

Build Back Better
Infrastructure Task Force



Report to Mayor Muriel Bowser

November 17, 2022

WE ARE
WASHINGTON
GOVERNMENT OF THE
DISTRICT OF COLUMBIA
DC MURIEL BOWSER, MAYOR

Introduction

The \$1.2 trillion Bipartisan Infrastructure Law (BIL) was signed by President Biden on November 15, 2022 to rebuild American infrastructure and competitiveness through new and existing programs. The five-year infrastructure bill reauthorizes and increases funding for new and existing programs with over half of new funding going towards the transportation sector, including:

- Highway funding
- Safety, rail, and multimodal transit programs
- Public transportation systems
- Energy systems
- Drinking water and wastewater programs
- Broadband and cybersecurity

In all, the BIL funds more than 180 programs, some through formula funding while others are competitive grants requiring applications. Funding for existing federal programs, including those distributed by formula, tend to move faster than funding for new competitive grant programs, which involve new rulemaking. For instance, estimates from the Congressional Budget Office and Congressional Research Service show that USDOT only spent about 9% of its allocated American Recovery and Reinvestment Act (ARRA) funding in the first six months after the bill was enacted in 2009 and around half of its funding in the first 18 months.

To be at the front of the line, the District must ensure preparedness by building a comprehensive list of data and information, a robust community engagement strategy and a prioritized plan to go after all available funding, as well as the talent, strategic partners, supply chains and internal processes ready to execute. The District expects to receive \$3+ billion in funding over the next 10 years to fund a full range of infrastructure investments for residents. Funding can help meet the Mayor's existing priorities such as providing safe drinking water for all residents by removing all lead pipes, mitigating flooding risks in communities of color, and expanding Union Station. It also offers the opportunity to pursue new priorities.

The DC Build Back Better Infrastructure Task Force (BBB ITF), [announced by Mayor Bowser on March 24, 2022](#), is a group of public and private sector leaders responsible for making recommendations on how to maximize the investments' benefits for DC residents by coming up with potential goals for the District to accomplish with BIL funding and soliciting feedback from the public.

Mayor Bowser charged the Task Force with four core principles to ensure positive and lasting impact from this funding for the District and its residents:

- **Transformative:** Do away with historical barriers to bring systems and resources together
- **Equitable:** Cement equity into all stages of the projects
- **Sustainable:** Address the climate crisis and build resiliency for the future
- **Achievable:** Consider the resources needed to realize the project

The BBB ITF is co-chaired by former Secretary of Transportation Rodney Slater and President and CEO of JMA Solutions, Jan Adams (the primary authors of this report). It is composed of an Executive Committee, three Subcommittees focused on areas of infrastructure—Transportation Innovation, Technology Innovation, and Environment and Resilience—and two Subcommittees centered on enablers of long-term investment success—Workforce Capacity Building, and Administration, Compliance, and Procurement. With guidance from our Executive Committee, the Subcommittees identified a range of goals and investments to effectively and efficiently deliver infrastructure at a pace never before seen in the District while investing in DC resident workers and local businesses.

The Executive Committee translated the Mayor’s four principles into a compelling vision: to apply BIL funding to spark a DC renaissance, using infrastructure **to create a more connected, resilient, and inclusive capital for residents and visitors from around the world**. Achieving this vision will have four key outcomes to improve the lives of DC residents:

1. Residents who can live, work, and play in their clean, vibrant, and resilient neighborhoods
2. Residents who have safe and equitable access to the entire District through healthy transportation
3. Residents who have more sustainable and reliable energy
4. Residents who have what they need to access employment and succeed professionally

Each of the Subcommittees conducted interactive workshops, field trips, and community engagement sessions from May to July of 2022 to translate the Task Force vision into more specific priorities. The Task Force also commissioned a public survey to solicit input from residents and use the results to inform their proposals. The nearly 700 DC residents who responded prioritized the following goals for infrastructure improvements and investments:






- Mitigate pollution and increase access to clean and renewable energy
- Create strategies to lessen the impact of climate change
- Increase access to public transportation, bike lanes, and pedestrian pathways
- Focus improvements to ensure equitable access to tech, communications, and systems
- Improve and modernize systems that allow delivery of solutions and services to residents, businesses, and visitors

Throughout the process, each group took a strategic approach, identifying both broad initiatives across the District to address widespread needs and more targeted investments in specific geographies that would benefit from additional focus to close historic gaps. While many of the recommendations were inspired by ongoing efforts and initiatives, the Subcommittees ultimately prioritized ideas that could be truly transformative for the District.

An overview of the investment priorities and high-level summaries of each Subcommittee’s main recommendations follow. Detail on specific proposals, including responsibilities across DC agencies, possible programs for BIL eligibility, and results of the public survey can be found in the Appendix.

Exhibit 1: Overview of Investment Priorities by Outcome, Subcommittee, and Geography

Outcomes	A living downtown core with dense, multi-use infrastructure				Communities connected to the rest of the District via networks of multimodal transit and affordable internet access and energy			
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8
Residents can live, work, and play in their clean, vibrant, and resilient neighborhoods	Transforming 15 highest risk corridors into safe, multimodal infrastructure							
	City-wide sensor network and with dashboards and publicly accessible data							
	Convert commercial buildings to mixed use				Mixed use econ. development of Anacostia area parks			
Residents have safe and equitable access to the entire District through healthy and sustainable modes of transportation					North Capitol redevelopment		Re-connecting communities across I-295	
	Multi-modal electric charging hubs and access to high frequency transit							
Residents have more sustainable and reliable energy	Convert buildings into Distributed Energy Resources							
	Grid modernization to allow for two-way flow of electricity and information, and additional solar rooftop generation							
Residents have what they need to access employment and succeed professionally							Complete middle mile broadband network	
	Launch a Green Jobs Academy accessible to all residents							

	Primarily responsibility of Environment and Resilience Subcommittee		Primarily responsibility of Transportation Innovation Subcommittee		Vision for the geographic area
	Primarily responsibility of Technology Innovation Subcommittee		Primarily responsibility of Workforce Capacity Building Subcommittee		

As the Subcommittees generated ideas specific to their purview, we laid out several cross-cutting implementation considerations to help the District maximize this historic investment and generate transformative impact for DC residents:

- **Align and synchronize technology development efforts** across agencies, building towards centralizing a single system for cross-government compatibility
- **Utilize a “dig once” approach**, coordinating any investments that might impact the same right-of-way as any planned road construction project to minimize disruptions for residents
- **Invest in cybersecurity** to protect District technology systems and make them resilient to attacks and damage, including creating a consistent standard for IOT devices across agencies
- **Arrange stable financing** that prevents stranding investment priorities by budgeting for follow-on operating and maintenance costs upfront
- **Leverage flexible procurement** and agile vehicles to reduce cost and delivery time
- **Provide technical assistance to small businesses** to get ahead of workforce needs and ensure they can participate
- **Engage members of the community** consistently to get the best feedback when applying for and building projects
- **Create systems to plan for the mitigation of environmental impacts** during the construction phase of a project

BIL Central Team

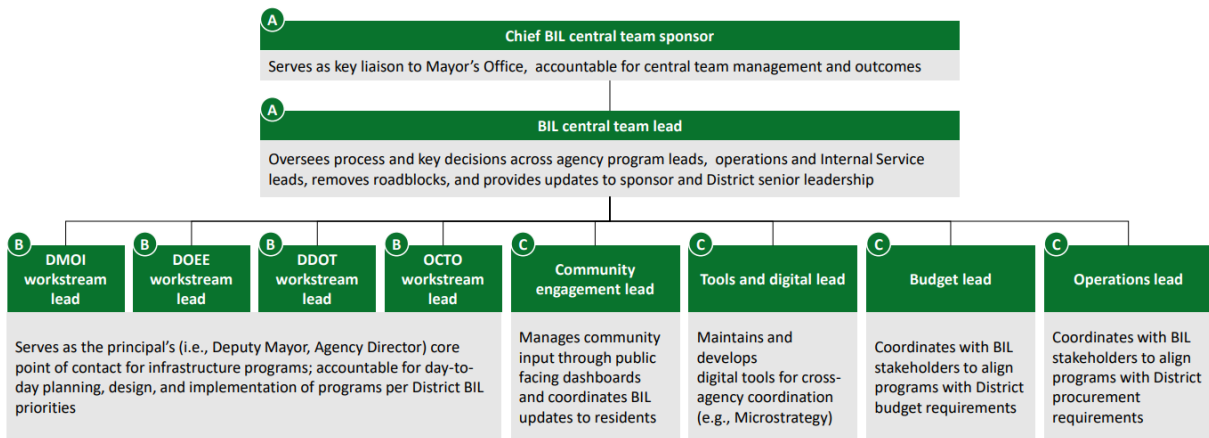
Along with the priorities from the Subcommittees and the cross-cutting themes, the co-Chairs recommend the District **implements a central team to help deliver the outcomes and vision** we hope the District can accomplish with these federal funds for years to come.

