATIONAL HISTORIC PARK

Concept

Concepts Common to All Alternatives. Pennsylvania Avenue would continue as a traditional site for Inaugural Parades as well as other ceremonial events and civic activities. Existing memorials and parks would be maintained. Pennsylvania Avenue would remain pedestrian friendly, with wide walks, seating, and lighting. Sidewalk cafes and community activities would be encouraged.

Concepts Specific to this Alternative. Pennsylvania Avenue would be a colorful, lively urban street, with space for additional commemoration, public art, cultural fairs / activities, public entertainment, and markets.

Sidewalks / Furnishings — Coordinated furnishings would be expanded to include items such as newsstands, food carts, tables/chairs, and seasonal banners. Pedestrian experiences would be improved.

Education / Activities — Educational programs and waysides would showcase the diversity of civic activities, along with temporary exhibits and permanent works of public art between 3rd and 9th streets.

Highlights

No major actions are proposed for the U.S. Navy Memorial, Indiana Plaza, or Pershing Park.

John Marshall Park

• Park rehabilitated by others.

Mellon Fountain

• Rehabilitate area to increase space for public art.

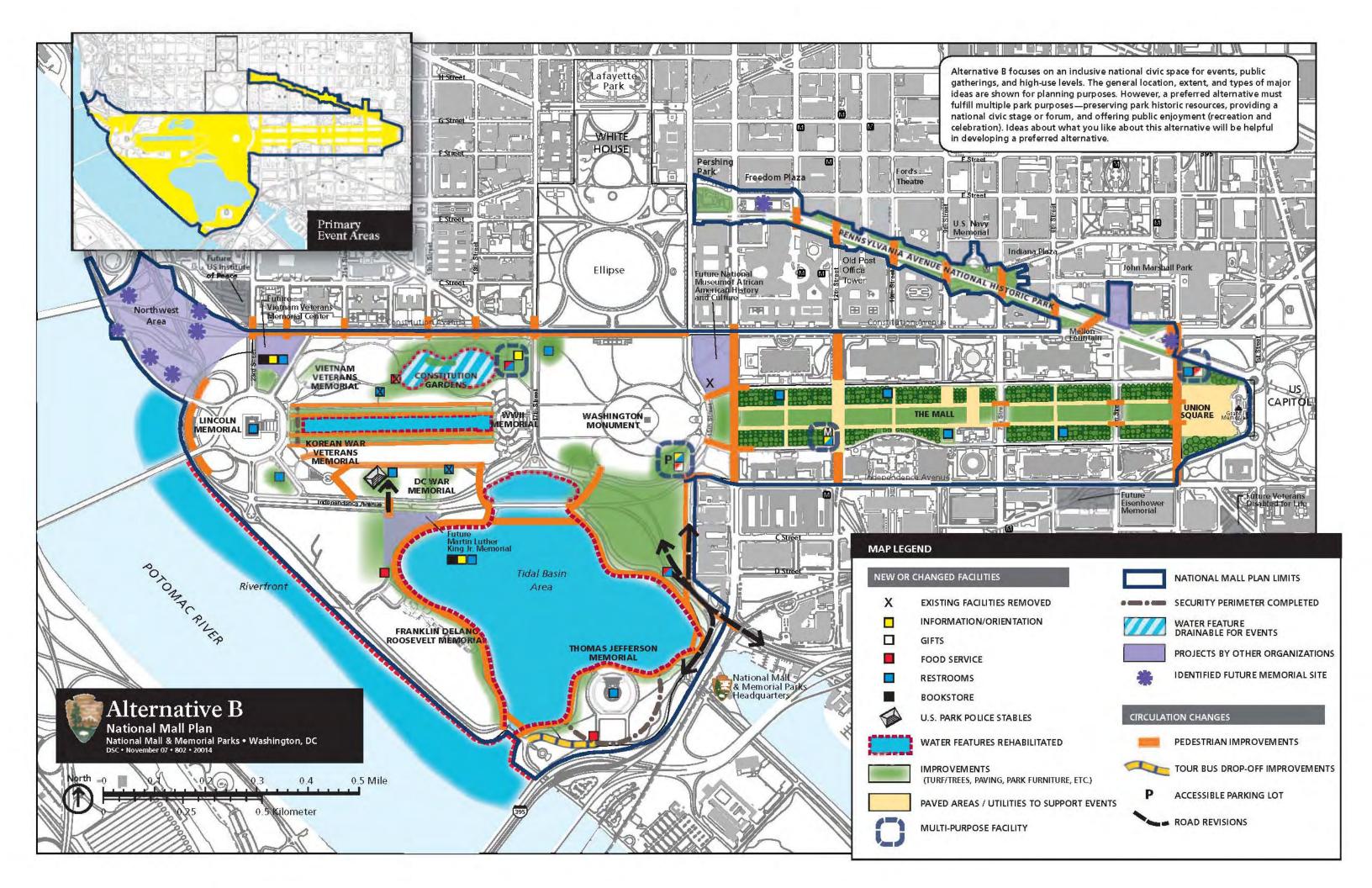
Constitution Avenue Triangle

• Accommodate a future national memorial (same for all alternatives).

Freedom Plaza

• Accommodate a future national memorial (same for all alternatives).

Mark the actions you like or do not like, then tell us on-line at www.nps.gov/nationalmallplan.



Alternative C — Focus on Urban Open Space, Urban Ecology, Recreation, and Healthy Lifestyles

THE NATIONAL MALL

Concept

Alternative C would meet evolving recreational needs in the nation's capital by providing a beautiful, enjoyable, and ecologically sustainable open space capable of adapting to changing recreational patterns of diverse local and national users. Recreational activities would be expanded by redesigning some areas, increasing recreational opportunities, adding playgrounds, and emphasizing connections to East Potomac Park, the Georgetown Waterfront, Rock Creek Park, and the Southwest Waterfront. The National Park Service would ensure timeless and enduring high-quality design, as well as the highest facility maintenance standards, to create a sense of place that would reinforce the civic, historic, and symbolic role of the National Mall to our nation.

Preservation. Memorials, the historic landscape, and planned views would be maintained. The health and appearance of the landscape would be improved. General recommendations from historic structure reports and cultural landscape reports would be implemented.

Landscape. Landscape health would be improved by loosening and augmenting soils, preventing erosion, installing or replacing irrigation systems, and investigating turf varieties that can withstand intense use. Native plants would be used whenever consistent with the historic design intent. Flowers and gardens would be added to enhance the appearance.

