



St Elizabeths East



Request for Expressions  
of Interest for an  
Academic and Research  
Anchor

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VINCENT C. GRAY  
MAYOR

April 2013

Dear Friends:

As Mayor of the District of Columbia, I am delighted to present you with this opportunity to serve as an institutional anchor at the St. Elizabeths East Innovation Hub, a once-in-a-generation project in the nation's capital that will combine business, research and higher education in an interactive technology-focused community. As the seat of the Federal Government and a global center of business, education and culture, as well home to a rapidly growing technology sector, the District offers unequalled potential for academic institutions to collaborate and build strong links and partnerships with government and industry in the heart of one of the most dynamic metropolitan economies in United States.

The historic St. Elizabeths East Campus encompasses 183 acres just minutes from Capitol Hill and is well connected by highway and Metrorail to the region's major business and transportation centers. The planned Innovation Hub at the heart of this mixed-use development will comprise education facilities, research laboratories, office space and incubators. Several global technology companies are working with the District to locate at this Hub and we hope to designate one or more academic anchors by next year.

The District of Columbia is already home to the nation's largest cluster of colleges and universities and tens of thousands of students and researchers. The District government enjoys strong relationships with these schools and understands their unique needs and the vital role they play in our city. It is because of this that we see the presence of a strong research university at the core of the St. Elizabeths East Innovation Hub as a key to its larger success.

This is a time of tremendous energy and growth in the District. The city's roster of Fortune 500 companies continues to grow and an increasing number of international firms choose to locate their U.S. or North American headquarters here. The best and the brightest workers are attracted here and the region's population and job growth rates are among the highest in the United States. The District of Columbia government has made significant investments in new infrastructure, parks, and services and this region now boasts one of the most desirable qualities of life in the nation.

The District of Columbia and my administration are committed to the success of St. Elizabeths East and I hope that you are able to take part in this opportunity. We look forward to receiving your response.

Sincerely,

A handwritten signature in black ink that reads "Vincent C. Gray". The signature is written in a cursive style with a large, looping "V" and a long, sweeping tail on the "y".

Vincent C. Gray  
Mayor

## **1. Introduction and Executive Summary**

The District of Columbia is seeking expressions of interest from academic institutions or consortia that wish to serve as the academic anchor for the St. Elizabeths East Innovation Hub, an integrated center of research, education and private sector commercial activities on the east campus of the historic former St. Elizabeths Hospital (“St. Elizabeths East”) in Southeast Washington, D.C. As a large contiguous site in the heart of one of the nation’s most economically dynamic regions, St. Elizabeths East Campus offers universities an exceptional opportunity for co-location and collaboration with government and technology-related industries.

The St. Elizabeths East Master Plan and Design Guidelines dated June 4, 2012 (the “Master Plan”) for the St. Elizabeths East campus contemplates that the first phase of the Innovation Hub will be approximately 500,000 square feet within St. Elizabeths East, of which 250,000 square feet will be dedicated to education, civic and research uses; additional Phase I development will include housing, retail, and other amenities. Planned as the largest mixed-use development in Washington, D.C., the Master Plan contemplates that St. Elizabeths East will ultimately comprise over 5 million square feet on 183 acres at full build-out.

The concepts that make up the Innovation Hub are described in greater detail below, however references to the “Innovation Hub” generally refer to the co-location of community, universities, technology businesses and technology-focused amenities (such as business accelerators, an innovation market place, and other related components) that are focused on cultivating globally significant economic opportunities. The development of the Innovation Hub is a key component of Mayor Gray’s Five Year Economic Development Strategy, which identifies the creation of a shared campus for academic institutions and technology firms as a key initiative for this administration. The District of Columbia’s objectives in developing an Innovation Hub at St. Elizabeths East are to spur the creation of new technology-related businesses and jobs, to create economic opportunity at all skill levels for residents of both Ward 8 and the city as a whole, and to accelerate the diversification of Washington D.C.’s economy, reducing reliance on the federal government. Attracting a university or consortium of academic institutions that offer educational programs and research aligned with the skills and technology needs of Washington, D.C.’s industry sectors is viewed as a crucial element in the development of a successful Innovation Hub. The District also welcomes academic respondents who wish to propose ideas with corporate or nonprofit partners.

### **A. Purpose of RFEI**

The principal purpose of this Request for Expressions of Interest (RFEI) is to provide academic institutions with the opportunity to propose a vision for their participation in St. Elizabeths East—and enable the District of Columbia to gather information about the following key issues:

- The range of institutions and consortia that may be interested in the opportunity to establish a significant presence at St. Elizabeths East

- The academic programs and areas of research that such institutions would propose to offer at St. Elizabeths East, and the planned scale and scope of such programs
- How academic institutions envision their role in contributing to the development of the Innovation Hub, specifically with respect to commercialization opportunities and the creation of new businesses and jobs in the District
- How institutions propose to engage with the local community in Ward 8 by providing educational and employment opportunities and potentially partnering with institutions currently serving Ward 8 residents, such as the University of the District of Columbia’s Community College
- How the existing facilities and development sites at St. Elizabeths East may meet academic institutions’ needs
- What terms of occupancy potential academic anchors may prefer
- The proposed high-level timeline for the development of programs and facilities at St. Elizabeths East
- The anticipated investment required, including support or resources—both financial and non-financial—that may be provided by a University, as well as any resources needed from the District of Columbia and/or other entities

## **B. Potential Innovation Hub Themes**

Over the past year, D.C. officials have met with business leaders in the Washington, D.C. region, federal government agencies, local universities, and thought leaders to discuss potential areas of programmatic focus for the St. Elizabeths Innovation Hub. In addition, the District secured a grant from the Economic Development Administration (EDA) of the U.S. Department of Commerce to undertake a comprehensive study of the homeland security economy in Washington, D.C. and the potential opportunities it presents for St. Elizabeths East, particularly considering the U.S. Department of Homeland Security’s plans to consolidate its headquarters at the federally-owned St. Elizabeths West. Based on these discussions and the study, a number of concepts and themes have been suggested as potential areas of focus for the Innovation Hub:

- Homeland Security/Intelligence/Cybersecurity
- Urban Resilience
- Smart Cities and Urban Sustainability
- Technology and policy related to industries highly regulated by the federal government, such as energy, telecommunications, food and drugs, health care, and transportation
- Information Technology and “Big Data” analytics

While the District sees value in each of these potential areas of focus, it does not wish to be prescriptive in framing the academic program at St. Elizabeths East. Overall, the District is interested in high-quality academic and research programs that have a focus on Science, Technology, Engineering and Mathematics (STEM )-related fields that will prepare the next generation of talent with the skills

demanded by a rapidly evolving job market while offering potential for commercialization by private industry and government.

### C. The Opportunity: St. Elizabeths East and Washington, D.C.

St. Elizabeths East offers an exceptional opportunity for academic institutions that wish to establish a new model of collaborative, technology-focused education in the nation's capital, forging the nexus between academic research, business and government. The District believes that a location at St. Elizabeths East offers institutions, both domestic and international, at least five distinct advantages:

- 1) St. Elizabeths East offers close **access to the federal government** and the substantial procurement and research dollars it spends in the Washington, D.C. region, in addition to the nation's largest concentration of Federally Funded Research and Development Centers and federal laboratories and institutes.
- 2) **A global center of business and commerce**, Washington, D.C. serves as the headquarters to a wide range of Fortune 500 companies in energy, biotechnology, aerospace, healthcare, information and communications technology, and financial services. As federal research spending levels off or even declines, engagement with the private sector participants at St. Elizabeths East (described in more detail below) and other businesses in the greater Washington, D.C. area may lead to new opportunities for sponsored research and other collaborations with industry.
- 3) In recent years, Washington, D.C. has also emerged as a **significant hub of entrepreneurship and innovation**, with a developing robust community of start-up and high-growth companies focused on consumer technology. These businesses are hungry for talent and offer institutions the opportunity for new collaborations in the development of cutting-edge applications and services.
- 4) Washington, D.C. is a **college town**. Ranked as the third-best location for colleges and universities in the United States, Washington, D.C. boasts more institutions of higher education than any metropolitan region in the country. These universities rank among the best in the nation in policy, law, foreign affairs, management, and the health sciences. There are also highly regarded programs in security and intelligence policy that would provide a strong complement to top STEM-related programs.
- 5) Finally, Washington, D.C. is **one of the most dynamic and desired cities in the country** with unrivaled cultural assets, vibrant and diverse neighborhoods, excellent transit, ample green space, and a high quality of life. Over 16,000 people moved into the District in 2011 and the city is adding residents at a rate of approximately 1,100 per month, a significant percentage of them well-educated people in their 20s and 30s.

### D. Project Overview

St. Elizabeths East is located in the Congress Heights neighborhood in Southeast Washington, D.C. directly across the street from the federally-owned St. Elizabeths West Campus—the future home of the U.S. Department of Homeland Security's (DHS) consolidated headquarters. The U.S. Coast Guard is the

first of many DHS units to occupy St. Elizabeths West and will have 3,700 employees on site by August 2013.

The 183-acre St. Elizabeths East campus, located adjacent to the Congress Heights Metro station, is a National Historic Landmark, local historic district, and home to a number of architecturally unique and significant buildings. As property owner, the District of Columbia is aggressively pursuing the redevelopment of St. Elizabeths East to accelerate D.C.'s burgeoning innovation economy and generate positive economic impacts for the surrounding community in Ward 8 and the District as a whole.

The District has made significant progress to date. In addition to commissioning the above-described studies related to the Innovation Hub, the District has completed the Master Plan; secured by-right zoning permitting academic, commercial, and retail uses; and committed over \$100 million in needed infrastructure investments. Construction of infrastructure improvements at the site is expected to commence this Fall.

The Master Plan currently envisions the academic anchor occupying up to 250,000 square feet in repurposed facilities in the historic Maple Quad and CT Village parcels within St. Elizabeths East. Pads are also available for ground-up development as additional space, provided the program includes occupancy of the historic structures. A map of the site is included as **Attachment A**.

The District of Columbia is committed to providing land and buildings to the academic anchor via a long-term lease with favorable terms. In addition, the District is considering a potential additional capital investment to help defray the cost of bringing historic buildings at the Maple Quad and CT Village to a core and shell condition viable for repurposing as academic and research buildings. While funding for this purpose has not yet been appropriated, the District is willing to seek an appropriation that would serve to supplement capital investments made by academic anchor institutions that further the District's economic development goals.

## **E. Phased Development Approach**

Given the scale and complexity of redeveloping St. Elizabeths East, the District envisions a phased development process that will be strategic, iterative, and collaborative. To kick-start development of the Innovation Hub, the District issued a Request for Expressions of Interest last summer to identify private companies interested in developing innovation-related programs and serving as anchor tenants at St. Elizabeths East. Three strong proposals were received from Microsoft, Citelum, and SmartBIM and all three companies are currently in formal discussions with D.C. officials regarding the development and use of facilities at St. Elizabeths East. More detail about each of these companies' proposals is provided in Section 4, The Innovation Hub at St. Elizabeths East.

This RFEI to academic institutions represents the next step in the process of identifying potential anchor partners for the Innovation Hub. A university or consortium of universities is critical to providing the needed thought leadership, research, and talent, while St. Elizabeths East can provide the "neutral ground" for collaborations among institutions and with industry. As stated above, this RFEI will provide

academic institutions with the opportunity to articulate their interest and detail how they would participate in and contribute to the Innovation Hub.

It is anticipated that early this summer, the District will be releasing an RFEI seeking qualified parties to serve as Innovation Partner/Phase I Developer for portions of St. Elizabeths East. The District anticipates that the selected Innovation Partner/Phase I Developer will be a skilled developer/manager who will work closely with the District and its academic and private sector anchors to refine the vision, strategy, and implementation plan for the Innovation Hub.

The main purpose of this RFEI is for the District of Columbia to establish respondents' interest, qualifications, and programmatic ideas. To facilitate your response to this RFEI, interested institutions are invited to attend a reception and informational session with Mayor Gray and other District officials and business leaders on **Thursday, April 25th**, followed by a tour of St. Elizabeths East.

Responses to this RFEI are due **Friday, July 26, 2013**. The District will review each submittal and may request additional information. Interviews will be scheduled in Washington, D.C. with selected respondents later in the summer.

The District will work with respondents to this RFEI to understand their proposed plans for St. Elizabeths East, determine what further selection process may be needed to determine the academic anchor, whether multiple institutions or programs can be accommodated, and how best to leverage the academic and commercial anchors to achieve the goals of the Innovation Hub. After evaluating responses to this RFEI, the District expects to prepare and release a Request for Proposals (RFP) that will request more detailed information from respondents about their proposals.

It is anticipated that a final decision regarding academic anchor participants in the Innovation Hub will be made by mid-2014.