This **BIL Central Team** will be the longer-term group within DC government focused on winning, maximizing, and utilizing BIL funds. The central team will be composed of sponsor(s), two co-leads, and a number of agency representatives who will serve as liaisons to provide updates on agency priorities and project/application status. The team’s responsibilities will involve performance tracking of BIL funds, projects, formula plans, and applications, overall management of BIL projects and stakeholders, and assistance for agencies in resolving any challenges they face with the BIL. The team will meet weekly and will serve as the main point of contact in DC government for BIL-related topics; it will provide guidance and quick turnaround on BIL-related infrastructure decisions.

Finally, we want to note that our recommendations are not an exhaustive reflection of the District’s infrastructure priorities, nor an exhaustive reflection of how the District should leverage BIL funding. We know that the District has long been a leader in building innovative and sustainable infrastructure, and that work should continue. What we highlight in our recommendations here are some of the newer, bolder, more impactful investments that will add to the work the District is already doing to build a more connected, resilient, and inclusive future. To that end, we wanted to make a point of highlighting DC’s existing infrastructure goals and the investments already being made, along with opportunities BIL gives us to accelerate or expand the scope of these investments. Please see these highlights on the following page.

One potential structure for BIL central team roles (semi-distributed)

PRELIMINARY WORKING DRAFT - FOR DISCUSSION



Note: Additional agency point of contacts as needed by grant eligibility, (e.g., DMPED, OSSE)

Supporting DC's Existing Infrastructure Goals

The District has long been a leader in building innovative and sustainable infrastructure. In addition to the investment priorities laid out in this report, BIL funding will serve to accelerate or expand the scope of numerous critical infrastructure investments the District is already making.

	Supported in Mayor's Budget	BIL Accelerates Timeline	BIL Expands Scope
Transportation Innovation			
CLEANER, GREENER TRANSPORTATION			
<ul style="list-style-type: none"> Achieve 75% non-auto mode commute trips by 2032 Reduce greenhouse gas emissions from sector by 60% by 2032 Transition to an all-electric Circulator fleet by 2030 Support widespread deployment of EV charging infrastructure 	✓	🕒	💰
TRAFFIC SAFETY			
<ul style="list-style-type: none"> Deploy major safety improvements to at least 20 intersections annually Add 10 miles/year of protected bike lanes & complete Capital Trails Network Eliminate all streets, alleys, and sidewalks in poor condition by 2024 	✓	🕒	💰
TRANSIT MOBILITY & EQUITY			
<ul style="list-style-type: none"> Implement 25 lane-miles of bus lanes by FY 2025 Complete Benning Road Streetcar Extension 	✓	🕒	💰
Environment & Resilience			
ENERGY EFFICIENCY & RENEWABLE ENERGY			
<ul style="list-style-type: none"> Reduce per capita energy use by 50% by 2023 Net-zero building emissions by 2026 for new or substantially renovated buildings Transition electricity suppliers to 100% renewable energy by 2032, with 10% coming from local solar production by 2041 Achieve carbon neutrality by 2045 Implement all Climate Resilience Plan recommendations by 2050 Replace all service lines for a Lead Free DC by 2030 	✓	🕒	💰
Technology Innovation			
UPGRADED TECHNOLOGY SYSTEMS			
<ul style="list-style-type: none"> Ensure 100 percent of residents in Wards 5, 7, and 8 have high-speed internet available to them by 2024. Use new sensor data to identify policy and or infrastructure projects to improve transportation safety, improve the environment, and support small and local businesses by 2024. 	✓	🕒	💰
Workforce Capacity Building			
EXPANDED TRAINING & JOB OPPORTUNITIES			
<ul style="list-style-type: none"> Add 35% more spots for DC residents at the DC Infrastructure Academy Expand Project Empowerment job readiness program by 140% Grow on-the-job, government, and youth apprenticeship programs by 300% Add 420 slots to the Marion Barry Summer Youth Employment Program 	✓	🕒	💰
Administration, Compliance, and Procurement			
MODERNIZED PROCUREMENT			
<ul style="list-style-type: none"> Move OCP procurement system to the cloud Supplement resource gaps to match procurement volume and demand 	✓	🕒	💰

Subcommittee Reports

Environment and Resilience Subcommittee

The Environment and Resilience Subcommittee was charged with identifying investments to work towards **a clean and healthy environment that is resilient for future generations**. The Subcommittee began by reviewing existing plans, including Sustainable DC 2.0, Carbon Free DC, the Transportation Electrification Roadmap, and Lead-Free DC. It also noted the important efforts already underway such as school bus electrification, electric vehicle charging network development, lead pipe replacement, and flood mitigation. The Subcommittee also considered the District's natural resources, notably the Potomac and Anacostia Rivers, which have shaped our history and continue to offer recreational benefits. With these in mind, the Subcommittee identified certain additional measures that could have a transformative impact. It committed to using this opportunity to create a thriving city of net zero buildings and affordable, mixed-use neighborhoods to drive prosperity across. In particular, the Subcommittee wants to reimagine the future of buildings downtown (primarily Wards 1 and 2) to diversify existing office monocultures and create a thriving and resilient neighborhood for residents to use for more than workspace. To these ends, the Subcommittee recommends the following investment priorities:

- **Convert existing District buildings into net zero, grid interactive buildings** by conducting deep energy retrofits, electrifying, and installing distributed renewable generation (like rooftop solar panels) and preparing buildings for grid interactivity and participation in the energy market at the local and regional levels. This effort would leverage BIL funding and private sector investment to install renewable back-up power with islanding capabilities so that buildings can continue to provide power even in the event of an outage. Retrofitting would also offer an opportunity to shift commercial buildings to more mixed-use spaces and allow for denser, more energy efficient living. This proposal is an example of an idea that would benefit significantly from the implementation of the Green Jobs Academy (as suggested by the Workforce Development Subcommittee).

Recently passed legislation to mandate Net Zero building codes for new or substantially renovated buildings will begin starting in 2026. DOEE is currently implementing the Building Energy Performance Standard, which addresses existing buildings in the District. The conversion of these buildings will cover the geography of the entire city and all building types and will incorporate input from the community at the beginning of the program design. Through DGS, the District will also apply for competitive funding for public school retrofits under the USDOE's competitive grants to make energy efficiency, renewable energy, and alternative fueled vehicle upgrades and improvements at public schools across the city.

- **Invest in clean transportation micro-mobility hubs** by transforming legacy infrastructure (e.g., gas stations, surface and underground parking lots, and street parking) into hubs for electric- or human-powered transportation options, including e-bikes, bicycles, electric scooters, and shared EV fleets. These hubs would be outfitted with charging infrastructure for vehicles of all sizes and be built with future technologies in mind—for instance, autonomous buses that run 24 hours a day. In addition to supporting sustainability by improving air quality and decreasing the District's carbon footprint by enabling a shift to more energy-efficient vehicles, this investment would improve equity by

increasing access to affordable transportation downtown and in underserved neighborhoods across Wards 5, 7, and 8 that have longer commute times and costs.

DOEE is beginning to explore the feasibility of these investments in conjunction with DDOT. In order to be successful, the District must secure federal funding that can expand electric vehicle charging facilities, including bus and fleet electrification. Federal funding would be available through the National Electric Vehicle Infrastructure Formula Program and the Low or No Emissions Vehicle Program, among others.

- **Expand recreation on the Anacostia River for all residents** and support the long-running African American boating clubs by redeveloping the historic Boathouse Row and transforming the adjacent site into a hub of outdoor activity. The existing clubhouses on Water Street would be rebuilt with a signature recreation facility overlooking the water. Dredging the shoreline and riverbed would allow the redesign of boat slips and make the river boatable again. The former Washington Gas site adjacent to Boathouse Row would be transformed into the “Trading Post” featuring a meadow landscape, a wetland boardwalk, and a public kayak rental facility. Restored landscapes, new boardwalks, better trail access, and new river facilities would create an equitably accessible, high-quality network of public amenities that link this stretch of the Anacostia waterfront (from the 11th Street Bridge to the CSX Railroad Bridge) to the ever-improving network of parks and trails along the river.