Public Access and Wayfinding. Some roads would be redesigned to create more recreation friendly areas. Circulation routes would be separated for pedestrians and bicyclists. Paving would be coordinated and upgraded, using materials that are enduring and allow water infiltration, with some soft surfaces suitable for jogging.

Interpretation / Education. Orientation and wayfinding maps and signs would be improved. Educational programs would focus on healthy parks, healthy lifestyles, and sustainable practices, ecosystems, and stewardship activities. More walking/bicycle tours would be provided, and visitors would be told about walking opportunities.

Events. Reasonable regulations would seek to protect natural resources and views. Mandatory rest periods between events would improve conditions.

Facilities. Restrooms or automated (self-cleaning) public toilets would be added near some food service facilities. Some food service facilities would be replaced.

Commercial Visitor Services. The goal of this alternative would be to provide more variety in types of food services,

including some indoor seating, but still rely on refreshment stands. A commercial services plan would determine the feasibility of any changes in future services. (Commercial opportunities are italicized and marked with an asterisk [*].)

Recreation. Recreational opportunities would be diversified and expanded by redesigning areas, improving field conditions, and providing more rentals.

Highlights

No major actions are proposed for the World War II Memorial, Vietnam Veterans Memorial, or George Mason Memorial.

Union Square

Make the Grant Memorial the focal point of a paved urban civic square. Redesign the reflecting pool to be very shallow and drainable for events or frozen for ice skating. Provide for large video screens to simulcast demonstrations, but provide no event infrastructure. Provide automated public toilets and *opportunities for food / gift sales.**

The Mall

- Replace or augment soils, install a new irrigation system, construct curbs, and use post-and-chain fencing to limit social trails. Accommodate pedestrian and recreational access to lawns and shaded tree panels. (Similar to alts. A and B.)
- Enhance landscaping with additional lighting, floral displays, and water play features. Remove gravel from walks and repave with sustainable surfacing; eliminate some north-south walks between 7th and 9th streets to increase recreation space on center lawn panels.
- Construct a vehicular tunnel or lower road to improve pedestrian movement and safety.
- Add a playground near the carousel; add restrooms near food service facilities.

Washington Monument

- Relocate food and gifts.*
- Replace and reorient the Sylvan Theater as a performance venue, and add restrooms.