## 2. Why St. Elizabeths East and Washington, D.C.?

Encompassing 183 acres of historic buildings, open space and additional development sites just two miles south of Capitol Hill and easily accessible to Washington, D.C.'s hubs of national government and global business, St. Elizabeths East is perfectly situated for universities that want to develop collaborative, multidisciplinary programs that leverage this location in the nation's capital.

Washington, D.C. is currently undergoing a transformative resurgence placing it among the most dynamic and fastest growing regions in the nation. As of 2011, the District of Columbia's population was growing at a faster rate than that of any state in the nation and three times the national average. Fortune 500 companies have been relocating their headquarters from California and New York City to the Washington, D.C. region, joining a growing cluster of start-up and high-growth companies focused on a range of sectors, from aerospace to energy to security and consumer technology. The Washington, D.C. region is also one of the nation's largest centers for higher education. With 140,000 students at 13 colleges and universities, this is a region that understands the significant role that post-secondary academic institutions play in the local economy and works to accommodate their needs.

Following is additional detail regarding what the District views as the five major advantages that St. Elizabeths East offers to academic institutions:

### A. Access to the Federal Government

#### *Federal Research Facilities*

As the center of national government, Washington, D.C. offers numerous opportunities for academic institutions to build strong links and partnerships with federal agencies, laboratories and institutes. The Washington, D.C. region is home to ten of the nation's 39 Federally Funded Research and Development Centers (FFRDCs)—including the Homeland Security Studies and Analysis Institute, the Homeland Security Systems Engineering and Development Institute, and the Science and Technology Policy Institute. Additionally, Washington, D.C. metro area boasts numerous other prominent federal research facilities, including the Food and Drug Administration's Federal Research Center at White Oak, the U.S. Department of Homeland Security's Homeland Security Systems Engineering and Development Institute, the NASA Goddard Space Flight Center, and the U.S. Naval Research Center, located just a 5-minute drive from St. Elizabeths East. A complete list of Federally Funded Research and Development Centers and federal research facilities in the Washington, D.C. area is included as **Attachment B**.

#### *Procurement*

In 2010, the Washington, D.C. region received \$78.9 billion dollars in federal procurement contracts, far more than any other region in the United States. While this spending will certainly be reduced as a result of current federal deficit and debt reduction initiatives, the scope and diversity of federal spending across multiple industry sectors in this region sets it apart from other states and regions in the country. Additionally, as noted by the Greater Washington Board of Trade and Greater Washington

Initiative in their 2012 Regional Report, federal spending will continue to be significant in the areas of cyber security, homeland security, and clean energy – sectors where Washington, D.C. leads the nation.

### ***Homeland Security***

While smaller than the defense and intelligence sector, of which it is a component, the homeland security sector is one of the fastest growing segments of the regional economy. The U.S. Department of Homeland Security (DHS) employs approximately 27,000 people in the D.C. area—over 12% of the Department’s entire workforce. Between 2005 and 2010, DHS contributed \$15.5 billion to the District of Columbia’s economy and the District’s share of DHS procurement dollars increased from 30% to 42% during that time.

In addition, a substantial cluster of private intelligence and security firms have located in the Washington, D.C. area to serve DHS and benefit from close geographic proximity to federal agencies and laboratories. The Obama administration has now identified cybersecurity as an area of paramount importance. Federal government spending on cybersecurity is expected to reach \$14 billion in 2016, up from \$9.2 billion in 2011. A large portion of that spending is focused on Washington, D.C., where the federal government has consolidated many of its cyber- and mobile-security agencies. The Innovation Hub at St. Elizabeths East is positioned to capitalize on this growing need for proximate facilities, innovative commercial and office spaces, and quality laboratory facilities to serve both the homeland security and broader innovation economies.

Adjacent to St. Elizabeths East, on the St. Elizabeths West campus, DHS is planning to consolidate most of its agency headquarters facilities. The U.S. Coast Guard will open its headquarters this year at the St. Elizabeths West Campus in a new 1.2 million square-foot facility for 3,700 employees. As funding allows, the next relocation to the West Campus will be DHS Headquarters, including the Secretary’s Office, followed by the Federal Emergency Management Agency.

The Innovation Hub at St. Elizabeths East, with its mix of academic and commercial uses in close proximity to DHS, may offer a university or university consortium an opportunity to establish a new Center of Excellence or other targeted multi-disciplinary research facility.

DHS’ Commercialization Office works with the private sector to procure homeland security products and services. Two DHS programs – SECURE and FutureTech – focus the Department’s efforts toward commercialization and business development and may offer opportunities for cooperation and partnerships with academic and commercial users at the St. Elizabeths Innovation Hub. Washington, D.C. is the leading region in the nation in terms of concentration of firms and organizations that develop homeland security products and services, accounting for almost 45% of DHS’s domestic spending.

## B. A Global Center of Business and Commerce

### *Business Headquarters*

Beyond the federal government, the Washington, D.C. region serves as the headquarters for 18 Fortune 500 companies with combined revenues of over \$500 billion. Many of these companies are household names—from Marriott International to Capital One Financial to General Dynamics. The region’s largest employers and Fortune 500 companies cover a wide spectrum of industries, including energy, aerospace, information & communications technology, security and intelligence, and biotechnology. In the past four years, a number of high-profile companies - including Computer Sciences Corporation, Volkswagen Group of America, Hilton Worldwide, SAIC and Northrup Grumman—relocated their corporate headquarters to the D.C. region from elsewhere in the U.S. In 2011, Siemens, the German-based global engineering and electronics conglomerate, relocated its U.S. headquarters from New York City to the District of Columbia. Siemens USA’s CEO stated that a D.C. headquarters made it easier for the company to grow its business in the U.S., access the federal government and focus growth on regulated industry sectors, including information technology, energy and transportation.

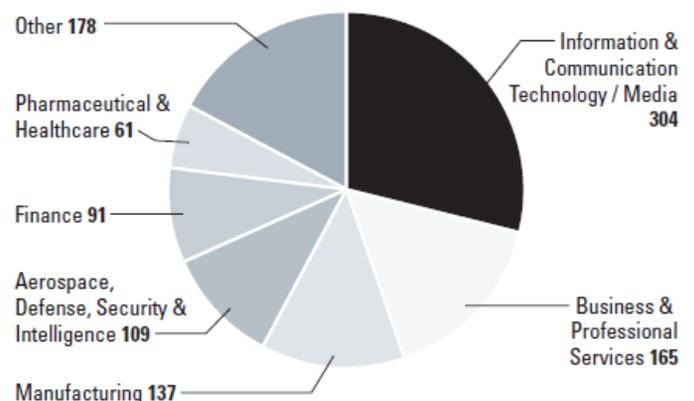
<p><b>Blackboard, Inc.</b> Location: Washington, D.C. Revenue: \$600 million (2012) Employees: 5,000</p> <p>Founded in 1997, Blackboard has become a leader in enterprise learning management technology. The company was acquired by Providence Equity Partners in 2011 for \$1.6 billion. In 2011, Blackboard won the CODIE Award for Best Course Management Solution of the Year.</p>	<p><b>Syneractive</b> Location: Reston, VA Revenue: \$4.6 million (2010) Employees: 34</p> <p>Syneractive is an award-winning IT consulting firm known for its work with public sector entities. The company has developed a working relationship with Microsoft, and has been recognized several times by the firm. Syneractive was also named one of Inc. Magazine’s fastest growing American companies.</p>
<p><b>Computer Sciences Corporation</b> Location: Falls Church, VA Revenue: \$15.9 billion (2012) Employees: 98,000</p> <p>Computer Sciences Corporation is an IT consulting firm that works with a wide range of industries and works extensively with the government. In 2008, the firm relocated its headquarters to the Washington, D.C. area where nearly one-third of its revenues were generated.</p>	<p><b>Danaher Corporation</b> Location: Washington, D.C. Revenue: \$18.3 million (2011) Employees: 63,000</p> <p>A multinational conglomerate, the Danaher Corporation designs, manufactures, and markets products and services in five major sectors: Test &amp; Measurement, Environmental, Dental, Life Sciences &amp; Diagnostics, and Industrial Technologies.</p>

A list of Fortune 500 companies with headquarters in the Washington, D.C. area is included as **Attachment C**.

### *International Business*

The decision by Siemens USA to move its headquarters from New York to Washington, D.C. is just the latest example of D.C.’s expanding role as a hub of global commerce. With nearly 1,000 foreign-owned companies from more than 50 countries operating in the Washington, D.C. region, the nation’s capital has become one of the nation’s leading centers of foreign investment. The Washington, D.C. region leads the nation in the number of foreign firms

**Industries Represented by Foreign-owned Firms in Greater Washington, 2010 (number of firms)**



SOURCE: Greater Washington Initiative

focused on aerospace, defense, security and intelligence and ranks in the top five U.S. locations for foreign information and communication technology and life sciences companies.

### C. A Significant Hub for Entrepreneurship and Innovation

#### ***A Startup Culture Takes Root and Flourishes***

Historically, Washington, D.C.'s private sector economy, which now accounts for 88% of the region's jobs, has long been dominated by federal contractors, telecommunications providers and professional services. In the past five years however, this has begun to change dramatically as small and growing companies focused on e-commerce, cybersecurity, energy, education and healthcare have taken root in the Washington, D.C. region with a particular concentration in the District of Columbia itself. As the *Washington Post* recently noted, the result has been that Washington, D.C. has become such a burgeoning technology hub that some have characterized tech as D.C.'s new economy. In many neighborhoods of the District, particularly those along the Washington, D.C. Metro's Green Line which serves as a direct link to St. Elizabeths East, hundreds of entrepreneurs have formed a technology-based creative class and startup culture.

Startup companies in Washington, D.C. reflect both the region's inherent strengths and specializations, in addition to the growing diversity of the region's economy. As noted above, Washington, D.C. has emerged as the center of an increasingly important industry focused on cyber- and mobile-security. *The Washington Business Journal* reports that cybersecurity startups in the D.C. region are growing quickly and commanding greater and greater valuations when they raise capital, often from Silicon Valley-based investors. While startups in D.C. include many companies focused on government services, many of the city's most successful and best known startups—LivingSocial, HelloWallet, Webs.com, and Politico—are companies focused on consumer technology and media.

The Washington, D.C. region has 59 *Inc.* 500 fastest growing private businesses, more than any other region in the country. Almost 20% of these firms are in the District of Columbia itself and represent a wide range of sectors—from information technology to software to e-commerce and advertising, in addition to government and business services.

#### ***Venture Capital***

While Washington, D.C. has lagged the nation's major technology centers when it comes to venture funding, the venture capital scene in the Washington, D.C. region is growing. With approximately \$1

##### **LivingSocial**

Location: Washington, D.C.  
Revenue: \$536 million (2012)  
Employees: 4,500

Founded in 2007, LivingSocial is a daily deal aggregator with over 70 million members in 613 markets worldwide. The popular site has been located in the District since its creation.

##### **HelloWallet**

Location: Washington, D.C.  
Revenue: not available  
Employees: 41

HelloWallet is a Washington, D.C.-based start-up providing financial guidance to a wide audience through its mobile and internet-based apps. The company was founded in 2009 in the District, but has since expanded to San Francisco.

##### **Spydr Security**

Location: McLean, VA  
Revenue: not available  
Employees: not available

Spydr Security specializes in mobile data loss prevention, providing security in "bring your own device" scenarios for enterprise systems. The firm was a 2012 recipient of a Commonwealth Research Commercialization Fund award.

billion in venture funding annually, metropolitan Washington, D.C. ranks fourth in the nation, behind the San Francisco Bay Area, New York, and Boston. While a large share of venture funding in the Washington, D.C. region goes to companies providing technology and services to the federal government, it is important to note that, in the District of Columbia itself, the majority of firms receiving venture funding create products and services for consumers. The most prominent sectors in the District include digital media and online services, as well as the software and telecommunications sectors. In the District, Revolution, an investment firm led by former AOL executive Steve Case, raised a \$450 million fund in 2011. In 2012, New Enterprise Associates, a global financier with a significant presence in Washington, D.C. added \$2.6 billion to its fund. Both firms are committed to investing in the Washington, D.C. region.

### ***Convergence***

One exceptional asset of the Washington, D.C. economy that sets it apart from other regions in the country is the convergence of its historic strengths in information technologies and government services with other emerging and established industries, a nexus that is creating entirely new disciplines and innovative technology companies. Cybersecurity is perhaps the most prominent example of this trend, though this interconnectivity between well-established and nascent specializations has made Washington, D.C. a prominent center for health IT and defense/intelligence network security. Additionally, the convergence of IT with Washington, D.C.'s growing cluster of energy and sustainability firms has made D.C. one of the country's leading centers for smart grid technology, as evidenced by the rise of local companies Opower Inc. and Current Group, in addition to the relocation of Siemens USA from New York.