All renderings are conceptual, and will be finalized through a planning and public engagement process.

- **Create new green gateways and centers of economic development** that bridge District communities east and west of the river and generate new destinations in Ward 7 and 8 for all residents District-wide. Investments in the Kingman Island, Heritage Island, Fort Circle parks, and Anacostia parks would create more opportunities for people to live and play near the Anacostia, as well as amplify the region’s rich history. A new environmental learning center, marina, improved nature trails, and picnic and play areas with public WiFi would take advantage of the significant parkland footprint while enhancing local public safety. A dedicated and safe pedestrian and bicycle connection across 295 in the vicinity of East Capitol Street would expand access to parks and trails. Converting the former freeway segment at Southeast Boulevard & Barney Circle into a corridor with new connections to the Anacostia River and economic development opportunities would further reconnect communities. With input from the community, mixed-use developments will spur

private investments such as the redevelopment of Poplar Point into an urban oasis could provide an economic engine for the entire District that supports job creation.

Moving forward, the District would dedicate funds to maintain both the parkland and other associated infrastructure investments to keep all assets in a state of good repair. DOEE has also begun exploring how to implement such projects and the funding associated with each, including assembling Federal grant applications.

- **Restore over 20 acres of tidal wetlands adjacent to Kenilworth Park North** in lower Watts Branch, a tributary to the lower Anacostia River. This project will help protect a highly vulnerable, low income, minority community located in the District's 100-year floodplain. Due to potential riverine flooding and sea level rise, this community has a very high susceptibility rating on the FEMA social vulnerability index. In addition to working to reduce the danger to this flood-prone community, this project will help to restore habitat and improve water quality in Watts Branch, the Anacostia River, the Potomac River, and Chesapeake Bay.

Technology Innovation Subcommittee

The Technology Innovation Subcommittee was charged with identifying BIL investments that **prepare the District for a future ever more oriented around digitization, connectivity, and innovation**. The Subcommittee aspires to position DC to lead the nation in technological innovation and upskilling to close the digital divide, safeguard the cybersecurity of the District's infrastructure assets, and ensure all communities in the District have the internet access they need. To achieve this vision, the Subcommittee recommends the following:

- **Accelerate opportunities in technology for DC residents** by creating training hubs in partnership with the District public libraries. The Subcommittee also recommends partnering with local employers to create a paid apprenticeship program that would upskill 5,000 to 10,000 job-ready technology and cybersecurity professionals and bridge the gap between supply and demand in the technology workforce. This investment would entail connecting trainees from disadvantaged communities, specifically in Wards 7 and 8, with leading employers in the region for paid apprenticeship programs to train residents and lead to full-time jobs.
- **Improve the quality of life of District residents by building out a comprehensive city-wide network of sensors** with real-time information on key health and safety indicators, including heat, air quality, wastewater, and traffic sensors ranging from LiDAR to video sensors. This data would be fed into a data lake or warehouse from which real time, single source of truth dashboards could pull information. The District would therefore be able to monitor the output of these sensors and the data would be made in part or in whole available to public and private organizations like research institutions, businesses, or investors in a privacy-compliant format and level of aggregation. Having the analytical capability to identify areas that are disproportionately affected by pollution, heat island effects, and traffic congestion or crashes, as well as the causal relationships between these factors, would enable the District to better align investments and policy decisions, build the digital infrastructure necessary to provide real-time health interventions to disadvantaged communities, construct hard infrastructure more sustainably, and encourage private sector investment in initiatives with maximum social and environmental impact.

- **Drive digital equity in DC through community organizations and broadband infrastructure in Wards 5, 7 and 8** to ensure that all DC residents have high-quality, low-cost, and reliable access to Internet service, devices, and digital literacy training. This investment would expand DCNet (the District’s middle mile network), subsidize providers to bring last mile coverage to underserved locations, and increase the reach of DC’s community internet program. Taken together, it would close remaining gaps in broadband adoption prevalent in Wards 5, 7, and 8 and promote digital equity across the District by universalizing competitive, high quality and affordable internet access. Efficient execution on this priority depends on implementation of a DC-wide “dig once” policy.

Transportation Innovation Subcommittee

The Transportation Innovation Subcommittee was charged with identifying infrastructure investments that could **transform the way residents move across the city as DC transitions to a more sustainable, resilient, and interconnected future**. After reviewing important transportation initiatives proposed or already underway, including moveDC, Vision Zero, enhanced transit to local airports by Metro, the Union Station Expansion Project, and expanded high-speed rail, the Subcommittee focused on select additional priorities that could add transformative impact. Building on the Mayor’s foundational vision of modernizing and redeveloping Union Station to enhance multimodal access and capacity, the Subcommittee proposed that the District reconnect divided communities, promote healthier modes of transportation, and invest equitably in modes of transit, including safe sidewalks, protected bike lanes, and rapid public transit. To achieve this vision, the Subcommittee proposed to:

- **Transform the North Capitol Corridor into an urban boulevard** that is safer and more inviting for those on foot and bike, including enhancing pedestrian crossings, installing new protected bike lanes, bus lanes, and adding more landscaping and greenspace. The transformation of the corridor into an urban boulevard could include decking over below-grade portions of the roadway or bringing the entire roadway up to grade to aid in reconnecting adjacent neighborhoods and improved safety, including for those with mobility or accessibility issues. The corridor transformation would create a revitalized and more functional connection between the future Union Station north to a major healthcare services and employment center along with the redevelopments at McMillan and the Armed Forces Retirement Home. The

WASHINGTON UNION STATION EXPANSION

While the District will not directly receive funds through BIL for the expansion of Washington Union Station, Amtrak’s Northeast Corridor will receive over \$30 billion to make much-needed repairs and improvements. One of the projects that local and regional leaders are pushing for is the Washington Union Station Expansion Project. This project will double capacity, address critical safety and accessibility deficiencies, and create a world-class multimodal facility befitting the nation’s second busiest rail station. The estimated \$10.5 billion project will preserve the historic station, reconstruct 25 acres of tracks and platforms, create a new train hall that fully integrates intercity bus and WMATA, expand pick-up drop-off facilities, and enable fast, electric, modernized rail service for the next century. The project will create 67,000 jobs and support 3 million sq. feet of brand-new air rights development connecting neighborhoods behind and around Union Station. The District, Amtrak, the Federal Railroad Administration, and the Union Station Redevelopment Corporation are all working together to ensure the project competes for Northeast Corridor and Passenger Rail federal grant opportunities in the Bipartisan Infrastructure Law (BIL).

investment would achieve several DC priorities and advance equity for residents, including promoting more trips by bus, walking, and bicycling, and supporting opportunities for more affordable housing and access to jobs. In her commitment towards Vision Zero, Mayor Bowser provided funding in her FY22 budget for a study to determine the best design changes that can be made to this corridor. In FY23, Mayor Bowser is continuing to fund the transformation of North Capitol Street by funding design and construction elements of the project.

DDOT has also begun conducting a feasibility study of the North Capitol Street Corridor that was initiated in September 2022. The study has a 12-month period of performance with the study area extending from Massachusetts Avenue on the south end to Missouri Avenue/Riggs Road on the north (approximately 4 miles). It will re-envision the North Capitol Street Corridor cross section in terms of a community boulevard by developing multimodal concept alternatives including bus priority options, pedestrian safety and streetscape improvements, bicycle linkages, and a road diet. The Feasibility Study will also consider alternatives to deck over North Capitol Street or bring North Capitol Street to grade level from T Street to Rhode Island Avenue and at the intersection with New York Avenue.

Timeline: See below for a timeline for the project:

	BEGIN	END
Planning/Feasibility Study	4Q FY2022	4Q FY2023
NEPA Documentation/Concept Design/Right of Way	4Q FY2023	1Q FY2026
Design	1Q FY2026	3Q FY2028
Procurement	3Q FY2028	3Q FY2029

Additionally, there are opportunities to apply for a future grants to fund the construction—through USDOT’s Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant, the National Infrastructure Project Assistance Program (MEGA), or Infrastructure for Rebuilding America (INFRA).

- **Redesign the DC-295/ I-295 Corridor to reconnect communities** isolated by the highway and adjacent railroads, including the River Terrace, Parkside, Mayfair, Eastland Gardens, and Kenilworth neighborhoods. This investment, which could take the form of an at grade “complete street” or undergrounding the highway and bridge or tunnel for rail and Metrorail tracks, would promote equity and sustainability by increasing mobility and providing multimodal transportation options to communities that are majority Black and have high percentages of low-income residents. It would also benefit all residents who are affected by noise and air pollution from DC-295/ I-295. In addition to making it easier to access communities in Wards 7 and 8, the investment would improve safety and connect isolated neighborhoods to the Benning Road streetcar extension, downtown Ward 7, and the Minnesota and Deanwood Metro stations.