Constitution Gardens

- Reconstruct the lake to be self-sustaining for fish and plants; rejuvenate soil and vegetation; repave walks; widen some areas to create space for small events, exhibits, and *refreshment carts*.*
- Relocate the lockkeeper's house and provide staff for visitor information.
- Relocate *food service** and the restroom; *add rentals* (*model boats, chairs*);* add a playground.

Northwest Area

• Continue recreation; accommodate road projects and future national commemorative sites (same for all alternatives).

Potomac Riverfront

- Improve the riverfront; develop a sustainable shoreline south of Memorial Bridge.
- Provide separate bike and walking trails, with trail connections to Rock Creek and East Potomac parks.
- Accommodate water taxi stops.

Lincoln Memorial

- Renovate and increase the number of restrooms in the memorial; construct a restroom facility near the south concession stand (same as alt. B).
- Reconstruct the Reflecting Pool to allow for proper drainage and filtration; construct a 16-foot-wide paved walk bordered by a 3-foot-wide jogging surface; rehabilitate the lower approachway at the west end and provide utilities for events.
- Repave the elm walkways; replace the temporary lights with inconspicuous pedestrian lights for visitor safety.
- Reconstruct the U.S. Park Police stables to be part of the visitor experience. Construct a new parking area and access road from Independence Avenue, and a new restroom on Ash Road closer to the stables.

D.C. War Memorial

• Continue preservation work at this smaller performance or event venue, renovate landscape and paving, and provide additional seating (same as alt. B).

Korean War Veterans Memorial

• Provide additional entry walks (same as alt. B).

Franklin Delano Roosevelt Memorial

 Provide an opportunity for a refreshment stand on the west side of the Tidal Basin convenient to both the FDR and the future Martin Luther King Jr. memorials.*

Thomas Jefferson Memorial

- Rehabilitate the plaza and adjacent seawalls (same as alt. A).
- Redesign the tour bus drop-off area (same as alt. A).
- Renovate and increase the number of restrooms in the memorial; *replace the refreshment stand** (same as B).

Tidal Basin Area

- Rebuild basin walls and fill the north bay to provide additional recreation space. Widen and repave walk-ways; develop photo points; and add pedestrian bridges to reduce congestion.
- *Replace food service** near the parking area; add restrooms; *rebuild the paddleboat facilities and add rental boats such as kayaks and rowboats.**
- Redesign roads, parking, and bike / pedestrian trails to reconnect park areas for pedestrians and recreational activities.
- Improve safety; add recreational opportunities; connect to the Southwest Waterfront and East Potomac Park.
- Continue to occasionally allow ballfields to be used as staging for events and filming; provide lockers for temporary personal storage; develop playgrounds.

Concept

Concepts Common to All Alternatives. Pennsylvania Avenue would continue as a traditional site for Inaugural Parades, other ceremonial events, and civic activities. Existing memorials, parks, and sidewalks would be maintained. Pennsylvania Avenue would remain pedestrian friendly, with wide walks, seating, and lighting. Sidewalk cafes and community activities would be encouraged.

Concepts Specific to this Alternative. The park would showcase the nation's capital as a pleasurable, attractive, ever-blooming city with pocket parks for the enjoyment of local residents and visitors. Urban recreation and enjoyment would be emphasized.

Sidewalks / Furnishings — Game tables would be added, and streetscape furnishings coordinated. Seasonal flower baskets, pots, and flower box stanchions, along with trees, would enliven pocket parks and sidewalk cafes.

Education / Interpretation — Visitors would be educated about historic plans and activities, planned views, sustainable urban development, and ecology.

Recreation — To protect historic resources, a skateboard park would be developed at another location to provide a challenging alternative recreational venue.

Highlights

No major actions would be taken at the U.S. Navy Memorial.

John Marshall Park

• Park rehabilitated by others; install automated public toilets.

Mellon Fountain

• Upgrade as a neighborhood pocket park with gardens and chessboards.

Constitution Avenue Triangle

Accommodate a future national memorial (same for all alternatives).