### **D. Leading Region for Post-Secondary Education**

With 12 universities and one college, the Washington, D.C. area boasts more institutions of higher education than any metropolitan region in the country and over 140,000 college students. The American Institute for Economic Research has ranked Washington, D.C. as the country's third best college town – just behind New York and the San Francisco Bay Area – based on employment opportunities, earning potential, and the percentage of residents working in knowledge industries and the arts (where Washington, D.C. ranked first).

The Washington, D.C. region's research universities are exceptionally strong in policy, law, and medicine with some notable programs in security and intelligence policy, described in greater detail below. Universities in the region have made significant investments in their STEM programs though, with the exception of the University of Maryland, these programs do not rank in the Top 20 nationally.

An overview of the research universities that are members of the Consortium of Universities of the Washington, D.C. Metropolitan Area is included as **Attachment D**.

### ***A Strong Research Focus on Security Policy Studies***

Within the District of Columbia, both Georgetown University and George Washington University have established research centers dedicated to homeland security and related issues. Georgetown

University's Center for Peace and Security Studies offers coursework and hosts important policy discussions on all facets of homeland security and the national and international forces that affect it. George Washington University is home to three related research institutes. The Homeland Security Policy Institute (HSPI) helps convene domestic and international policymakers and practitioners in order to offer solutions to current and future threats to the nation. The Center for Preparedness and Resilience, a division of the GWU Office of Homeland Security, is a comprehensive education and training solutions center for all first responders and emergency response officials from all emergency support functions and emergency response disciplines. The Institute for Crisis, Disaster and Risk Management (ICDRM) offers graduate level education in the area of crisis, emergency and risk management.

Outside of Washington, D.C., there are numerous other university research centers within the region. In Virginia, DHS related research institutions are located at four premier research universities. The Institute for Infrastructure and Information Assurance can be found at James Madison University in Harrisonburg. George Mason University in Arlington is home to the Center for Infrastructure Protection and Homeland Security (CIP/HS) and the Terrorism, Transnational Crime and Corruption Center (TraCCC). In Alexandria, Virginia Tech has established its Center for Technology, Security, and Policy (CTSP).

In Maryland, where the focus has often been on cybersecurity issues, there are a variety of research centers related to homeland security. The University of Maryland has established a DHS Center of Excellence known as the National Consortium for the Study of Terrorism and Responses to Terrorism (START). The College Park campus is also home to the University of Maryland CyberSecurity Center, the University of Maryland Center for Advanced Study of Language, and the Maryland Fire and Rescue Institute. In addition to the Office of Critical Event Preparedness and Response (CEPAR), Johns Hopkins University in Baltimore is also home to a DHS Center of Excellence—The National Center for the Study of Preparedness and Catastrophic Event Response (PACER).

### ***Opportunity for the St. Elizabeths Academic Anchor: Filling a Skills Gap***

The Washington, D.C. region boasts a highly educated and skilled workforce and R&D strengths in sectors related to defense and homeland security. However, despite the region's workforce assets, a homeland security education focus group convened by the D.C. Office of Planning noted a large unmet demand for workers with intelligence, analytics and cybersecurity skills and a misalignment between current university programs and industry labor demands. Despite the level of R&D expertise in the Washington, D.C. region and existing partnerships between local universities, government and business, the focus group also noted that local universities are not as engaged in the research, development and commercialization of technologies, particularly when compared to peer universities in other regions.

The focus group specifically identified St. Elizabeths East as an opportunity for a strong STEM-focused university or consortium of partnering institutions to work together with local businesses, support appropriate research, enhance collaboration with private sector companies and government and focus on development and commercialization of technologies.

In addition to the skills gap identified by homeland security professionals, consumer and other technology companies in the region face an acute shortage of programmers to fuel their growth. Talent is often cited as one of the top three limitations of local small and mid-size tech firms.

### **E. Washington, D.C.: A City Resurgent**

As the nation's capital, seat of the federal government and home to such international organizations as the World Bank and International Monetary Fund, Washington, D.C. has long been a city with a global focus. In recent years though, Washington, D.C. has been experiencing what can only be described as a transformative boom, developing one of the most dynamic metropolitan economies in the nation. In the past two years, the Washington, D.C. region has grown faster in population than any major region in the nation: since 2007, the D.C. region's economy has expanded by 14 percent, compared to three percent for the rest of the country. While the growth of the federal government workforce has certainly contributed to this boom, the increasing diversity of the local economy is evident across all sectors, including tech, where the rate of job growth in the past three years has been twice the national average. In the District of Columbia itself, neighborhood after neighborhood has experienced revitalization, new construction and new businesses. The D.C. government has made significant capital investments in new infrastructure, parks, transportation and services. With an unrivalled offering of free museums and cultural institutions in addition to vibrant walkable neighborhoods, outstanding restaurants, excellent public transportation, and bikeways and greenways, Washington, D.C. is now ranked as having one of the highest qualities of life of any major metro region in the country. Over 16,000 people moved into the District of Columbia in 2011, a large portion of them young professionals under the age of 40. The city is now adding net new residents at a rate of approximately 1,100 people each month, giving Washington, D.C. one of the most diverse and international populations of any U.S. city.

#### ***Anacostia and Congress Heights***

As Washington, D.C. has resurged, the Anacostia and Congress Heights neighborhoods that surround St. Elizabeths East have also experienced a renaissance. Over the past two decades, the D.C. government has committed itself to providing these areas with multi-modal access improvements and other infrastructure investments in order to seamlessly link Southeast Washington, D.C. and St. Elizabeths with the rest of the city and region. Washington, D.C.'s Mayor Gray has placed a high focus on investing in Southeast D.C. – with the creation of the St. Elizabeths East Innovation Hub serving as a top priority of the Gray administration.

Anacostia's commercial corridors have experienced considerable recent new investment with the establishment of the D.C. Department of Housing and Community Development's new headquarters and 160 units of new condominium development. Anacostia is also experiencing a burgeoning growth of new small businesses and art galleries; in addition to a growing number of new locally-owned restaurants and other retail, a business incubator called The Hive was opened by ARCH Development Corporation in 2010. The Hive proved so successful that ARCH launched The Hive 2.0 in 2012 to expand the organization's capacity and scope.

In Congress Heights, immediately surrounding St. Elizabeths East, 2,975 new residential units and 114,000 square feet of retail space have been developed in the past ten years. The redevelopment of St. Elizabeths East itself will bring an estimated 1,300 additional new residential units, almost 2 million square feet of office space and over 200,000 square feet of retail. The U.S. Department of Homeland Security's consolidation of its headquarters facilities at St. Elizabeths West Campus, when complete, will be the largest federal government building project since the construction of the Pentagon. The St. Elizabeths West Campus is expected to host over 14,000 federal employees at full build-out.

### 3. St. Elizabeths East – Project Overview

#### *Project Components*

The 183-acre campus of St. Elizabeths East presents an unequalled opportunity to create a new technology-focused community that combines business, research and higher education in a collaborative environment in the heart of one of the world’s most important cities.

The District of Columbia is pursuing a phased implementation strategy at St. Elizabeths East that is guided by the Master Plan for the entire 183-acre site. The principal objective of Phase I is to establish an Innovation Hub at the core of the St. Elizabeths East, providing a critical mass of academic, research and development facilities, office space, and incubator and demonstration space that will work in concert to create the foundation for a vibrant mixed-use development. Phase I will also include a Congress Heights Town Center, providing the transit-oriented residential development, retail and urban amenities that residents, students and technology workers increasingly prefer.

As envisioned in the Master Plan, the principal components of the St. Elizabeths project are:

#### Phase I

- First Stage Public Infrastructure Improvements: the District will be investing capital dollars into the construction of roadways, water, gas, electric, telecommunications, streetscapes and street lighting, as described in greater detail below in this Section 3.
- Innovation Hub and Academic Anchor: 500,000 gross square feet dedicated to an academic anchor (approximately 250,000 square feet), private sector programmatic anchors, innovation marketplace and business incubator, and additional educational and non-commercial activity centers. The Innovation Hub is described in greater detail in Section 4.
- Town Center: approximately 400,000 square feet of medium- to high-density mixed use (either multi-family residential or commercial), which includes approximately 50,000 square feet of retail, all planned as a transit-oriented development.
- Office: the initial phase will include the development of office space that is primarily comprised of the adaptive reuse of approximately 100,000 square feet of the existing historic structures into trophy office space for the initial anchor technology tenants. Additional office space will likely be developed as part of the initial phase.
- Civic space: the development of an innovation and entrepreneurial center that serves local residents, as well as other civic focused programs will be created as part of the initial phase in order to ensure that there is a clear link between the surrounding Ward 8 community and the Innovation Hub.

### Full Build

At full build, it is envisioned that St. Elizabeths East will include:

- Office: 1.8 million gross square feet, including some office, incubation and accelerator space accommodated as part of the Innovation Hub
- Academic: an estimated 250,000 square feet within the Innovation Hub
- Residential: 1,300 units, in a mixture of for-sale, for-rent and workforce housing,
- Retail: 206,000 gross square feet of leasable area, supported largely by meeting existing pent-up demand.
- Hospitality: 330,000 gross square feet of two hospitality spaces providing first a limited service, business-class format and second an upscale conferencing hotel with significant ballroom and non-room revenue.

Please note, the figures noted above are not intended to serve as hard caps on available space, but rather are estimates from the Master Plan.

### **Location**

St. Elizabeths East is located in the Congress Heights neighborhood in southeast Washington, D.C., approximately 3 miles from the U.S. Capitol and directly across the street from the historic St. Elizabeths West Campus, the future home of the U.S. Department of Homeland Security's (DHS) consolidated headquarters. The location of both East and West campuses of St. Elizabeths and their environs is shown in the map in **Attachment A**.

### **Transportation Access**

Washington, D.C. has one of the most comprehensive and user friendly transit systems in the country. The Washington, D.C. Metrorail System, or Metro, which serves the District of Columbia and its Maryland and Virginia suburbs, is the second busiest rapid transit system in the nation, when ranked by passenger count. Washington, D.C. is also well served by a dense network of bus lines—and additional commuter rail systems that link D.C. with Baltimore and points further out in Virginia.

St. Elizabeths East is positioned strategically along the Green Line Corridor, the north-south spine of the Washington, D.C. Metro. The Congress Heights Metro station provides occupants of St. Elizabeths with a direct link to downtown Washington, D.C., Howard University and the University of Maryland, as well as connections to Reagan National Airport, most federal agencies and labs, other regional business hubs, and local universities. St. Elizabeths East also provides excellent access to I-295, I-395, the Suitland Parkway and the Capital Beltway, linking it easily to the entire metro region.

## ***History***

The St. Elizabeths Hospital was established by the United States Congress in the 1850s, largely as a result of the efforts of mental health advocate Dorothea Dix – a national leader on treatments for those with mental illness. Over the last century, the buildings and landscape on the campus were developed to reflect advancements in mental health care and the functional demands of a 19th- and early 20th-century psychiatric institution.

The hospital's philosophy embodied the nation's evolving views towards the mentally ill: Saint Elizabeths offered treatment in the hopes that patients could return to their previous lives, a significant departure from the widely held view that mental illness was incurable. This progressive thinking extended to the hospital's accommodation of African Americans and its pioneering of several treatments, including psychoanalysis and hydrotherapy.

Due to the hospital's rich history, the St. Elizabeths East and West campuses were added to the National Register of Historic Places in 1979, designated as National Historic Landmark in 1990, and declared a local historic district in 2005. In 1987, the federal government transferred the 183 acre St. Elizabeths East Campus to the District. In 2004, GSA assumed control of the St. Elizabeths West Campus for future use of the future federal government facility and in 2007 DHS decided to consolidate its headquarters there.

Starting with the August 2013 relocation of the U.S. Coast Guard, which will accommodate 3,700 employees, the St. Elizabeths West Campus will be the headquarters of numerous DHS components, such as the National Operation Center, Customs, and Border Patrol, that will be relocated from DHS facilities across the region. Through the consolidation, DHS aims to facilitate communication, coordination, and cooperation across the Department, and improve operational efficiency. Master planning, transportation planning and an environmental review process have been underway since 2005.

## ***Completed To Date***

The District has made significant progress in advancing its vision for the Phase I development at St. Elizabeths East, as follows:

### ***St. Elizabeths East Master Plan***

The District completed the *Master Plan* in June 2012. The Master Plan provides a comprehensive vision for St. Elizabeths East, as well as design guidelines for individual parcels, and allows for phased development of the site.

The Master Plan has identified the Maple Quad and CT Village as the optimal locations for the Innovation Hub. The Master Plan allows for newly constructed offices and laboratories with larger footprints alongside the existing historic buildings, promoting interaction among all components of the Innovation Hub, from large and small firms to government agencies and academic institutions.

As part of Phase I, the Master Plan also envisions a transit-oriented “town center” of housing, retail, and other amenities serving the public. These uses are critical to providing the density and 24/7 activity needed to support the Innovation Hub and are currently located in the area of the site closest to the Congress Heights Metro station. The Master Plan also contemplates the creation of civic space within specified historic structures, to create a gateway for local residents to the innovation economy.