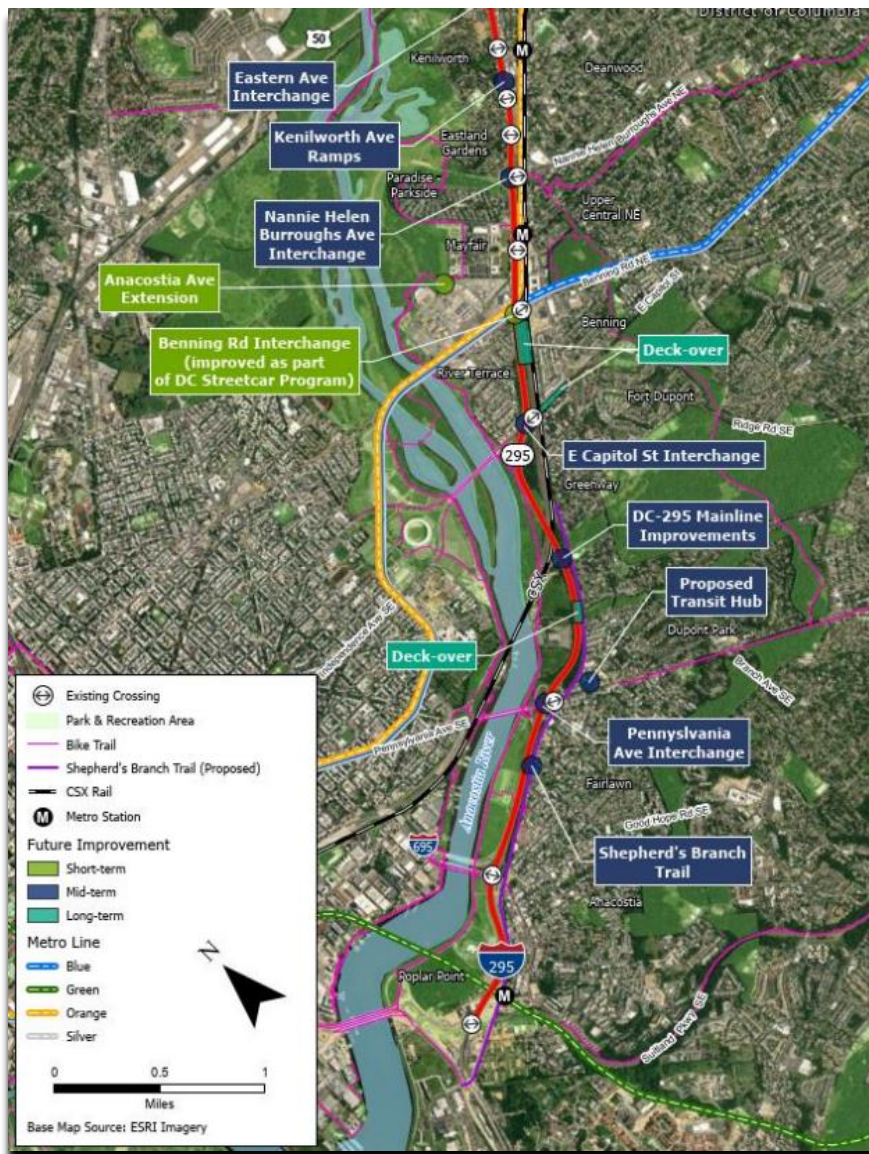
The DC-295/I-295 Corridor contains vital roadway and rail links that separate economically disadvantaged communities. DDOT will conduct a holistic corridor Feasibility Study that will identify ways to reconnect neighborhoods in Wards 7 and 8 using strategies that promote healthy, inclusive, vibrant, and equitable communities and improve the safety of residents and commuters. The study and public engagement effort will take approximately 27 months and cost \$5 million.

Timeline: See below for a timeline for the project:

	BEGIN	END
Planning/Feasibility Study	1Q FY2024	3Q FY2026
NEPA Documentation/Concept Design/Right of Way	3Q FY2026	3Q FY2029
Design	3Q FY2029	3Q FY2031
Procurement	3Q FY2031	3Q FY2032
Construction	FY2033	FY2040.

The District Department of Transportation has also submitted an application for the Reconnecting Communities Pilot Program in order to get this important, transformative project underway. DDOT applied for the maximum allowable award, \$2 million.

Graphics/Renderings: A project concept map and representative deckover graphics are listed below:



A vision for tomorrow in the DC-295/I-295 Corridor showing the locations of proposed solutions and improvement concepts. All renderings are conceptual and will be finalized through a planning and public engagement process.

- **Expedite redesigns of Vision Zero’s 29 High-Injury Network (HI) corridors¹** using best practices in urban road design (or more transformative and innovative approaches, if available) to enhance multi-modal safety and prioritize multi-modal travel options. Between 2016-2021, nearly 50% of all traffic-related fatalities and injuries in the District occurred along the 29 arterial corridors identified in the 2022 Vision Zero Update.² Wards 7 and 8 experienced nearly half of the District’s traffic-related fatalities, even though they contain less than one-quarter of the District’s population.³ Improvements would include funding proposed plans to design corridors that are safe for all modes of transportation including treatments such as road reconfigurations, geometrical changes to complex intersections, new traffic signals, raised crosswalks, and hardened intersections (e.g., adding bollards or constructing curb extensions in permanent materials). Improvements might also include changing bus stops to far-side, in-lane stops⁴ to increase transit reliability, and adding or protecting bike lanes. This effort would simultaneously lower air pollution and greenhouse gas emissions and make it easier for DC residents to move across the District by making mass transit, walking, and biking safer and therefore more reliable and convenient in Wards 7 and 8.

In FY 2023, Mayor Bowser has provided specific funding to address the corridors and intersections identified in the 2015 Vision Zero Plan of Action. There are opportunities for possible BIL grant applications to fully fund the construction of those improvements as the full design and construction needs are identified in the project development process. For example, DDOT submitted the East Capitol Corridor (included in the 2015 Vision Zero Plan of Action) for a 2022 Infrastructure for Rebuilding America (INFRA) grant.⁵ BIL funding can help expedite project implementation; many of the programs can fund stand-alone capital improvements, such as East Capitol Street or Alabama Avenue, where the safety improvement requires a fuller scope beyond spot improvements or signal timing improvements.

The improvement will not only address safety, but also improve the accessibility of the transportation network (to include Americans with Disabilities Act compliance).

¹ See Appendix 6, for the list of 14 Tier 1 arterial corridors identified in the 2022 Vision Zero report (pending agency finalization).

² See Appendix 6, for the list of the 29 corridors. This includes the list of 14 Tier 1 arterial corridors identified in the 2022 Vision Zero report (pending agency finalization) and the 15 arterial corridors identified in the original, 2015 Vision Zero report.

³ “D.C. traffic deaths at 14-year high with low-income areas hardest hit,” Washington Post, February 23, 2022.

⁴ Stops that do not require pulling over and are past the intersection—the generally preferred stop configuration where transit lanes or transitways are present according to NACTO, <https://nacto.org/publication/transit-street-design-guide/stations-stops/stop-design-factors/stop-placement-intersection-configuration/>.

⁵ This grant award has not been announced as of August 17, 2022. At the time of submission, the project cost was estimated at \$80 million and the INFRA application was for \$48 million (60% of the project cost; the maximum amount of assistance). The remaining funded needed could be provided by federal formula funds (\$16 million) and state match funds (\$16 million).