Indiana Plaza

 Rehabilitate Indiana Plaza, and permit *commercial food* service.*

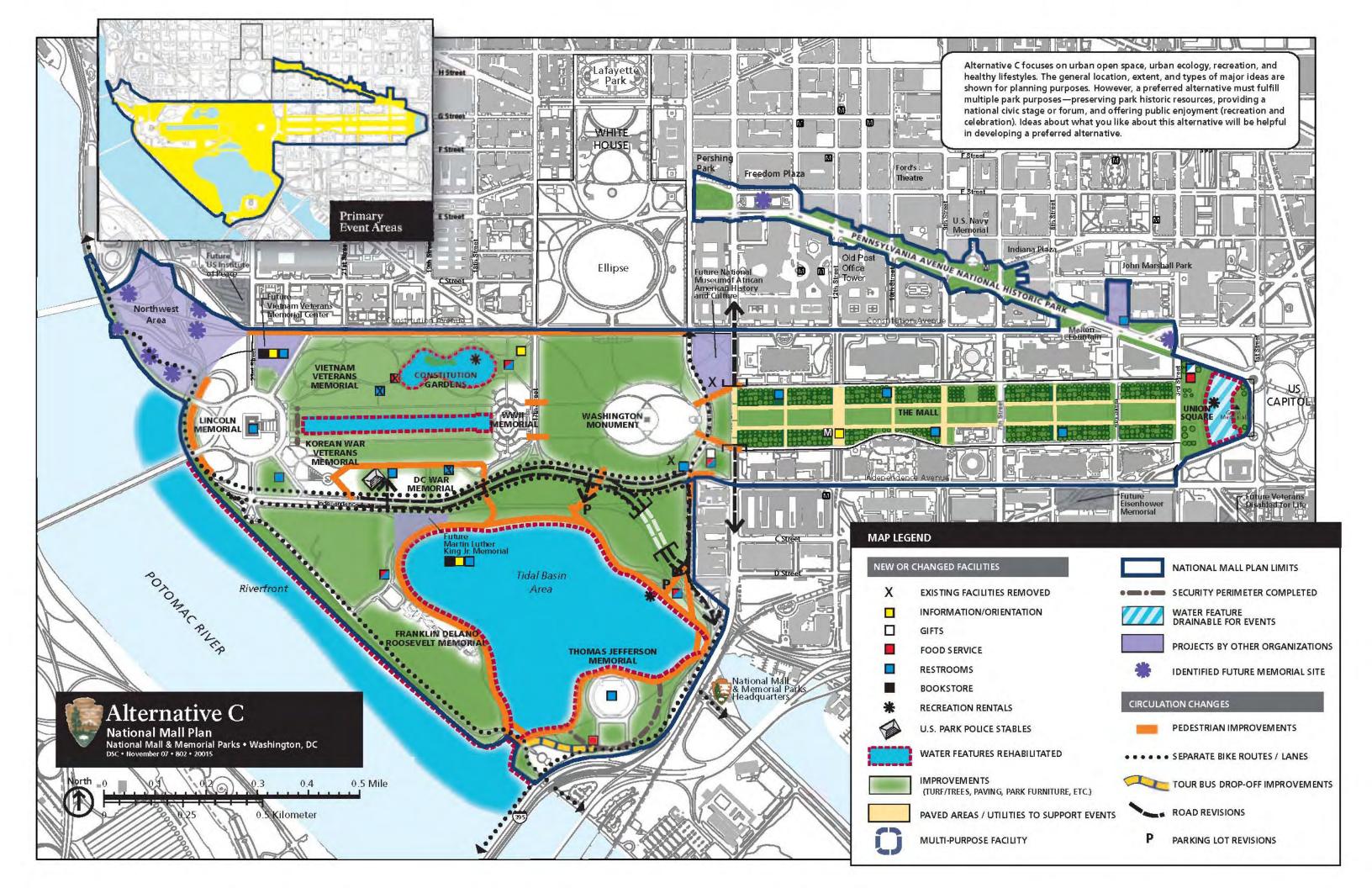
Freedom Plaza

• Accommodate a future national memorial (same for all alternatives).

Pershing Park

• Retain the memorials, but redesign the park; add small commercial kiosks (bike rental, flower stand, newsstand).*

Mark the actions you like or do not like, then tell us on-line at www.nps.gov/nationalmallplan.



PUBLIC MEETINGS FOR THE NATIONAL MALL PLAN January 8, 9, and 12, 2008

Making Choices for the Future of the National Mall and Pennsylvania Avenue National Historic Park

Old Post Office Tower 12th and Pennsylvania Avenue NW, Washington, D.C. (Federal Triangle Metro Stop). Please enter through the south side of the building and proceed upstairs to room M09 on the mezzanine level.