Because of the historic nature of St Elizabeths East, both the plan and design guidelines were developed in coordination with the historic preservation community. The *St. Elizabeths East Master Plan and Design Guidelines* may be accessed via the following link <http://www.stelizabethseast.com/our-opportunity/master-plan/>.

### Zoning

The District of Columbia’s Zoning Commission approved the St. Elizabeths (StE) zone district for St. Elizabeths East on February 11, 2013. The zoning established 19 sub-districts within St. Elizabeths East (see map in **Attachment E**) and the Master Plan contemplates up to 5 million square feet of new construction and the reuse of historic buildings. This zone allows for “by-right” development across the campus and includes the Innovation Hub, its academic anchor and associated uses.

The Master Plan identifies two potential academic anchor parcels as the CT Village and Maple Quad, as shown on Attachment E. The CT Village is comprised of 2-story historic structures and is defined as zoning sub-district StE-11 which allows for a density of 0.7 FAR and a maximum height of 25 feet. The Maple Quad is comprised of 5-story buildings and is defined as zoning sub-district StE-5 and allows for a density of 1.50 FAR and a maximum height of 65 feet. The Master Plan for these potential anchor parcels calls for uses that support talent development, education, business development, and entrepreneurship.

It is anticipated that no further zoning approvals will be required of the anchor institutions who wish to locate within the CT Village or Maple Quad, provided that that the proposals meet the requirements outlined in the Zoning Regulations for St. Elizabeths East. Therefore, Respondents are encouraged review all applicable District of Columbia Zoning Regulations while preparing their responses. The zoning regulations for St. Elizabeths East can be located at:

<http://www.dcregs.org/Gateway/NoticeHome.aspx?noticeid=4257153>

### Infrastructure

As a result of a comprehensive planning effort, the District secured \$113.5 million in capital budget dollars through 2016. The District has allocated the vast majority of the capital dollars on designing and building the public infrastructure improvements needed to support all planned future development at St. Elizabeths East, including roadways, water, gas, electric, telecommunications, streetscapes and street lighting.

The District is currently procuring Design-Build services for the first of two stages of infrastructure construction to occur within St. Elizabeths East. A request for qualifications for a design-build firm for

\$51 million Phase I infrastructure improvements was issued in Summer, 2012. Construction is scheduled to commence in Fall 2013 and be complete by Fall 2015. Phase I of the improvements will be sufficient to support approximately 60% of the proposed development. Phase 2 of the improvements, sufficient to support 100% of the proposed development, will be procured in two years when the remainder of the \$113.5 million capital budget allotment becomes available.

#### Anchor Partners

The District issued a Request for Expressions of Interest in Summer 2012 to identify private sector companies interested in developing innovation-related programming and serving as programmatic anchor partners in the Innovation Hub. As is described in more detail in the next section, the District received ten strong proposals and selected Microsoft, Citelum, and SmartBIM.

It is anticipated that these private sector anchor partners will work closely with the District and the academic anchor to inform the next stage of planning for the Innovation Hub.

#### Interim Facilities

The District plans on constructing a state-of-the-art destination Gateway Interim Use Pavilion to provide amenities for local residents, visitors and the 3,700 Coast Guard employees who will be relocating to the St. Elizabeths West in August 2013. The Gateway Interim Use Pavilion will offer food service, retail, and other amenities, providing an inviting destination for these employees and the surrounding community. In October 2012, the District selected design-build team Davis Brody Bond, KADCON, and Robert Silman Associates to undertake the design. The estimated completion date of the project is Summer 2013.

## 4. The Innovation Hub at St. Elizabeths East

The Innovation Hub at St. Elizabeths East, the core of Phase I, is envisioned as an integrated center of research, education, training, entrepreneurship, technology transfer, and private sector commercial activities. The Innovation Hub, accommodating approximately 500,000 square feet of academic and commercial space to be developed as part of Phase I of the project, will leverage the site's proximity to the world's largest customer—the United States federal government—in addition to the Washington, D.C. region's federal research laboratories, federal government contractors and suppliers, growing tech sector, and local universities.

The District's goals for the Innovation Hub are:

- **Business Formation and Job Creation:** create an environment (both programmatic and physical) that encourages the growth of entrepreneurial businesses and jobs in dynamic, innovation-driven industries in the District and facilitate partnership between public and private sectors in support of innovation and commercialization.
- **Economic Opportunity:** leverage assets and build capacity in underserved communities to ensure District residents and businesses participate in economic opportunities at St. Elizabeths East.
- **Economic Diversification:** serve as a centerpiece for District-wide efforts to diversify the D.C. economy, reduce reliance on the federal government, and enable D.C.-based businesses to increase their competitiveness in the private sector global market.

The development of the Innovation Hub at St. Elizabeths East and successful implementation of its programs will require ongoing planning and significant investment over the long term, in addition to strong partnerships among government, businesses, academic institutions, and community organizations. In planning for how to build these partnerships and achieve the goals of the Innovation Hub, the District envisioned four fundamental and complementary components:

- An **academic institution or consortium** to promote postsecondary/graduate-level education and research programs that leverage Washington, D.C.'s inherent strengths, foster the innovation economy, and target commercial applications
- **Private sector programmatic anchors** focused on such sectors as security, intelligence, energy and sustainability that will promote and foster the development of Washington, D.C.'s innovation economy
- An **innovation marketplace** to develop, showcase and demonstrate new technologies and businesses, either developed at the Innovation Hub itself or elsewhere, including space for business incubation, proof-of-concept and prototyping, and a showcase and demonstration facility

- A **community economic empowerment center** that provides coordinated support for local businesses, entrepreneurs, and job-seekers, linked to the range of support services and resources they need

### **A. The Academic Anchor**

Education and research are essential ingredients for a successful Innovation Hub. Through this REFI, the District is seeking an academic anchor partner or partners that can train the talent, drive the research, and provide the intellectual leadership needed for a successful project that will achieve the District's larger goals. In an increasingly competitive global economy, the ability of public, private and academic organizations to connect knowledge, innovation and commercialization has never been more vital. St. Elizabeths East offers an exceptional venue for a university (or consortium of academic institutions) to develop partnerships and interdisciplinary programs that build upon rapidly expanding sectors such as national security, cybersecurity, urban resilience and sustainability, in addition regulated industries such as energy, telecommunications, transportation, and food and drugs.

More detail regarding the academic anchor, potential areas of academic focus, facilities and requirements is included in Section 5.

### **B. Private Sector Programmatic Anchors**

The significant opportunity presented by Innovation Hub at St. Elizabeths East has been validated by proposals submitted by Microsoft, Citelum USA, and SmartBIM/Treasury Advisory Services in response to the District's Request for Expressions of Interest for anchor tenants issued in the Summer of 2012. The District is in continued discussions with all three entities for the future occupancy of several of the existing historic structures.

#### Microsoft

Citing what it describes as the "robust regional innovation economy" in Washington, D.C., Microsoft has proposed locating a Microsoft Innovation Center (MIC) at St. Elizabeths East. MICs are state-of-the-art technology facilities designed specifically to allow Microsoft to form partnerships with local companies and provide opportunities for local technology firms and entrepreneurs to share resources and ideas, collaborate on projects, and translate these projects into commercial applications.

Currently, there are over 100 MICs in 45 countries in Europe, East Asia and Latin America, but none today in North America. MICs are jointly operated by Microsoft and local stakeholders, which may be local companies, universities or government agencies. Approximately 50% of MICs around the world are jointly operated with universities. While the focus of each MIC is tailored to its local market, all MICs share the following general objectives: (1) formation of partnerships between Microsoft and local stakeholders, (2) creation of accelerator labs and prototype development; (3) promotion of skills and workforce development.

By choosing St. Elizabeths East as a North American Innovation Center, Microsoft is seeking partnerships

with local stakeholders focused on the national security, intelligence and defense sectors. Microsoft has specifically noted that the District offers a competitive advantage of D.C.-based software and systems integration companies.

Beyond the security and intelligence sectors, the MIC at St. Elizabeths East will also be looking to establish industry and academic partnerships that reflect the broader innovation economy in Washington, D.C.

### Citelum US

Citelum US is a division of Citelum Group, a global leader in sustainable urban lighting operating 2.5 million streetlights in 22 countries on five continents. Citelum Group is a subsidiary of two Fortune 500 companies, Électricité de France (EDF) and Veolia Environnement.

Citelum has proposed establishing its U.S. headquarters and innovation center at the St. Elizabeths East Innovation Hub with a focus on developing cutting edge initiatives in LED lighting technology and energy efficiency lighting. Citelum's innovation center at St. Elizabeths East would also pursue academic partnerships, testing centers, workforce development programs and apprenticeship opportunities in lighting quality control and smart technology design.

### SmartBIM

SmartBIM and Treasury Advisory Services LLC have teamed up to use exciting new technologies to assist building owners and developers to understand and deploy innovative and new energy and security products and services. SmartBIM works with Building Information Modeling (BIM), a software used by most large architecture firms, construction firms and even GSA, to construct building models in cyberspace. SmartBIM will also partner with VIMtrek, a company that utilizes Visual Information Modeling (VIM) to translate BIM into 3D visuals. By using such tools as BIM and VIM, a building's baseline energy usage can be compared against simulated products and service improvements. These services will be offered to developers and owners of existing and to-be-built buildings to allow for the selection of the best products to suit particular building needs, and reduce buildings energy usage.

SmartBIM and its partners are working with the District to create an Innovation Center to provide office and demonstration facilities at Saint Elizabeth East for SmartBIM technologies, as well as programs to train and educate students, District residents, and others in the building trades on how to use visualization tools to meet energy and security needs.

## **C. Innovation Marketplace**

As envisioned by the District, the Innovation Marketplace-Conference Center at St. Elizabeths East will provide flexible, shared conference and classroom space and infrastructure to support research and technology development, business and entrepreneurship development, as well as product demonstration and commercialization activities. Activities will include business incubation and early business expansion facilities, product prototyping, small scale assembly, storage and distribution, and

light manufacturing, all of which can take place within either newly constructed facilities or renovated historic buildings on St. Elizabeths East.

The goals for the Innovation Marketplace-Conference Space are to:

- Become a preferred site for the innovation-focused, high-tech facilities needed by Federal agencies, Institutions, and private sector firms, especially to enable collaborative research and development, technology transfer and commercialization
- Support entrepreneurship and small business development, targeting both private-sector markets and Federal contracting opportunities
- Serve as a focal point for networking and deal making interactions among individuals and organizations that are part of the broader region's most important innovation clusters

As envisioned, venues at the Innovation Marketplace-Conference Center would offer programming to attract key players from relevant university centers (including the academic anchor), Federally Funded Research and Development Centers (FFRDCs), and other federal and private sector laboratories to participate in regular events and promote interactions between federal agency researchers and staff, small technology businesses, larger firms and investors. Engaging university faculty and graduate students with the business sector will also be an important objective.

The Innovation Marketplace-Conference Center would ideally include a business incubator, proof-of-concept and prototyping center, and a showcase and demonstration facility. In addition to serving as a location for the testing, evaluation and prototyping of new products and technologies, the Innovation Marketplace-Conference Center could be an ideal location to coordinate technology transfer programs among representatives from intellectual property management offices associated with federal agencies, federal labs, FFRDCs and academic institutions. The presence of federal agencies and labs may facilitate tech transfer scouting and the process for identifying gaps in the supply chain that could be filled by users of the Innovation Hub. The Innovation Marketplace-Conference Center would also serve as a venue where private sector firms and academic institutions demonstrate their technology products for federal agency procurement officers and technology division staff, similar to a model developed by the Center for Commercialization of Advanced Technology in San Diego. Conversely, it would help facilitate the commercialization of federally sponsored research.

#### **D. Community Center for Innovation and Entrepreneurship**

Providing expanded economic opportunities for residents of those areas of the District of Columbia east of the Anacostia River is a priority for the District government. The redevelopment of St. Elizabeths East and creation of the Innovation Hub are intended as key catalysts for such growth. The Community Center for Innovation and Entrepreneurship will connect residents of the District of Columbia, and specifically Ward 8 residents, with opportunities to acquire and develop employable skills that support their ability to engage the rapidly changing economy in a meaningful and productive way.

The Center will be the first of its kind in Washington, D.C., and will be modeled after similar facilities across the globe. Proposed components of the Center include:

- Business development programs, such as virtual and traditional business incubation that supports start-up businesses with human resource, legal and accounting services; Federal Procurement Coaching and Targeted Procurement Coaching to more effectively connect small businesses with the Department of Homeland Security (DHS) economy headquartered across the street;
- Workforce development and supportive services – job training and placement services are combined with social services delivery in a way that helps prepare potential employees for jobs and career-path opportunities located on the campus;
- Community finance to include banking, lending, counseling for both individuals and businesses; and
- Office and community spaces.