Administration, Compliance and Procurement Subcommittee

The Administration, Compliance and Procurement Subcommittee was charged with identifying improvements that would **enable the District to deploy and administer the increase in infrastructure funding from BIL efficiently and effectively**. The Subcommittee saw accelerating procurement processes while ensuring transparency, fairness, and equity as the essential markers for success. Subcommittee members also sought to take advantage of DC's purchasing power to improve the well-being of residents and support local businesses. The Subcommittee recommends the following:

- **Adopt innovative, flexible acquisition methods** through a combination of regulatory and statutory changes. The District will produce legislation in January 2023 that will allow velocity in infrastructure procurements. The legislation will:
 - Streamline Council review of BIL contracts and DC Supply Schedule contracts by applying the plan of contracts-based approval approach used for Federal Highway Administration (FHWA) projects;
 - Authorize the Chief Procurement Officer (CPO) to enact more efficient procedures in the District contracting system, to include the ability to negotiate certified business enterprise subcontracting plans, the discretion to use procurement methods not specifically described in statutes, and the ability to establish additional CBE set-asides based on wards or other factors;
 - Establish that all other contracts are subject passive approval and can be submitted throughout the full calendar year without regard to Council recess;
 - Permit Council to approve a plan of local construction contracts akin to the FHWA contracts;
 - Deem Council approval of the base period of a contract containing options to be approval of every subsequent option period provided there is no material change in the option period;
 - Exempt unsuccessful proposals exempt from the Freedom of Information Act;
 - Eliminate the requirement for a contracting officer to do a determination and findings before issuing a Request for Proposals;
 - Eliminate the Contract Appeals Board's review of the CPO's decision to designate urgent and compelling circumstances to proceed with award while a protest is pending;
 - Authorize architect/engineer contracts to be set aside for CBEs;
 - Allow the contracting officer to determine retainage requirements, taking into account the performance of the contractor;
 - Authorize the contracting officer in evaluations for Requests for Proposals to adopt, either in whole or in part, the report of the technical evaluation panel;
 - Amend the First Source law to remove the ten percent evaluation factor requirement that cannot be implemented based on law or best practices; and
 - To align the emergency authority of the CPO under the PPRA to be subject to reporting requirements to the Council similar to the reporting requirements enacted for declared emergencies.

- **Create efficiencies through streamlining of processes** and enhancing coordination among agencies by increasing support for and use of integrated procurement teams that include internal specialists augmented with external subject matter experts from industry, adopting agile procurement methodologies used in IT systems acquisitions in other areas, and providing expanded training to program agency staff to help them navigate the procurement process. OCP would appoint a Chief Contracting Officer (CCO) for BIL infrastructure procurements. An integrated team led by the BIL CCO could provide increased capacity to simultaneously advance multiple BIL procurements and help drive the adoption of efficiency best practices from industry. Expanded training on the procurement process, including on available methods and permitted exemptions, would ensure the most appropriate and efficient procurement approach was selected for each project.

As of the date of this report, funding for resources to support projects will be necessary. OCP has contracting mechanisms in place to acquire professional resources to fill any program and contracting functional gaps in integrated procurement teams. These efforts and the resource coordination will be led by the CCO for BIL. The CCO will ensure the integrated procurement teams are resourced, have milestone plans, and are structured to support the accomplishments of the identified BIL projects. Funding will need to be available by December 2022 to support the CCO and their client agency projects for the effective management of the integrated procurement teams.

- **Improve District business and worker engagement by** expanding outreach to District-based businesses and CBEs and expanding District preferences and set-asides. Expanding outreach to District-based businesses and CBEs would increase participation in BIL projects, and would promote partnerships between District-based businesses, CBEs, and larger businesses. Broadening District preferences and set-asides would provide greater opportunities for businesses located in Wards 7 and 8 as well as for District-based businesses that do not participate in the CBE program.

Using BIL to improve District businesses and worker engagement in these ways will facilitate a reliable supply of local vendors and workers for BIL projects and beyond, help to improve conditions for historically disadvantaged businesses and communities in the District, and increase District revenue and reinvestment opportunities. OCP intends to take several actions to improve engagement with District-based businesses on BBB projects. OCP will host sessions ranging from “How to Do Business with the District”, “BBB Procurement Opportunities”, and “Business Q&A Opportunities”. OCP will ensure a dedicated page on its website for BBB procurement information, opportunities, and awards. OCP will also partner with the Executive and other District agencies to create a social media and media campaign on BBB projects in the District. OCP recommends a dedicated District site on BBB with links to resources and District agencies with responsibility for BBB projects. OCP will engage in industry- and project-specific events to promote and support educating District businesses on how to participate in BBB projects, including in joint ventures and prime/subcontractor arrangements. OCP will communicate a schedule of events as the District releases BBB project updates.

Workforce Capacity Building Subcommittee

The Workforce Capacity Building Subcommittee was charged with **ensuring that District residents of all wards, races, and ages are equipped with the occupational skills, high quality training, and support they need to take advantage of career opportunities created by BIL investments.** In pursuit of this endeavor, the Subcommittee sought to build pipelines for both talent and training providers by expanding access to green job opportunities, investing in the development of training programs, removing systemic and regulatory barriers to employment, and taking advantage of opportunities to hire trainees into government. They did so with particular attention to engaging DC youth, building on the District's existing youth employment programs. To achieve this transformative vision, the Subcommittee recommends the following:

- **Establish a Green Jobs Academy** by adding trainings in Green Jobs (such as HVAC maintenance, solar panel installation, civil engineering, electrification, building retrofitting, transit design and construction, urban forestry and greenery management) to double the current size of the DC Infrastructure Academy. Also, allow more DC residents to access training and employment by providing childcare, commuter credits, and IT tools (in partnership with programs in the Office of the Chief Technology Officer). This expanded Academy would take advantage of DOEE education center space in Wards 7 and 8 to provide easy access to residents and to pool training resources between DOEE and DOES. Investing in the green workforce of the future would enable DC to build more sustainable infrastructure with more local workers.

DOES has already established the nationally renowned DC Infrastructure Academy, which has been highlighted this fiscal year by President Biden and has been the subject of visits from other municipalities (e.g., Atlantic City). This proposal would build and expand upon this vital tool in our local workforce system with a focus on clean energy jobs.

- **Build the capacity of the workforce system** by investing in both the workforce and training providers of the future. This would involve expanding existing programs currently focused on youth services (e.g., Marion Barry Summer Youth Employment Program) to occupational and infrastructure skills. Would-be training providers would receive the overhead and support they need to help the District create a workforce development pipeline capable of delivering BIL investments in addition to the infrastructure and capital improvement projects already in the pipeline. This effort could be aided by changes allowing DOES to approve and authorize training programs (an effort co-sponsored by the Administration, Compliance, and Procurement Subcommittee), while removing administrative barriers for training providers in the District.

DOES has individuals looking for positions pertaining to infrastructure (e.g., elevator maintenance/repair), but lacks DC-based providers to provide training that would place residents into said positions. Relatedly, training providers and programs need logistical and administrative support to stand up training programs. It takes years to vet training providers, though DOES needs to approve providers more quickly to best scale up our local workforce system. DOES already sought to leverage local training providers this fiscal year through Job Readiness Training grants administered through its grant office and the Division of State Initiatives.

- **Reimagine recruiting and advertising** to connect DC residents with job opportunities through an ambassador network and partnerships with local high schools, post-secondary programs, and

community-based organizations. This investment would significantly expand the scope and equity of current infrastructure-specific recruiting efforts to involve targeted outreach to students, at-risk youth, returning citizens, and young adults in historically disadvantaged communities and at the same time, would take advantage of the investment in DC training recruitment to create a central entry point for DC residents to access training and job resources.

DOES uses social media, targeted bus ads, and other advertising efforts to publicize its programs and services. This proposal would go hand-in-hand with the previous proposal, to both scale up providers and ensure there is a commensurate increase in interest from the public in training opportunities. DOES' Major Goals are reflected in the agency's Vision Forward plan, and include:

- Promoting the District's Human Capital
- Aligning the Workforce with Education
- Creating equity and Access
- Achieving Excellence in Service Delivery
- Operating Smart and Effective Systems
- Providing Best-in-Class Customer Service

Currently, the agency's WIOA grants are formula grants and are automatically awarded based on our annual application which has been submitted and accepted for PY22/FY23. Our Occupational Safety and Health Administration (OSHA) and Senior Community Service Employment Program (SCSEP) follow the same process and we are awaiting the final award of these programs. DOES is actively engaged in trying to expand the OSHA program, and will continue to receive minimal OSHA federal funding until expansion. Enhanced overall Federal funding would enable DOES to continue to build upon existing federal work, and deliver on the agency's Vision Forward goals and best serve District job-seekers and job-providers.

Conclusion

The District has shown time and time again that it has the capacity to lead – not only our region but our nation – as it builds sustainable, resilient infrastructure to increase equity and transform communities. We appreciate the confidence that Mayor Bowser has placed in us to advise on the deployment of the once-in-a-generation opportunity represented by BIL funding. With the recommendations above, the District can live up to the promise of this opportunity to change the lives of residents in the short term and make future generations proud.