An open house meeting format will offer informal opportunities to talk to park staff and planning team members. Focused discussions during each meeting will address special topics of interest. Displays will be provided.

Tuesday, January 8, 2008, 4–8 p.m. Discussion Topic (starting at 5 p.m.): Unifying Design Elements, Visitor Facilities, and Relocation of the Washington Monument Food and Gifts Facility

Wednesday, January 9, 2008, 12–4 p.m. <u>Discussion Topic (starting at 1 p.m.)</u>: Historic Preservation/Section 106 — Cultural Resources, Landscapes and Character; Views and Viewshed Protection; Nighttime Lighting and Character; Archeological and Ethnographic Resources and Interests

Saturday, January 12, 2008, 10 a.m.– 2 p.m. Discussion Topic (starting at 11 a.m.): Recreation, Events, and Circulation

Project Contact Information:

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National Mall Authorized Fundraising Partner

Trust for the National Mall www.nationalmall.org

HOW YOU CAN HELP

The National Park Service is privileged to manage the National Mall and Pennsylvania Avenue National Historic Park for the American people. Planning for the future of these areas is a tremendous responsibility, and the National Park Service welcomes public participation in the process, as set out in the National Environmental Policy Act. We are seeking widespread public participation, and we want this plan to address and consider public concerns and comments. The alternatives presented contain ideas that can be combined in different ways. Help us explore how you would combine them to create a management plan for the National Mall. **Please provide your comments by January 15, 2008.**

The most efficient and effective way to comment is on the Internet link at **www.nps.gov/nationalmallplan**. The site has questions, and your answers will help us develop a preferred alternative. Please refer to the ideas you like and want the NPS planning team to consider for the preferred alternative by noting the alternative letter (no-action, A, B, or C) and the concept topic or the area. We always welcome new ideas. Be sure to tell us information that you think needs to be included in the analysis.

If you would like to comment in writing, please send your comments to

NPS/DSC/Planning — National Mall Plan 12795 W. Alameda Pkwy Denver, CO 80225

NEXT STEPS AND SCHEDULE

After receiving and analyzing your comments on the conceptual alternatives in this newsletter, the National Park Service will meet with cooperating agencies to begin developing the preferred alternative.

The preferred alternative MUST preserve historic resources; provide space for constitutionally based civic activities, national celebrations, and public enjoyment; and exemplify the best of sustainable urban ecological practices. It will incorporate ideas and concerns that best achieve planning principles and goals in a cost-effective manner.

The preferred alternative will be contained in the draft plan and environmental impact statement, which will be distributed in 2008. At that time, your comments will again be requested during a 60-day public review period.

When the review period on the draft document ends, public comments will be analyzed, and changes will be made to the document as needed. A final plan and environmental impact statement will be developed and placed on a 30-day no-action period. The alternative that is selected as the final plan will be documented in the record of decision, which will be signed by the regional director. The plan will then be implemented.

A Message from the New Superintendent

Hello,

I would like to take this opportunity to introduce myself as the new superintendent of the National Mall & Memorial Parks. My name is Peggy O'Dell and I am a 29-year veteran of the National Park Service. Most recently I was superintendent of the Jefferson National Expansion Memorial, also known as the Gateway Arch, in St. Louis — another of the great symbols of our nation.

Like most Americans, I am in awe when I consider what the National Mall & Memorial Parks mean. Here the National Park Service manages areas of dignified, simple beauty that convey national ideals, commemorate historic events and people, and provide a civic stage and forum for our cherished freedoms. A visit here offers an unparalleled American citizenship experience. These places have the power to transform you, whether you are a first-time visitor or a long-time local resident.

One of the projects that will be of greatest interest to me will be the National Mall plan. The plan will provide a clear direction for managing public use and improving the health and appearance of these historic places in our nation's capital, and it will present goals for us to achieve through private and public partnerships. I am pleased that the National Mall has been identified as a Centennial Initiative project for the National Park Service's 100th anniversary in 2016.

Whether you live in Washington, D.C., or anywhere else in this great country of ours, I encourage you now to do everything you can to help in this effort to protect the National Mall now and in the future. You can comment on the alternatives in this newsletter or work with our partner, the Trust for the National Mall (www.nationalmall.org), to help fund the various projects that will be needed. I look forward to hearing from you and to the challenges ahead!

Sincerely,

Margaret O'Dell

Margaret O'Dell, Superintendent National Mall & Memorial Parks

NPS D-28