These important programmatic elements were developed during the District's work on its D.C. Innovation Strategy, which was funded by a grant from the EDA. The study highlighted the need to link the innovation economy with the community economy and emphasized that an innovation cluster that bridges the gap between business and workforce development, education and other support systems is essential. The D.C. Innovation Strategy report was completed in October of 2012 and included a development and implementation plan for the Center as a key component of the innovation strategy. It is available online at

[http://planning.dc.gov/DC/Planning/Planning%20Publication%20Files/OP/Citywide/citywide\\_pdfs/DC%20Innovation%20Strategy%20December%202012%20Final.pdf](http://planning.dc.gov/DC/Planning/Planning%20Publication%20Files/OP/Citywide/citywide_pdfs/DC%20Innovation%20Strategy%20December%202012%20Final.pdf)

## **5. Academic Anchor Partner**

### **A. Areas of Focus**

The District does not intend to prescribe the specific academic and research programs to be pursued at St. Elizabeths East, believing that many different kinds of programs will support the District's goals for the Innovation Hub. Given its focus on business formation, jobs, and economic opportunity, the District is interested in programs of high academic quality that will have a significant impact on training talent for the innovation economy, and in research that has significant potential for commercialization or application to private industry and government. The District of Columbia sees St. Elizabeths East as a location where universities, industry, and government can collaborate in an interdisciplinary fashion to develop technologies that can address the escalating challenges society faces.

As noted, D.C. officials have held numerous meetings over the past year with business, academic, and government leaders in the Washington, D.C. region to discuss potential areas of programmatic focus for the St. Elizabeths Innovation Hub. Considering the planned consolidation of the U.S. Department of Homeland Security's headquarters at St. Elizabeths West and the proposed relocation of the Federal Emergency Management Administration to St. Elizabeths East, many of the areas that have been suggested included a focus on security, intelligence, defense technologies, energy and the environmental sciences. Additional concepts include themes built around smart cities and urban sustainability, urban resilience, technology and policy related to highly regulated industries (including telecommunications, food and drugs, healthcare and transportation), and information technology and "Big Data" analytics.

While the District of Columbia is flexible as to the specifics of an academic program, respondents to this RFEI are asked to describe how the program they are proposing will contribute to the Innovation Hub and lead to new business formation, job creation, and economic opportunity for D.C. residents. Submission requirements are fully outlined in Section 8.

### **B. District Contributions and Role**

The District of Columbia is committed to making significant investments to attract a high-quality academic anchor partner or consortium to St. Elizabeths East. First, the District is considering favorable conveyance options, including conveyance of the land and/or historic buildings via a long-term ground lease at a cost substantially below market; transferring direct ownership of the facilities pursuant to a long-term ground lease; accepting a joint venture with a development partner; or leasing the space to be developed by others for the university user. Second, the District will fund the public infrastructure required to support development. Finally, the District is prepared to consider seeking additional investments in capital budget funds to help defray the cost of bringing historic buildings in the Maple Quad and CT Village to a core and shell condition, enabling them to be repurposed for academic use. The amount of the District's investment has not been determined, although applicants are encouraged to note matching and/or additional resources they will bring.

The District is also committed to working closely with the selected academic anchor, in collaboration with the Innovation Partner/Development Partner to be selected, to pursue other forms of support—both financial and non-financial—from the federal government and other stakeholders.

### **C. Facilities**

The District will offer the selected academic anchor partner or partners a choice of land or buildings within the Maple Quad and CT Village , as identified on **Attachment E**.

The Maple Quad lies toward the north end of the St. Elizabeths East, between Martin Luther King, Jr. Avenue and 13<sup>th</sup> Street, SE. It is among the most prominent areas of St. Elizabeths East and comprises three historic buildings with gross square footage ranging from 107,455 to 140,000 gross square feet. These are the largest, most prominent and historic buildings on the St. Elizabeths East.

The CT Village area of the St. Elizabeths East comprises seven smaller historic buildings with gross square footage ranging from 35,000 to 51,000 gross square feet. In addition, St. Elizabeths East offers development pads that can support new ground-up development of academic facilities.

Details regarding these buildings and development sites are included in **Attachment F**.

Respondents to this RFEI are invited to indicate their preferred location and site within the Maple Quad and CT Village, and to provide preliminary information regarding the desired size, anticipated cost, and anticipated funding sources for rehabilitation on the facilities. In addition, respondents are asked to indicate how they propose to develop and operate their facilities. The District is open to considering a variety of approaches, including direct ownership of the facilities pursuant to a long-term ground lease; joint venture with a development partner; or a lease for space developed by others. The District is also willing to entertain proposals that incorporate new construction within the Maple Quad, although proposals that focus on the historic structures will be given strong preference. The District reserves the right to expand the area for new construction to include development in zones StE-6, 12 and 13 for proposals that incorporate significant reuse of the historic structures and that meet the District's economic development goals.

### **D. Expectations of Academic Anchor**

#### ***Program Development, Operations and Management***

The District expects that the selected academic anchor partner will be accountable for program development, operations and management of the academic component of the St. Elizabeths East Innovation Hub. The academic anchor will be fully responsible for the development, management and operating expenses of all academic and research programs under its sponsorship at St. Elizabeths East, including the conception and development of comprehensive certificate and degree-granting academic programs. While the District of Columbia does not wish to be prescriptive, it is the strong preference of District leadership that proposed academic programs at St. Elizabeths East include a high-quality graduate program in one or more applied science fields. Organized research may include both

university and sponsored research. Institutions offering related certificate, associate and undergraduate programs, however, are encouraged to apply.

### ***Capital Investment***

While the District of Columbia will be making a considerable capital investment in construction of the public infrastructure improvements required for the future use and occupancy of St. Elizabeths East and the stabilization of the historic structures within St. Elizabeths East, the amount of District funds available to assist in the rehabilitation and development of historic structures has not been determined. The academic anchor, or anchors, will be encouraged to provide capital funds to contribute toward adaptive reuse of these buildings and will be responsible for capital costs associated with fit-out of building interiors. The academic anchor will also be expected to finance the costs of furniture, fixtures and equipment associated with its occupancy. Should an academic anchor choose to pursue ground-up development in place of or in addition to adaptive reuse of the historic structures, the District will not contribute any capital costs of such ground-up development and the academic anchor shall be solely responsible for obtaining all necessary funding.

### ***Commercialization***

The District of Columbia strongly prefers that education and research programs developed by the academic anchor include components that support and encourage commercial applications and ventures. It is the District's vision that the academic anchor would form partnerships with industry, government and other institutions and include programs to spur commercialization, technology transfer and a general culture of entrepreneurship.

### ***Workforce Development and Community Outreach***

Engagement with the Ward 8 community and creation of greater employment opportunities at all skill levels is an important objective for the St. Elizabeths East project as a whole.

The District of Columbia desires that the academic anchor at St. Elizabeths East help advance this mission by including community outreach and workforce development components in its academic programs, potentially by partnering with the University of the District of Columbia (UDC) and incorporating UDC's Community College's workforce development programming into its own. These programs may comprise workforce training, industry partnerships, educational opportunities on campus, small business outreach and other initiatives. Currently, UDC, as the only public university in Washington, D.C., through its Community College oversees the most comprehensive workforce development program in the city. With approximately 36% of the Community College's student body coming from Ward 8, the Community College is very active in the neighborhoods surrounding St. Elizabeths East. A description of UDC's workforce development program is included as **Attachment G**.

## 6. Process and Timeline

### *Development and Management Strategy*

Creating a strategy to transform a vacant 183-acre campus of St. Elizabeths East into the centerpiece of a burgeoning innovation economy in the District of Columbia, providing economic opportunity for District residents at all skill levels, is a challenge of enormous magnitude. The District is thus pursuing a development planning process that is collaborative, strategic, iterative—and reality-based. The Master Plan and initial planning studies for the Innovation Hub involved the participation of community residents and numerous local stakeholders in academia, business, and government. Ground was laid for future development via the District's success in securing by-right zoning and funds for essential infrastructure improvements. The District's success in identifying actual anchor partners, both commercial and academic, represents the next stage of this iterative planning process. The programs and activities proposed by these partners will inform the vision for the Innovation Hub, in turn attracting other participants, investments, and activities.

The next step in the planning and development process must build upon the District's planning work and the partners it has identified. To this end, the District will be releasing an RFEI seeking qualified parties to serve as Innovation Partner/Phase I Developer for portions of St. Elizabeths East in the summer of 2013. The District anticipates that the selected Innovation Partner/Phase I Developer will be a skilled developer/manager who will work closely with the District and its academic and private sector anchors to refine the vision, strategy, and implementation plan for the Innovation Hub. A key aspect of this effort will be how to leverage the Phase I real estate to create a bustling and vibrant innovation community, with housing, retail, green spaces and streetscapes, and other amenities. More broadly, the District of Columbia is pursuing a phased development strategy on the St. Elizabeths East so that each phase is planned to complement subsequent phases in service of the project's economic development goals. Phase I, comprising the Innovation Hub (including the institutional and academic anchors) and a mixed-use town center, aims for an achievable market-supportable first phase of development that creates sufficient critical mass to catalyze the project and shape future growth.

***Timeline***

The anticipated timeline for the development of Phase I is as follows:

Spring 2013	Issue RFEI for academic anchor partner Finalize initial agreements with Private Sector Programmatic Partners Issue an RFP for the Stage 1 Infrastructure Improvements
Summer 2013	Interviews with potential academic anchor partners re: vision, program, scale, contribution to Innovation Hub, work force programs, resources, etc. Issue RFP for Innovation Partner / Phase I Development Partner Select Design-Build firm for Stage I Infrastructure Improvements U.S. Coast Guard employees begin relocation
Fall 2013	Open Gateway Pavilion Select Innovation Partner / Phase I Development Partner Commence 3-4 month planning process for vision, implementation plan for Innovation Hub Commence construction of Stage I Infrastructure Improvements
Winter/Spring	Complete plan for Innovation Hub Issue RFP for academic anchor partner
Summer 2014	Select academic anchor partner

## **7. Submission Requirements**

Respondents are requested to provide a proposal that addresses each of the items and topics outlined below.

### **A. Respondent Information**

Responses should include detailed information regarding the responding institution or, if a consortium, information regarding the consortium and each member institution. The District of Columbia is particularly interested in the strength of research programs in the applied sciences and other relevant fields, research programs such as centers of excellence, notable research faculty, current levels of state, federal and/or private research funding, in addition to levels of technology transfer and commercialization activity. Institutions are encouraged to provide additional information as they see appropriate, including current student and faculty demographics, recruitment and admission policies, and financial aid and scholarship programs.

Each Respondent should provide the name, address, telephone number, and email address of the individual who is authorized to act on behalf of the Respondent and who is available to answer questions or requests for additional information.

### **B. Proposed Project and Program**

Respondents must provide a description of their proposed project and program that offers a compelling vision for an academic anchor at the St. Elizabeths East Innovation Hub. As part of this narrative, the District of Columbia is interested in the following items:

- Vision for academic anchor within the Innovation Hub
- Specific educational and research focus
- Programs to be offered
- Potential partnerships with government, other institutions, or private sector entities
- How proposed program will support Innovation Hub goals of business formation, job creation, and economic opportunity
- Anticipated number of students, faculty and staff
- Anticipated facilities needs, such as classroom space, laboratories, auditoria, housing
- Anticipated size (in gross square feet) of Phase I program

### **C. Workforce Development and Community Outreach**

As noted in this RFEI, the District of Columbia places high value on proposed academic programs that include workforce training and community outreach components. Respondents are encouraged to provide a description of their approach to workforce development and community outreach, including potential partnerships with local businesses, organizations and workforce education entities. Special preferences will be given to respondents who incorporate a partnership with the UDC Community College, which oversees the most comprehensive workforce development programs in the city and is active in Ward 8.

### **D. Phasing and Timeline**

Respondents are asked to provide a preliminary timeline for developing the proposed project, program and facilities.

### **E. Property Interest**

Respondents should indicate their interest and preferences regarding location of its facilities, including whether it proposes the reuse of existing buildings in the Maple Quad or CT Village, or interest in ground-up development sites in the Maple Quad, in addition to preferred means of occupancy. Respondents should also specify their preferred ownership structure, which may include direct ownership of the facilities pursuant to a long-term ground lease; joint venture with a development partner; or a lease for space developed by others.

### **F. Sources and Uses of Funds**

Respondents should describe their anticipated investment in this project and list all funding sources and uses. Sources and uses should be supported by a statement of assumptions and any support or resources that may be needed from the District of Columbia or other entities should be indicated and described.

### **G. Other**

Respondents are invited to provide additional information or to propose additional ideas for programs, resources, participants, design, or any other matters that would contribute to the success of their academic institution and its contribution to the Innovation Hub.