Signed,

Hon. Rodney Slater
Former Secretary, United States Department
of Transportation (USDOT)

Jan Adams
President & CEO, JMA Solutions

Appendix

Appendix 1 - Responsible Agencies (Not Exhaustive)

- Lead agency
- Participating agency

	Cluster & agency →	DMOI			DMPED				DME			Internal Services			
	Investment Priority ↓	DDOT	DOEE	DPW	DMPED	DHCD	DSLBD	OP	DCPS	DOES	DPR	DGS	OCP	OCTO	DCHR
Environment and Resilience	Convert existing District buildings into net zero, grid interactive buildings		<input checked="" type="checkbox"/>		✓				✓			✓		✓	
	Invest in clean transportation micro-mobility hubs	<input checked="" type="checkbox"/>	✓	✓								✓		✓	
	Use Anacostia River area parks to create a gateway center of economic development	✓	✓		✓			✓			<input checked="" type="checkbox"/>			✓	
Technology Innovation	Accelerate opportunities in technology for DC residents													<input checked="" type="checkbox"/>	
	Improve the quality of life of District residents using the city-wide network of sensors	✓												<input checked="" type="checkbox"/>	
	Drive digital equity in DC through community organizations and broadband infrastructure in Wards 5, 7, and 8													<input checked="" type="checkbox"/>	
Transportation	Transform the North Capitol Corridor	<input checked="" type="checkbox"/>			✓	✓		✓			✓	✓			
	Redesign the DC-295 I-295 Corridor to reconnect communities	<input checked="" type="checkbox"/>			✓	✓		✓			✓	✓			

	Cluster & agency →	DMOI			DMPED				DME			Internal Services			
		DDOT	DOEE	DPW	DMPED	DHCD	DSLBD	OP	DCPS	DOES	DPR	DGS	OCP	OCTO	DCHR
	Investment Priority ↓														
	Expedite redesigns of Vision Zero's 29 High Injury Network (HIN) corridors	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Administration, Compliance and	Adopt innovative, flexible acquisition methods						<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	Create efficiencies through streamlining of processes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Improve District business and worker engagement						<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>			
Workforce Capacity	Establish a Green Jobs Academy		<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
	Build the capacity of the workforce system									<input checked="" type="checkbox"/>					
	Reimagine recruiting and advertising									<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>

Acronym	Office / agency
DMOI	Office of the Deputy Mayor for Operations and Infrastructure
DDOT	District Department of Transportation
DOEE	Department of Energy & Environment
DPW	Department of Public Works
DMPED	Office of the Deputy Mayor for Planning and Economic Development
DHCD	Department of Housing and Community Development
DSLBD	Department of Small and Local Business Development
OP	Office of Planning
DME	Office of the Deputy Mayor for Education
DCPS	District of Columbia Public Schools

Acronym	Office / agency
DOES	Department of Employment Services
DPR	Department of Parks and Recreation
OCA	Office of the City Administrator
DGS	Department of General Services
OCP	Office of Contracting and Procurement
OCTO	Office of the Chief Technology Officer

Appendix 2 – Overview of BIL Funding

BIL District of Columbia Formula Appropriations, \$B	Asset class ¹	National pool for competitive Grants, \$B	Sample programs - formula	Sample programs – competitive
<p>Total: ~\$3.0B</p> <p>1.3²</p> <p>>1.2</p> <p>0.4</p> <p><0.1</p> <p><0.1⁴</p> <p>0.1³</p>	Roads, Highways & Bridges	21	National Highway Performance Program Surface Transportation Block Grant Program Bridge Formula Program Highway Safety Improvement Program	Bridge Investment Program Local and Regional Project Assistance Grants (RAISE) Nationally Significant Freight & Highway Projects (INFRA)
	Transit & ferries	25	Statewide Transportation Planning State of Good Repair Grants	Capital Investment Grant Clean School Buses
	Water	3	Drinking Water State Revolving Fund Clean Water State Revolving Fund	Flood Mitigation Assistance Grants
	EVs	18	National Electric Vehicle Formula Program	Low or No Emission Bus Grants
	Energy & environment	72	Preventing Outages and Enhancing the Resilience of the Electric Grid Grants Weatherization Assistance Program	Regional Clean Hydrogen Hubs Brownfields Projects
	Broadband & Cyber	6	Broadband Equity, Access, and Deployment Program State Digital Equity Capacity Grant	State Digital Equity Competitive Grant State and Local Cybersecurity Grant

1. Additional BIL asset classes (e.g., rail, airports) not included due to assessed limited applicability to DC and few available formula funds;
 2. Includes \$1.1B for Federal-aid highway apportioned programs, \$225M for bridge replacement and repairs;
 3. Not inclusive of potential BEAD formulaic funding above funding floor; 4. Formulas still to be determined but projection based on some of the relevant criteria listed in BIL.

Appendix 3 – BIL Eligibilities (Not Exhaustive)

	Investment Priority	Eligible Formula Funding	Eligible Competitive Grants
Environment and Resilience	Convert existing District buildings into net zero, grid interactive buildings	<ul style="list-style-type: none"> State Energy Program Energy Efficiency and Conservation Block Grant Program Energy Efficiency Revolving Loan Fund Capitalization Grant Program 	<ul style="list-style-type: none"> Building Resilient Infrastructure and Communities Energy Efficiency Improvements and Renewable Energy Improvements at Public School Facilities Building Codes Implementation for Efficiency and Resilience
	Invest in clean transportation micro-mobility hubs	<ul style="list-style-type: none"> Transportation Infrastructure Finance and Innovation Act National Electric Vehicle Infrastructure Formula Program Surface Transportation Block Grants Congestion Mitigation Air Quality Program 	<ul style="list-style-type: none"> Federal-State Partnership for Intercity Passenger Rail Grants Charging and Fueling Grants Strengthening Mobility and Revolutionizing Transport Grants
	Use Anacostia	<ul style="list-style-type: none"> National Electric Vehicle 	<ul style="list-style-type: none"> Flood Mitigation Assistance

	Investment Priority	Eligible Formula Funding	Eligible Competitive Grants
	River area parks to create a gateway center of economic development	Infrastructure Formula Program	Grants <ul style="list-style-type: none"> • Inland Flood Risk Management Projects • Watershed and Flood Prevention Operations • Charging and Fueling Grants
Technology Innovation	Accelerate opportunities in technology for DC residents		
	Improve the quality of life of District residents using the city-wide network of sensors	<ul style="list-style-type: none"> • Congestion Mitigation and Air Quality Improvement Program 	
	Drive digital equity in DC through community organizations and broadband infrastructure in Wards 5, 7 and 8	<ul style="list-style-type: none"> • Broadband Equity, Access, and Deployment Program • State Digital Equity Planning Grant • State Digital Equity Capacity Grant 	<ul style="list-style-type: none"> • State Digital Equity Competitive Grant • Middle Mile Grant Program
Transportation Innovation	Transform the North Capitol Corridor	<ul style="list-style-type: none"> • Surface Transportation Block Grants • Highway Safety Improvement Program • NHTSA Sec. 402 Formula Funds 	<ul style="list-style-type: none"> • INFRA Grants • RAISE Grants • Reconnecting Communities Pilot Program • Capital Investment Grants • Safe Streets and Roads for All Grant Program • Healthy Streets Grants
	Redesign the DC-295/ I-295 Corridor to reconnect communities	<ul style="list-style-type: none"> • Bridge Formula Program • Surface Transportation Block Grants 	<ul style="list-style-type: none"> • INFRA Grants • RAISE Grants • Bridge Investment Program • Reconnecting Communities Pilot Program • Strengthening Mobility and Revolutionizing Transport Grants

	Investment Priority	Eligible Formula Funding	Eligible Competitive Grants
	Expedite redesigns of Vision Zero's 29 High Injury Network (HIN) corridors	<ul style="list-style-type: none"> • Highway Safety Improvement Program • Surface Transportation Block Grants • NHTSA Section 402 Formula Funds • National Highway Performance Program • Motor Carrier Safety Assistance Program (MCSAP) formula grant 	<ul style="list-style-type: none"> • Nationally Significant Freight & Highway (INFRA) Grants • Local and Regional Project Assistance (RAISE) Grants • Grants for Crash Data
Administration, Compliance and Procurement	Adopt innovative, flexible acquisition methods		<ul style="list-style-type: none"> • Prioritization Process Pilot Program
	Create efficiencies through streamlining of processes		<ul style="list-style-type: none"> • Prioritization Process Pilot Program
	Improve District business and worker engagement		
Workforce Capacity Building	Establish a Green Jobs Academy		<ul style="list-style-type: none"> • Federal Transit Administration Low or No Emission (Bus) Grants • Building Resilient Infrastructure and Communities • Energy Auditor and Training Grant Program
	Build the capacity of the workforce system		
	Reimagine recruiting and advertising		<ul style="list-style-type: none"> • Career Skills Training • Public Transportation Technical Assistance and Workforce Development Grants