## 8. Evaluation Criteria and Priorities

As noted, the principal purpose of this RFEI is to provide academic institutions with the opportunity to propose a vision and concept for serving as the academic anchor at the St. Elizabeths East Innovation Hub as a source of information about how academic institutions would propose to address the District's key objectives for academic anchor and Innovation Hub. The District of Columbia will use the following criteria as a framework in reviewing responses to this RFEI and in developing a more comprehensive Request for Proposals from select Respondents.

- A. Institutional Quality and Demonstrated Excellence in Proposed Fields:** The District is interested in each institution's overall history and general distinction of its academic and research programs. Based on respondents' proposed academic and research focus for the St. Elizabeths East Innovation Hub, the District will be particularly focused on each institution's demonstrated excellence in the relevant academic programs, including quality of faculty in related fields and strength of applied research, as well as its record of success in commercialization, tech transfer, and new business formation.
- B. Proposed Academic Programs and Relevance to Mission of St. Elizabeths East:** The District of Columbia is open to a wide variety of interdisciplinary academic and research programs at St. Elizabeths East and enthusiastically welcomes original and inventive approaches as proposed by respondents. The District, however, will prioritize those proposed programs that best meet the project objectives as stated in the Introduction to this RFEI, including contributing to the development of the Innovation Hub, spurring commercialization opportunities and diversifying the economy of Washington, D.C. To this end, the District will place particular focus on the following:
- i. Applied Focus of Proposed Program,** including interdisciplinary nature of academic and research program, proposed balance between teaching and research, nature of applied research and likelihood of commercialization of research
  - ii. Opportunities for Partnerships,** including partnerships with industry, federal government agencies and laboratories, local institutions, and entrepreneurs
  - iii. Institutional Scale,** including anticipated square footage of facilities, student enrollment and fulltime faculty in Phase I and future phases.
- C. Community Engagement and Opportunities for Local Residents:** Engagement with the local community in Ward 8 and other surrounding neighborhoods is an important objective for the St. Elizabeths East project. The District is particularly interested in how respondents may propose to improve opportunities for employment and education among local residents and partner with institutions and organizations currently serving these communities, such as the University of the District of Columbia's Community College.
- D. Financial Feasibility:** Demonstrated financial ability to complete the proposed project, including availability of identifiable funding sources, limiting the amount of capital funding requested from the

District, and additional resources that respondents may bring. Preference will be given to Respondents who limit their requests for District subsidies.

**E. Timeline:** Proposed time period for development of Phase I of the academic anchor facilities and anticipated ramp up to full enrollment. Preference will be given to Respondents who are willing and able to bring its facilities online by 2017.

A multi-agency Selection Recommendation Panel (“Panel”) may be established to review and evaluate the responses. If established, the composition of the Panel will be determined by the District, in its sole discretion. The District and/or the Panel may consult with professional consultants, advisors, and other stakeholders for technical assistance. The District and/or the Panel will evaluate each response, taking into account the information provided in response to the RFEI and the best interests of the District.

## 9. Schedule and Review Process

As noted, the principal purpose of this RFEI is for the District of Columbia to gather information and establish respondents' interest, qualifications and requirements. After evaluating responses to this RFEI, the District of Columbia expects to prepare and release a Request for Proposals that will request more detailed information from select Respondents regarding their proposed program, occupancy, financing and phasing. It is anticipated that this RFP will be issued in early 2014.

### ***Information Session and Site Tour***

The District of Columbia will be hosting an information session and site tour on Thursday, April 25th. Additional details regarding this event can be found on the St. Elizabeths East website at <http://dmped.dc.gov/DC/DMPED/Opportunities/Development+Opportunities+and+Solicitations?nav=3&vgnnextrefresh=1>. The District of Columbia prefers that any respondents who wish to attend this event RSVP to [stelizabethseast.dc@dc.gov](mailto:stelizabethseast.dc@dc.gov) no later than April 22nd.

If potential respondents are unable to attend the information and site tour on that date, additional opportunities to visit the site may be arranged. If respondents are interested, they should send an email request to [stelizabethseast.dc@dc.gov](mailto:stelizabethseast.dc@dc.gov) by April 22nd.

### ***Submissions***

Ten (10) hard copies of the submission and one (1) electronic copies on either a USB flash drive or on a CD in searchable PDF and Excel format, identified by "St. Elizabeths East University Anchor Expression of Interest" and the name of the Respondent on the envelope must be submitted to and received by **4:00 pm EDT on Friday, July 26, 2013**. Proposals must be delivered to the following address:

Catherine Buell, Executive Director, St. Elizabeths East  
Office of the Deputy Mayor for Planning and Economic Development  
1350 Pennsylvania Avenue NW, Suite 317  
Washington, DC 20004  
Tel: 202-727-6365  
Fax: 202-727-6703

### ***Further Information***

All questions about this RFEI must be submitted via email only to [stelizabethseast.dc@dc.gov](mailto:stelizabethseast.dc@dc.gov) by May 23, 2013. Respondents shall not direct questions to any other person within the District. Any questions discussed at the pre-conference meeting or received via email to the above-listed address will be posted on the website [www.stelizabethseast.com](http://www.stelizabethseast.com).

## 10. Legal Requirements

### ***Community and Stakeholder Outreach***

The success of any development project hinges on the inclusion and support of the local community. The desires of community stakeholders who live in and around the Congress Heights neighborhood are of critical importance to the District. Accordingly, DMPED has conducted community outreach with key stakeholders, including relevant ANC Commissioners and residents, to field the concerns and understand what the community would like development at St Elizabeths East to achieve. Generally, the community stressed the need for an increase in public space, increased workforce development opportunities, additional neighborhood retail amenities, and improved transportation access to and through St Elizabeths East. Additionally, community members have stressed a strong desire that the designs of the buildings be contextually relevant, and complement the urban form that already exists in the surrounding neighborhood.

Responses must consider and incorporate stakeholder and community preferences to the extent feasible. If selected, Respondents will be expected to work with local community members to understand how the community goals can be met – especially with regard to the exterior design and appearance of the development. Despite the fact that the official planning process is complete for St Elizabeths East, it is critically important that the community members located closest to the St. Elizabeths East is aware of and involved with future plans, and have a means of gaining access to information and interfacing directly with the project.

### ***Sustainability and Green Building Requirements***

In 2011, Mayor Gray announced a plan to make D.C. the greenest, healthiest, and most livable city in the nation when he tasked the Office of Planning (OP) and the District Department of the Environment (DDOE) with leading the Sustainable D.C. project. Covering the next 20 years, the Sustainable D.C. initiative is crafted for and by the city's diverse and knowledgeable community with the ultimate goal of making D.C. more socially equitable, environmentally responsible and economically competitive.

Sustainable D.C. has engaged people across the city by raising awareness, gathering public input, and tapping into the industry and business leaders the District is fortunate to headquarter. In April 2012, OP and DDOE issued "[A Vision for a Sustainable D.C.](#)," which accomplishes two things: 1.) sets the vision for the city as a whole and 2.) provides the framework for a detailed strategy to achieve the vision, which will be developed over Summer 2012 and released in the Fall of 2012. The document is available online at: <http://sustainable.dc.gov/publication/dcs-vision>.

Any development on St. Elizabeths East shall be developed in compliance with the District of Columbia's Green Building Act of 2006, codified in D.C. Official Code § 6-1451.01 *et seq.* (2012) and the District's storm water management regulations published in [Chapter 5 of Title 21](#) of the District Municipal Regulations and [Chapter 31 of Title 20](#) the District's Municipal Regulations. . Respondents' responses shall contemplate the same. Specific design criteria are stated in the Storm Water Guidebook which is available online at <http://ddoe.dc.gov/publication/stormwater-guidebook>.

### ***D.C. Historic Preservation***

It is the physical fabric of St. Elizabeths East that sets it apart from other opportunities and with that in mind, Historic Preservation is a key element of this effort. Right now, the District has invested \$4.5 million to stabilize four of the oldest buildings – built in 1902 – at St. Elizabeths East.

St. Elizabeths East is a National Historic Landmark, listed in the National Register of Historic Places and is designated a local historic district in the District of Columbia Inventory of Historic Sites. The redevelopment of St. Elizabeths East is also subject to certain historic deed covenants set forth in a Quitclaim Deed dated September 30, 1987, and recorded among the land records as Instrument No. 8700056986. As a result, the District has worked with Historic Preservation agencies, organizations and consultants to develop Design Guidelines contained within the Master Plan. The Design Guidelines, submitted to and accepted by the Advisory Council on Historic Preservation, should serve as guidance on all projects at St. Elizabeths East. Respondents will be expected to work with the District, District of Columbia State Historic Preservation Officer (“SHPO”), Historic Preservation Review Board (“HPRB”), and the ACHP to comply with the statutory and deed covenant requirements in the redevelopment of the historic structures and landscape at St. Elizabeths East. In addition to the deed requirements, all redevelopment St. Elizabeths East must comply with the District of Columbia Historic Landmark and Historic District Protection Act of 1978 (as codified in D.C. Code § 6-1101 *et seq.*; the “Historic Protection Act”) by amendment effective November 16, 2006. .

### ***Local Hiring and Opportunities***

Respondents are encouraged to incorporate in their responses a strategy for creating and attracting opportunities to employ local residents and include local businesses in the project.

### ***Certified Business Enterprises***

The Respondent selected by the District to enter into a disposition agreement shall enter into a Certified Business Enterprise (“CBE”) Agreement with the District’s Department of Small and Local Business Development (“DSLBD”). The selected Respondent must enter into an agreement that shall require the Respondent to contract with Certified Business Enterprises for at least 35% of the contract dollar volume of development and construction of the project in accordance with D.C. Official Code § 2-218.50, and, unless exempt by law, shall require at least 20% equity and 20% development participation of Certified Business Enterprises in compliance with D.C. Official Code §10-801(b)(6) and D.C. Official Code § 2-218.49a. Pursuant to D.C. Official Code §2-218.49a(d), if the entity that controls the development project is an entity tax-exempt under 26 U.S.C.S. § 501(c), or other not-for-profit entity, such entity is exempt from the equity and development participation requirements set forth in D.C. Official Code § 2-218.49a. All Respondents are encouraged to exceed the District’s CBE participation requirements.

### ***First Source***

Pursuant to Mayor’s Order 83-265, D.C. Law 5-93, as amended, and D.C. Law 19-24, as codified in D.C. Official Code § 2-219-.01 *et seq.*, Respondents recognize that one of the primary goals of the District of Columbia government is the creation of job opportunities for District of Columbia residents.

Accordingly, the Respondent selected by the District to negotiate a disposition agreement shall enter into a First Source Agreement, prior to execution of a disposition agreement, with the Department of Employment Services (“DOES”) that shall, among other things, require the Respondent to: (i) use diligent efforts to hire and use diligent efforts to require its architects, engineers, consultants, contractors, and subcontractors to hire at least fifty-one percent (51%) District of Columbia residents for all new jobs created by the development project, all in accordance with such First Source Employment Agreement and (ii) use diligent efforts to ensure that at least fifty-one percent (51%) of apprentices and trainees employed are residents of the District of Columbia and are registered in apprenticeship programs approved by the D.C. Apprenticeship Council as required under D.C. Official Code §§ 32-1401 *et seq.* Nonprofit organizations with 50 employees or less may be exempt from First Source hiring requirements. See Official Code § 2-219.03(f).

### ***Davis Bacon Act***

To the extent applicable, the selected Respondents will be required to comply with the provisions of the Davis-Bacon Act, 40 U.S.C. § 276(a), and the regulations promulgated therewith

### ***Reservation of Rights***

The District reserves the right, in its sole discretion and as it may deem necessary, appropriate, or beneficial to the District with respect to the RFEI, to:

- i. Cancel, withdraw or modify the RFEI prior to or after the response deadline;
- ii. Modify or issue clarifications to the RFEI prior to the response deadline;
- iii. Request the submission of more detailed offers or additional information from some or all of the Respondents;
- iv. Enter into negotiations with one or more Respondents based on responses submitted in response to the RFEI;
- v. If Respondent is asked to submit a “Best and Final Offer,” the Respondent is expected to adhere to the additional guidance provided by DMPED and submit a final revised proposal for DMPED’s consideration;
- vi. DMPED may request Respondents to present their "Best and Final Offers" to the community to gain additional community feedback;
- vii. DMPED may condition the negotiation of future agreements on selected Respondents making a deposit;
- viii. Consider one or more proposals that are noncompliant with the RFEI requirements
- ix. Begin negotiations with the next preferred Respondent in the event that a development agreement cannot be executed within the allotted period of time for negotiations with a prior selected Respondent;
- x. Reject any responses it deems incomplete or unresponsive to the RFEI requirements;
- xi. Reject all responses that are submitted under the RFEI;
- xii. Terminate, in its sole and absolute discretion, negotiations with any Respondents if such Respondents introduce comments or changes to a development agreement that are inconsistent with its previously submitted response materials;

- xiii. Modify the deadline for responses or other actions; and
- xiv. (i) Reissue the original RFEI, (ii) issue a modified RFEI, or (iii) issue a new RFEI, whether or not any responses have been received in response to the initial RFEI.