Appendix 4 – Public Engagement and Field Trips

Subcommittee	Public Engagement / Field Trips
Environment and Resilience Subcommittee	Subcommittee site visit to DC Water on July 12, 2022; Community Input Session on June 21, 2022
Technology Innovation Subcommittee	Subcommittee site visit to Martin Luther King Jr. Memorial Library on June 9, 2022
Transportation Innovation Subcommittee	Community input session via Zoom on June 22, 2022; subcommittee site visit to the North Capitol Corridor on June 8, 2022
Administration, Compliance, and Procurement	Community roundtable via Zoom on June 8, 2022; survey sent to private sector suppliers and government procurement officers to solicit input on District processes
Workforce Capacity Building Subcommittee	Community input session hosted by the Department of Employment Services (DOES) on June 23, 2022; subcommittee site visit to DC’s Infrastructure Academy (DCIA) on May 25, 2022

Subcommittee Members, Staff, and Affiliations

Private sector affiliations are denoted in *green*. Public sector affiliations are denoted in *blue*. Co-chairs are **bolded**. Executive Committee members are marked with an asterisk*.

Executive Committee

- **Rodney Slater***
- **Jan Adams***
- Dan Tangherlini*
- Deryl McKissack*
- Jennifer Reed*
- Lucinda Babers*
- Tommy Wells*

Support staff

- Steve Walker, Director, Mayor’s Office of Talents and Appointments
- Rich Harrington, Associate Director, Mayor’s Office of Policy and Innovation

Environment and Resilience Subcommittee

Subcommittee Members:

- **Tommy Wells*** – Director, Department of Energy & Environment (DOEE)
- **Brandi Colander** – Board Chair, DC Green Bank Board of Directors
- Liz De Barros – Interim CEO, District of Columbia Building Industry Association (DCBIA)
- David Gadis – CEO and General Manager, DC Water
- Eli Hopson – CEO, DC Green Bank
- Emile Thompson – Chairman, Public Service Commission of the District of Columbia
- Blue Jenkins – President, Washington Gas Light, AltaGas Ltd.

Support Staff:

- Alexandra Fisher – Policy Advisor, Department of Energy & Environment (DOEE)
- LaNesha Kearse – Staff Assistant, Mayor’s Office of Talent and Appointments

Technology Innovation Subcommittee

Subcommittee Members:

- **Dan Tangherlini*** – Managing Director, Emerson Collective
- **Lindsey Parker** – Chief Technology Officer, Office of the Chief Technology Officer (OCTO)
- **Gabe Klein** – Founding Partner, Cityfi
- Ned Cabot – Senior Director, Country Digital Acceleration Americas, Cisco
- David Hall – Managing Partner, Revolution Ventures
- Coach Kathy Kemper – Founder and CEO, Institute for Education (IFE)
- Laura Miller Brooks – Director of Transportation and Infrastructure, Federal City Council
- Jonathan Beam – Manager, Community Innovation, US Ignite
- Martha Huizenga – Founding Partner, DC Access

Support Staff:

- Michael Rupert – Associate Chief Technology Officer for Customer Experience, Office of the Chief Technology Officer (OCTO)
- Monica Swintz – Senior Operations Analyst, Internal Services, Office of the City Administrator
- Keisha Mims – Special Assistant, DC Office of the City Administrator
- Alexandria Guzman – Associate Director, Mayor’s Office of Talent and Appointments

Transportation Innovation Subcommittee

Subcommittee Members:

- **Lucinda Babers*** – Deputy Mayor for Operations and Infrastructure
- **Everett Lott** – Director, District Department of Transportation
- **Cheryl Cort** – Policy Director, Coalition for smarter Growth
- Ketan Gada – Director, Hill East District Redevelopment
- Herbert Harris Jr – Brotherhood of Locomotive Engineers and Trainmen; Chairman - Metro Washington Council AFL-CIO / Transportation Committee
- Anita Cozart – Interim Director, DC Office of Planning

Support Staff:

- Mishawn Freeman – Program Analyst, Office of the Deputy Mayor for Operations and Infrastructure (DMOI)
- Christina Flores – Special Assistant to the Chief of Staff, District Department of Transportation (DDOT)

Administration, Compliance, and Procurement Subcommittee

Subcommittee Members:

- **Dan Tangherlini*** – Managing Director, Emerson Collective

- **George Schutter** – Chief Procurement Officer, DC Office of Contracting and Procurement (OCP)
- **Angel Brunner** – Founder and CEO, EB5 Capital
- Dash Kiridena – Founder and CEO, CODICE
- Stephen Courtien – President, Baltimore-DC Building Trades Council

Support Staff:

- Nancy Hapeman – Deputy Chief Procurement Officer, DC Office of Contracting and Procurement (OCP)
- Wil Giles – Chief Contracting Officer, Health and Human Services Cluster, Office of Contracting and Procurement (OCP)
- Keysha Taylor – General Counsel, DC Office of Contracting and Procurement
- Tarik Barrett – Associate Director, Mayor’s Office of Policy and Innovation

Workforce Capacity Building Subcommittee

Subcommittee Members:

- **Deryl McKissack*** – President and CEO, McKissack & McKissack
- **Unique Morris-Hughes** – Director, DC Department of Employment Services (DOES)
- **Dyana Forester** – President, Metro Washington Council AFL-CIO
- Akosua Ali – President, NAACP Washington, DC Branch
- Otto Madrid – Chairman, Metro DC Hispanic Contractors Association; President and CEO, JPN Masonry LLC
- Ahnna Smith – Executive Director, DC Workforce Investment Council
- Kristi Whitfield – Director, DC Department of Small and Local Development (DSLBD)
- Amber Hewitt – Chief Equity Officer, Office of Racial Equity, Office of the City Administrator

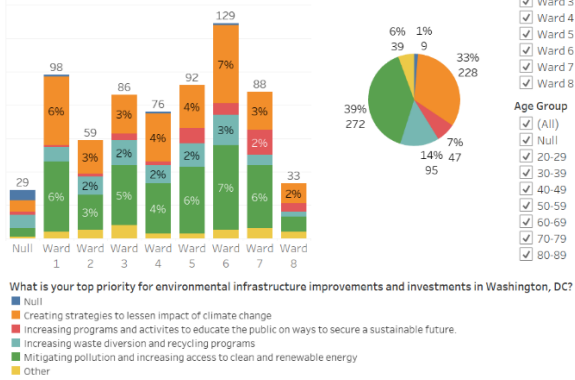
Support Staff:

- Andrew Debraggio – Program Analyst, DC Department of Employment Services (DOES)
- Brandon Banks – Program Analyst, DC Department of Employment Services (DOES)
- Adanna Mbanugo – Associate Director, Deputy Mayor for Public Safety and Justice, Executive Office of the Mayor

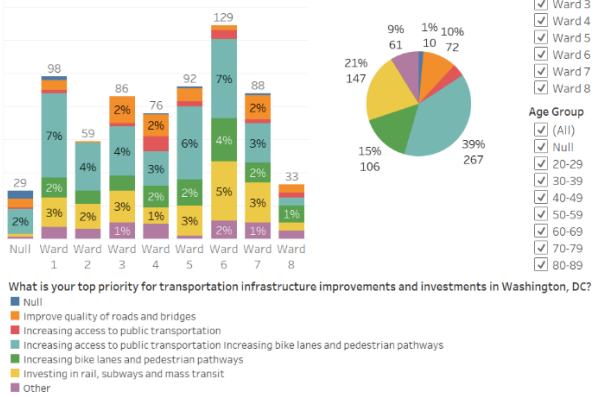
Appendix 5 - Survey Results

In developing their recommendations, the Infrastructure Task Force was informed by input from residents across the District’s wards on the environmental, transportation, and technology infrastructure investments to prioritize with BIL funding. The survey ran from 28 March 2022 to 17 July 2022 and the results of the public survey are summarized below:

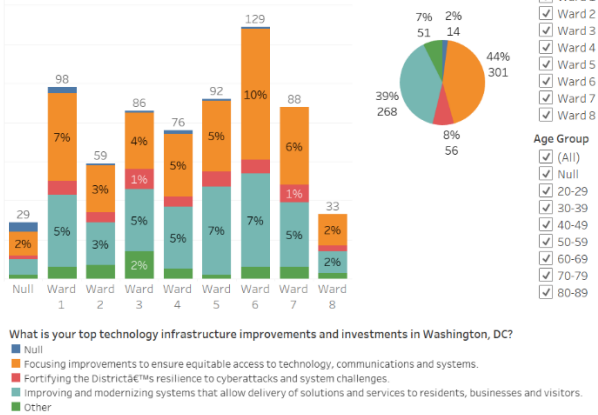
What is your top priority for environmental infrastructure improvements and investments in Washington, DC?



What is your top priority for transportation infrastructure improvements and investments in Washington, DC?



What is your top priority for technology infrastructure improvements and investments in Washington, DC?



Appendix 6 – Vision Zero: High Injury Network (29 arterial corridors with high fatalities and injuries)

High Injury Network - All Modes (2022 Vision Zero report, pending agency finalization) Multimodal injury and fatal crash data to determine streets with the highest crash density and severity.

High Crash Corridors - All Modes (2022 Vision Zero report, pending agency finalization)

Corridor Information				
Classification		Location Information		
Order	Tier	Corridor	From Street	To Street
1	1	New York Avenue NE / NW	7th Street NW	Maryland Border
2	1	H Street NE / NW	4th Street NW	Benning Rd NE / Bladensburg Rd NE
3	1	North Capitol Street	Louisiana Avenue	New Hampshire Ave
4	1	Florida Avenue NE / NW	U Street NW / 9th Street NW	Benning Rd NE / Bladensburg Rd NE
5	1	Minnesota Avenue SE / NE	Good Hope Road SE	Sheriff Road NE
6	1	Pennsylvania Avenue SE	Potomac Avenue SE	Southern Avenue SE
7	1	U Street NW	18th Street NW	9th Street NW / Florida Avenue NW
8	1	Eastern Avenue NE	Minnesota Avenue NE	Southern Avenue NE
9	1	Firth Sterling Avenue SE	South Capitol Street SE	Howard Rd SE
10	1	Benning Rd NE / SE	Bladensburg Street NE / H Street NE	Southern Avenue SE
11	1	Alabama Avenue SE	5th Street SE	Bowen Road SE / Burn Street SE
12	1	7th Street NW / Georgia Avenue NW	K Street NW	Eastern Avenue NW
13	1	South Capitol Street	Overlook Avenue SW	Southern Avenue SE
14	1	Southern Avenue SE / NE	South Capitol Street SE	Eastern Ave NE
15	2	Rhode Island Avenue NW	Connecticut Avenue NW	Scott Circle NW

16	2	7th Street SW / NW	Independence Avenue SW	K Street NW
17	2	Rhode Island Avenue NE	North Capitol Street	Eastern Ave NE
18	2	Bladensburg Road NE	Benning Road NE	Eastern Ave NE
19	2	14th Street NW	Constitution Avenue NW	Iowa Avenue NW
20	2	Massachusetts Avenue NW	Scott Circle NW	Third Street NE
21	2	New Jersey Avenue NW	Constitution Avenue NW	Florida Avenue NW
22	2	M Street NW	Canal Road NW	14th Street NW
23	2	Connecticut Avenue NW	K Street NW	Chevy Chase Circle NW
24	2015	K Street NW	Wisconsin Avenue NW	North Capitol Street
24	2015	East Capitol Street	C Street NE / Independence Avenue SE	Southern Ave
24	2015	Good Hope Road SE	Anacostia Drive SE	Alabama Avenue SE
24	2015	Constitution Avenue NW	23rd Street NW	Pennsylvania Avenue NW
24	2015	Wisconsin Avenue NW	K Street NW	Western Avenue NW
24	2015	M Street SW / SE	Maine Avenue SW	Anacostia River

Vision Zero: A Plan of Action, December 2015: The below “15 arterial corridors with multiple total fatalities accounted for more than half of all pedestrian and bicycle deaths between 2010 and 2014.”

Arterial Corridors	
Alabama Avenue	Good Hope Road
Benning Road	M Street SE/SW
Connecticut Avenue	New York Avenue
Constitution Avenue	North Capitol Street
East Capitol Street	Southern Avenue
Eastern Avenue	Wisconsin Avenue

Florida Avenue	K Street NW
Georgia Avenue	

Appendix 7 – Existing District plans and efforts considered (non-exhaustive)

Subcommittee	Selected existing District plans and efforts considered
Environment and Resilience Subcommittee	<ul style="list-style-type: none"> • Sustainable DC 2.0 • Carbon Free DC • Transportation Electrification Roadmap • Lead-Free DC • School bus electrification • Electric vehicle charging network development • Lead pipe replacement • Flood mitigation
Technology Innovation Subcommittee	<ul style="list-style-type: none"> • SmarterDC • FirstNet • ConnectDC
Transportation Innovation Subcommittee	<ul style="list-style-type: none"> • MoveDC • Vision Zero • Enhanced transit to local airports by Metro • Union Station Expansion Project • Expanded high-speed rail
Workforce Capacity Building Subcommittee	<ul style="list-style-type: none"> • DC Infrastructure Academy • Marion Barry Summer Youth Employment Program

Appendix 8 – DDOT’s moveDC goals and alignment with BIL funding opportunities

BIL Funding Opportunity	moveDC goal	Possible Project Ideas
RAISE	Safety, Equity, Mobility, Project Delivery	Benning Road Bridges and Transportation Improvements Projects (2021 winner); South Capitol Street Trail (2022 winner)
INFRA	Safety, Equity, Mobility, Project Delivery	South Capitol Street Corridor (Phase 2, Segment III); East Capitol Street Safety & Mobility
MEGA	Safety, Equity, Mobility, Project Delivery	South Capitol Street Corridor (Phase 2, Segments III, IV, V); Southeast Boulevard and Barney Circle; Claybrick Circulator Bus Facility
BIP	Safety, Equity, Mobility, Project Delivery, Management & Operations	Theodore Roosevelt Memorial Bridge; Southeast/Southwest Freeway Bridge; I-395 NB over Potomac River
Reconnecting Communities	Safety, Equity, Mobility, Project Delivery, Enjoyable Spaces, Sustainability	DC-295/ I-295 Redesign; North Capitol Street Urban Boulevard

Low-No	Equity, Mobility, Project Delivery, Sustainability	Electric Bus purchase (Circulator)
BBF	Equity, Mobility, Project Delivery, Sustainability	Claybrick Circulator Bus Facility; South Capitol Street Circulator Bus Facility
Culvert	Equity, Mobility, Project Delivery, Sustainability	Mouth of Broad Branch Soapstone Culverts; Headwaters of Broad Branch Culvert

BIL Funding acronyms:

- Rebuilding American Infrastructure with Sustainability and Equity (RAISE)
- Multimodal Project Discretionary Grant (MPDG)
 - Infrastructure for Rebuilding America (INFRA)
 - National Infrastructure Project Assistance Program (MEGA)
- Bridge Investment Program (BIP)
- Reconnecting Communities (RC)
- Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT)
- Low or No Emission Grant Program (Low-No)
- Grants for Buses and Bus Facilities Program (BBF)
- National Culvert Removal, Replacement, and Safety (Culvert)

Appendix 9: How BIL can help achieve the District’s transportation goals

Goal	BIL Programs and other funding sources
Achieve 75% non-auto mode commute trips by 2032	Mayor Bowser’s Capital Improvement Program
Reduce greenhouse gas emissions from transportation by 60% by 2032 (compared to 2006 baseline)	Carbon Reduction Program (formula)
Annual Safety Improvement Program (ASAP) that rapidly deploys multi-modal safety improvements by implementing at least 20 intersection safety improvements annually	Mayor Bowser’s Capital Improvement Program, Highway Safety Improvement Program (formula)
Implement 10 miles of protected bike lanes annually and build the Capital Trails Network	Mayor Bowser’s Capital Improvement Program, Rebuilding American Infrastructure with Sustainability and Equity (discretionary)
Implement 25 lane-miles of bus lanes by FY 2025	Mayor Bowser’s Capital Improvement Program
Extend the streetcar from Oklahoma Avenue to the Benning Road metro station	Mayor Bowser’s Capital Improvement Program, Rebuilding American Infrastructure with Sustainability and Equity (DDOT won a 2021 discretionary grant for the Benning project)
Support electric vehicle use with more charging facilities	National Electric Vehicle Infrastructure (formula)
Transition the Circulator bus fleet to all electric	Low or No Emission Vehicle Program (discretionary)
Eliminating all roadways, alleys, and sidewalks in poor condition in Washington, DC by 2024	Mayor Bowser’s Capital Improvement Program