### ***Conflicts of Interest***

Disclosure: By responding to this RFEI, Respondents are representing and warranting the following to the District:

- i. The compensation to be requested, offered, paid or received in connection with this RFEI has been developed and provided independently and without consultation, communication, or other interaction with any other competitor for the purpose of restricting competition related to this RFEI or otherwise;
- ii. No person or entity employed by the District or otherwise involved in preparing this RFEI on behalf of the District: (i) has provided any information to Respondents that was not also available to all entities responding to the RFEI; (ii) is affiliated with or employed by Respondents or has any financial interest in Respondents; (iii) has provided any assistance to Respondents in responding to the RFEI; or (iv) will benefit financially if Respondents are selected in response to the RFEI; and
- iii. Respondents have not offered or given to any District officer or employee any gratuity or anything of value intended to obtain favorable treatment under the RFEI or any other RFEI, RFEI or other contract, and Respondents have not taken any action to induce any District officer or employee to violate the rules of ethics governing the District and its employees. Respondents have not and shall not offer, give, or agree to give anything of value either to the District or any of its employees, agents, job shoppers, consultants, managers, or other person or firm representing the District, or to a member of the immediate family (i.e., a spouse, child, parent, brother, or sister) of any of the foregoing. Any such conduct shall be deemed a violation of this RFEI. As used herein, “anything of value” shall include but not be limited to any (a) favors, such as meals, entertainment, and transportation (other than that contemplated by this RFEI, if any, or any other contract with the District) which might tend to obligate a District employee to Respondent, and (b) gift, gratuity, money, goods, equipment, services, lodging, discounts not available to the general public, offers or promises of employment, loans or the cancellation thereof, preferential treatment, or business opportunity. Such term shall not include work or services rendered pursuant to any other valid District contract.
- iv. The Respondents shall not, with respect to District personnel who are personally and substantially involved in any aspect of this RFEI:
  - (a) Make an offer of employment; or
  - (b) Conduct any negotiations for employment; or
  - (c) Employ or enter into contracts of any sort.

*On-going Reporting:* Respondents shall report to the District directly and without undue delay any information concerning conduct which may involve:

- i. Corruption, criminal activity, conflict of interest, gross mismanagement or abuse of authority; or
- ii. Any solicitation of money, goods, requests for future employment or benefit of thing of value, by or on behalf of any government employee, officer or public official, any Respondent's employee, officer, agent, subcontractor, labor official, or other person for any purpose which may be related to the procurement of the RFEI by Respondents, or which may affect performance in response to the RFEI in any way.

## **MISCELLANEOUS PROVISIONS**

### ***Notice of Modifications***

DMPED will post on its website (<http://dmped.dc.gov>) any notices or information regarding cancellations, withdrawals, modifications to deadlines, and other modifications to this RFEI. Respondents shall have an obligation to check the website for any such notices and information, and the District shall have no duty to provide direct notice to Respondents.

### ***Change in Respondents' Information***

If after Respondent has provided a response to the District, information provided in a response changes (e.g., deletion or modification to any of Respondents' team members or new financial information), Respondents must notify the District in writing and provide updated information in the same format for the appropriate section of the RFEI. The District reserves the right to evaluate the modified response, eliminate Respondents from further consideration, or take other action as the District may deem appropriate. The District will require similar notification and approval rights of any change to Respondents' response or development team following award, if any.

### ***Ownership and Use of Responses***

All responses shall be the property of the District. The District may use any and all ideas and materials included in any response, whether the response is selected or rejected.

### ***Restricted Communications with District Employees***

Upon release of this RFEI and until final selection, Respondents shall not communicate with DMPED or District staff about the RFEI or issues related to the RFEI except as permitted under this RFEI.

### ***Communications with Media, Government Agencies, and Community.***

DMPED will lead any discussions with the media, government agencies (including federal government agencies) and/or the community regarding the development of the St. Elizabeths East. The Respondents shall not initiate or pursue any discussions or communications with the media, government agencies (including federal government agencies) and/or community without first coordinating with and receiving the approval of DMPED.

### ***Selection Non-Binding***

The selection by the District of a Respondent indicates only the District's intent to negotiate with the Respondent, and the selection does not constitute a commitment by the District to execute a final agreement or contract with the Respondent. Respondents therefore agree and acknowledge that they are barred from claiming to have detrimentally relied on the District for any costs or liabilities incurred as a result of responding to this RFEI. Further, Respondents acknowledge that the Mayor may not dispose of any interest in real property absent authorization of Council in accordance with D.C. Official Code § 10-801 (2010 supp.) or enter into any contract absent all applicable Council approvals.

***Indemnification and District Limitations.***

The Respondents acknowledge that the District may not make any final decisions concerning the scope or nature of the specific project on St Elizabeths East prior to compliance with all District and federal laws and regulations. In addition, the Respondents acknowledge that DMPED cannot enter into any financial obligations under this RFEI without the lawful availability of funds and absent compliance with all other applicable District laws. The Respondents acknowledges and agrees that the obligation of the District to fulfill financial obligations of any kind pursuant to any and all provisions of this RFEI relating to any public funds, or any subsequent agreement entered into pursuant to this RFEI or referenced herein relating to any public funds are and will remain subject to the provisions of: (i) the Federal Anti-Deficiency Act, 31 U.S.C. §§1341,1342, 1349, 1351; (ii) D.C. Official Code § 47-105; (iii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01 – 355.08, as the foregoing statutes may be amended from time to time; and (iv) §446 of the District of Columbia Home Rule Act. Any provision herein contained that violates the Anti-Deficiency Act shall render this RFEI void *ab initio*. The Respondents further acknowledge and agree that it will hold the District, its officers, employees, agents, representatives, and consultants harmless from all claims, liabilities, and costs related to all aspects of this RFEI.

***Confidentiality***

Responses and all other information and documents submitted in response to this RFEI are subject to the District’s Freedom of Information Act (D.C. Official Code § 2-531 et seq.) (“FOIA”), which generally mandates the disclosure of documents in the possession of the District upon the request of any person, unless the content of the document falls within a specific exemption category (e.g., trade secrets and commercial or financial information obtained from outside the government, to the extent that disclosure would result in substantial harm to the competitive position of the person from whom the information was obtained).

If Respondents provide information that they believe is exempt from mandatory disclosure under FOIA (“exempt information”), Respondents shall include the following legend on the title page of the response:

**“THIS RESPONSE CONTAINS INFORMATION THAT IS EXEMPT FROM MANDATORY DISCLOSURE UNDER THE DISTRICT’S FREEDOM OF INFORMATION ACT.”**

In addition, on each page that contains information that Respondents believe is exempt from mandatory disclosure under FOIA, Respondents shall include the following separate legend:

**“THIS PAGE CONTAINS INFORMATION THAT IS EXEMPT FROM MANDATORY DISCLOSURE UNDER THE DISTRICT’S FREEDOM OF INFORMATION ACT.”**

On each such page, Respondents shall also specify the exempt information and shall state the exemption category within which it is believed the information falls.

Although DMPED will generally endeavor not to disclose information designated by Respondents as exempt information, DMPED will independently determine whether the information designated by Respondents is exempt from mandatory disclosure. Moreover, exempt information may be disclosed by DMPED, at its discretion, unless otherwise prohibited by law, and the District shall have no liability related to such disclosure.

***Non-Liability***

By participating in the RFEI process, Respondents agrees to hold the District, its officers, employees, agents, representatives, and consultants harmless from all claims, liabilities, and costs related to all aspects of this RFEI.

***Site Limitations***

Any property conveyed to the Respondents shall be conveyed or leased in “as-is” condition, without warranty by the District as to physical condition of the land or any existing structures. The District makes no representations regarding the character or extent of soil or subsurface conditions or the conditions and existence of utilities that may be encountered during the course of any work, development, construction or occupancy of the any property on the St Elizabeths East. Respondents will expected to be responsible for any environmental remediation that may be associated with removal or disturbance of existing improvements or other preparation of any parcels that it is selected to develop on St Elizabeth East. Respondents are expected to comply with the historic preservation requirements in the development of any parcel on the St Elizabeths East.

***Interim Uses***

The issuance of this RFEI or the election to negotiation with one or more Respondents is not intended, nor should it be construed, to convey any right, title or claims to St. Elizabeths East or any other parcels within St Elizabeths East, unless and until the District enter into a binding contract in compliance with all applicable laws stating otherwise. The District shall retain the right to use, lease, or implement any other programmatic uses on St Elizabeths East as it deems appropriate, as determined in its sole and absolute discretion.

***OTHER LIMITING CONDITIONS***

***Withdrawal & Cancellation***

If at any time after the District selects a specific Respondent and executes a disposition agreement with the Respondent, and the Respondent does not proceed with the project, then the Respondent must notify the District in writing and provide reasons for its decision. The selected Respondent wishing to withdraw may be subject to the loss of part or all of any deposits previously provided to the District and may be responsible for certain costs previously waived by the District, in addition to any other remedies available to the District under the disposition agreement, or by law. If the District is unable to deliver the St. Elizabeths East, all deposits will be returned to the Respondent and the District shall be released from any and all further liability.

### ***“Stand-Alone” Projects***

The development of the project is expected to be a “stand alone” project, in that Respondents are prohibited from cross collateralizing and cross defaulting the project, or any portion thereof, with any other assets. Moreover, Respondents are prohibited from assigning, pledging, hypothecating, or otherwise transferring its interest in the net cash flows or ownership in the project in part, or in whole, without prior District approval. Any additional debt shall require prior written District approval. This limitation shall apply until final completion of the project.

### ***Disclosure of Fees***

Respondents shall disclose all development management fees, general contracting fees, construction management fees, property management fees, and other fees that are paid to Respondents or affiliated parties during the life of the project. Failure to do so may result in the District terminating, in its sole and absolute discretion, negotiations with a Respondent or terminating the project.

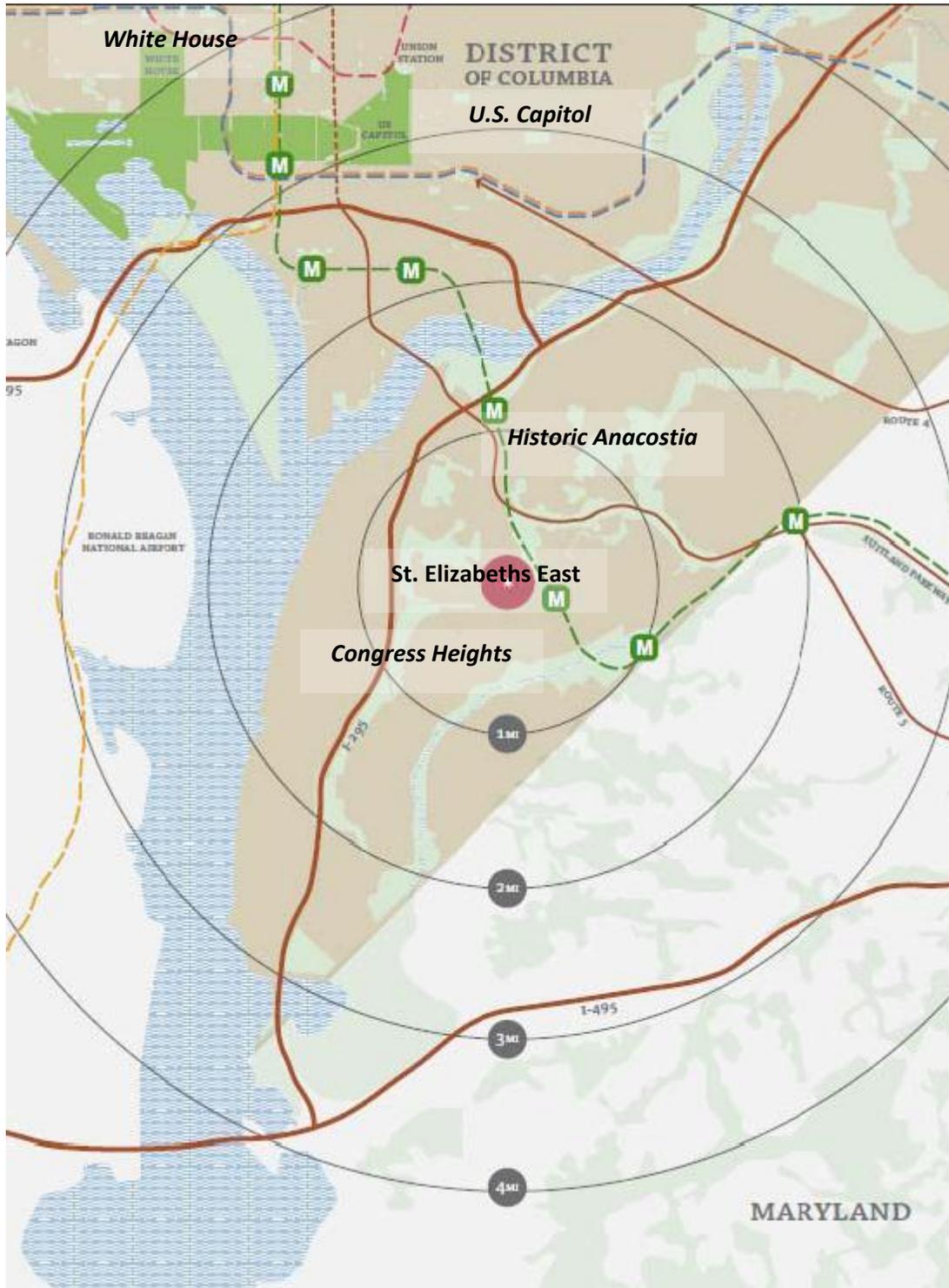
### ***Restrictions***

The District is subject to various laws, rules, policies and agreements that impose legal and ethical constraints upon current and former District employees and consultants with regard to post-employment restrictions vis-a-vis such employee’s or consultant’s involvement in District-led projects. In particular, restrictions include but are not limited to the following guidelines:

- i. All Respondents, its members, agents, or employees, are prohibited from: (i) making responses of employment, (ii) conducting any negotiations for employment, (iii) employing or, (iv) entering into contracts of any sort, with current or former employees, consultants, or contractors to the District who are or have been personally and substantially involved in any aspect of this RFEI;
- ii. Respondents must disclose in their initial responses the names of any member, employee, or agent who within three (3) years prior to the publication of this RFEI who were District employees, consultants, or contractors to the District. On a continuing basis, Respondents will be required to provide the District with regular and periodic notices of any and all new hires of employees, contracted agents, or consultants who were District employees within five (5) days of any such hire;
- iii. This provision shall apply to all Respondents during the conduct of this competition, and will subsequently apply to the selected Respondent until such time as final completion of the development of the project;
- iv. Required disclosures and notices notwithstanding, failure to comply with any obligation described in this provision may result, in the District’s sole and absolute discretion, in Respondents’ disqualification from consideration under this RFEI, the rescission of a Respondent’s award, and/or termination of any agreement between a Respondent and the District.

## 11. Attachments

### A. Map of St. Elizabeths East and Environs





### A. Federally Funded Research and Development Centers in Washington, D.C. Metropolitan Area

Agency/Dept. Sponsor	Facility	Administrator	Location
Department of Defense, and Department of the Navy	Center for Naval Analyses	The CNA Corporation	Alexandria, VA
Department of Defense, and National Security Agency	Centers for Communications and Computing	Institute for Defense Analyses	Alexandria, VA
Department of Defense, and Office of the Secretary of Defense	National Security Engineering Center	MITRE	Bedford, MA, and McLean, VA
Department of Defense, and Office of the Secretary of Defense	Studies and Analyses Center	Institute for Defense Analyses	Alexandria, VA
Department of Energy	Thomas Jefferson National Accelerator Facility	Jefferson Science Associates, LLC	Newport News, VA
Department of Health and Human Services, and National Institutes of Health	Frederick National Laboratory for Cancer Research	SAIC-Frederick Inc., a subsidiary of the Science Applications International Corp.	Frederick, MD
Department of Homeland Security, and Under Secretary for Science and Technology	Homeland Security Studies and Analysis Institute	Analytic Services, Inc.	Arlington, VA
Department of Homeland Security, and Under Secretary for Science and Technology	Homeland Security Systems Engineering and Development Institute	MITRE	McLean, VA
Department of Homeland Security, and Under Secretary for Science and Technology	National Biodefense Analysis and Countermeasures Center	Battelle National Biodefense Institute	Frederick, MD
Department of the Treasury, Department of Veterans Affairs, and Internal Revenue Service	Center for Enterprise Modernization	MITRE	McLean, VA
Department of Transportation, and Federal Aviation Administration	Center for Advanced Aviation System Development	MITRE	McLean, VA
National Science Foundation	National Radio Astronomy Observatory	Associated Universities, Inc.	Charlottesville, VA
National Science Foundation	Science and Technology Policy Institute	Institute for Defense Analyses	Washington, DC

**Exhibit B (continued): Federal Research Centers and Labs in the Washington, D.C. Metropolitan Area**

Agency/Dept.	Facility	Location
Dept. of Defense - Air Force	AFRL - Air Force Office of Scientific Research	Arlington, VA
Dept. of Agriculture	ARS - Beltsville Area	Beltsville, MD
Dept. of Defense – Army	Army Research Institute for Behavioral and Social Sciences	Arlington, VA
Dept. of Health and Human Services	Center for Biologics Evaluation and Research	Rockville, MD
Dept. of Health and Human Services	Center for Devices and Radiological Health	Silver Spring, MD
Dept. of Health and Human Services	Center for Drug Evaluation and Research	Silver Spring, MD
Dept. of Health and Human Services	Center for Food Safety and Applied Nutrition	Washington, DC
Dept. of Health and Human Services	Center for Information Technology	Bethesda, MD
Dept. of Health and Human Services	Center for Veterinary Medicine	Rockville, MD
Dept. of Health and Human Services	Clinical Center	Bethesda, MD
Dept. of Defense	DISA - Joint Interoperability Test Command	Indian Head, MD
Dept. of Defense	Defense Advanced Research Projects Agency	Arlington, VA
Dept. of Defense	Defense Technical Information Center	Fort Belvoir, VA
Dept. of Transportation	FHWA - Turner-Fairbank Highway Research Center	McLean, VA
Dept. of Health and Human Services	Fogarty International Center	Bethesda, MD
NASA	Goddard Space Flight Center	Greenbelt, MD
National Science Foundation	Institute for Systems Research	College Park, MD
Dept. of Defense – Navy	Marine Corps Network Operations and Security Center (MCNOSC)	Quantico, VA
Dept. of Labor	Mine Safety and Health Administration	Arlington, VA
Dept. of Defense	Missile Defense Agency	Washington, DC
National Security Agency	NSA - National Information Assurance Research Laboratory	Ft. Meade, MD
Dept. of Health and Human Services	National Cancer Institute	Bethesda, MD
National Institutes of Health	National Center for Advancing Translational Sciences	Rockville, MD
Dept. of Health and Human Services	National Center for Complementary and Alternative Medicine (NCCAM)	Bethesda, MD
Environmental Protection Agency	National Center for Environmental Research	Washington, DC
Dept. of Health and Human Services	National Eye Institute	Bethesda, MD
Dept. of Defense	National Geospatial-Intelligence Agency	Bethesda, MD
Dept. of Health and Human Services	National Heart, Lung, and Blood Institute	Bethesda, MD
Dept. of Health and Human Services	National Human Genome Research Institute	Bethesda, MD
Dept. of Health and Human Services	National Institute of Allergy and Infectious Diseases	Bethesda, MD
Dept. of Health and Human Services	National Institute of Arthritis and Musculoskeletal and Skin Diseases	Bethesda, MD
Dept. of Health and Human Services	National Institute of Biomedical Imaging and Bioengineering	Bethesda, MD

Dept. of Health and Human Services	National Institute of Child Health and Human Development	Bethesda, MD
Dept. of Health and Human Services	National Institute of Dental and Craniofacial Research	Bethesda, MD
Dept. of Health and Human Services	National Institute of Diabetes and Digestive and Kidney Diseases	Bethesda, MD
Dept. of Health and Human Services	National Institute of General Medical Sciences	Bethesda, MD
Dept. of Health and Human Services	National Institute of Mental Health	Bethesda, MD
Dept. of Health and Human Services	National Institute of Neurological Disorders and Stroke	Bethesda, MD
Dept. of Health and Human Services	National Institute of Nursing Research	Bethesda, MD
Dept. of Commerce	National Institute of Standards and Technology	Gaithersburg, MD
Dept. of Health and Human Services	National Institute on Aging	Bethesda, MD
Dept. of Health and Human Services	National Institute on Alcohol Abuse and Alcoholism	Bethesda, MD
Dept. of Health and Human Services	National Institute on Deafness and Other Communication Disorders	Bethesda, MD
Dept. of Health and Human Services	National Institute on Drug Abuse	Bethesda, MD
Dept. of Health and Human Services	National Institutes of Health	Rockville, MD
Dept. of Health and Human Services	National Library of Medicine	Bethesda, MD
Dept. of Defense	National Security Agency	Ft. Meade, MD
Dept. of Defense – Navy	Naval Air Systems Command	Arlington, VA
Dept. of Defense – Navy	Naval Explosive Ordnance Disposal Technology Division	Indian Head, MD
Dept. of Defense – Navy	Naval Facilities Engineering Command	Washington, DC
Dept. of Defense – Navy	Naval Medical Research Center	Silver Spring, MD
Dept. of Defense – Navy	Naval Research Laboratory	Washington, DC
Dept. of Defense – Navy	Naval Surface Warfare Center - Carderock Division	West Bethesda, MD
Dept. of Defense – Navy	Naval Surface Warfare Center - Indian Head Division	Indian Head, MD
Dept. of Defense – Navy	Office of Naval Research	Arlington, VA
Dept. of Health and Human Services	Office of Research Services	Bethesda, MD
Environmental Protection Agency	Office of Science Policy	Washington, DC
Dept. of Defense – Army	RDECOM - CERDEC - Night Vision and Electronic Sensors Directorate	Ft. Belvoir, VA
Dept. of Defense – Navy	U.S. Naval Observatory	Washington, DC
Dept. of Defense – Army	USACE - Institute for Water Resources	Alexandria, VA
Dept. of Defense	Uniformed Services University of the Health Services	Bethesda, MD
Dept. of Defense – Navy	United States Naval Academy	Annapolis, MD
Dept. of Defense – Army	Walter Reed Army Institute of Research	Silver Spring, MD
Dept. of Homeland Security	National Bio and Agro-Defense Facility	Washington, DC

**B. Fortune 500+ Companies in Washington, D.C. Metropolitan Area**

<b>Name</b>	<b>Rank</b>	<b>Rev.</b> (\$ billions)	<b>Profits</b> (\$ millions)	<b>Employees</b>	<b>Location</b>	<b>Industry</b>
AES	151	17759	58	27k	Arlington, VA	Utilities: Gas and Electric
Alliant Techsystems	491	4842.3	313.2	15k	Arlington, VA	Aerospace and Defense
Booz Allen Hamilton Holding	439	5591.3	84.7	25k	McLean, VA	Information Technology Services
CACI International	618	3577.8	144.2	13.7k	Arlington, VA	Information Technology Services
Capital One Financial	148	18525	3147	31.5k	McLean, VA	Commercial Banks
Catalyst Health Solutions	455	5329.6	67	1.4k	Rockville, MD	Health Care: Pharmacy and Other Services
Computer Sciences	162	16144	740	91k	Falls Church, VA	Information Technology Services
Coventry Health Care	219	12186.7	543.1	14.4k	Bethesda, MD	Health Care: Insurance and Managed Care
Danaher	158	16476.4	2172.3	59k	Washington, DC	Scientific, Photographic and Control Equipment
Delta Tucker Holdings	595	3721.5	-29.3	29k	Falls Church, VA	Aerospace and Defense
Discovery Communications	552	4235	1132	4.6k	Silver Spring, MD	Entertainment
Exelis	422	5839	326	20.5k	McLean, VA	Aerospace and Defense
Fannie Mae	8	137451	-16855	7k	Washington, DC	Diversified Financials
Freddie Mac	25	88262	-5266	4.9k	McLean, VA	Diversified Financials
Gannett	465	5240	458.7	31k	McLean, VA	Publishing, Printing
General Dynamics	92	32677	2526	95.1k	Falls Church, VA	Aerospace and Defense
Host Hotels & Resorts	479	5003	-15	219	Bethesda, MD	Real Estate
Lockheed Martin	58	46692	2655	123k	Bethesda, MD	Aerospace and Defense
ManTech International	713	2870	133.3	9.3k	Fairfax, VA	Information Technology Services
Marriott International	217	12317	198	120k	Bethesda, MD	Hotels, Casinos, Resorts
NII Holdings	369	6719.3	198.8	15.3k	Reston, VA	Telecommunications
Northrop Grumman	104	28058	2118	72.5k	Falls Church, VA	Aerospace and Defense
NVR	759	2669.6	129.4	2.8k	Reston, VA	Homebuilders
Pepco Holdings	415	5920	257	5.1k	Washington, DC	Utilities: Gas and Electric
SAIC	245	10657	59	41.1k	McLean, VA	Information Technology Services
W.R. Grace	663	3211.9	269.4	6.3k	Columbia, MD	Chemicals
Washington Post	549	4249.6	117.2	18k	Washington, DC	Education
WGL Holdings	746	2751.5	117.1	1.4k	Washington, DC	Energy

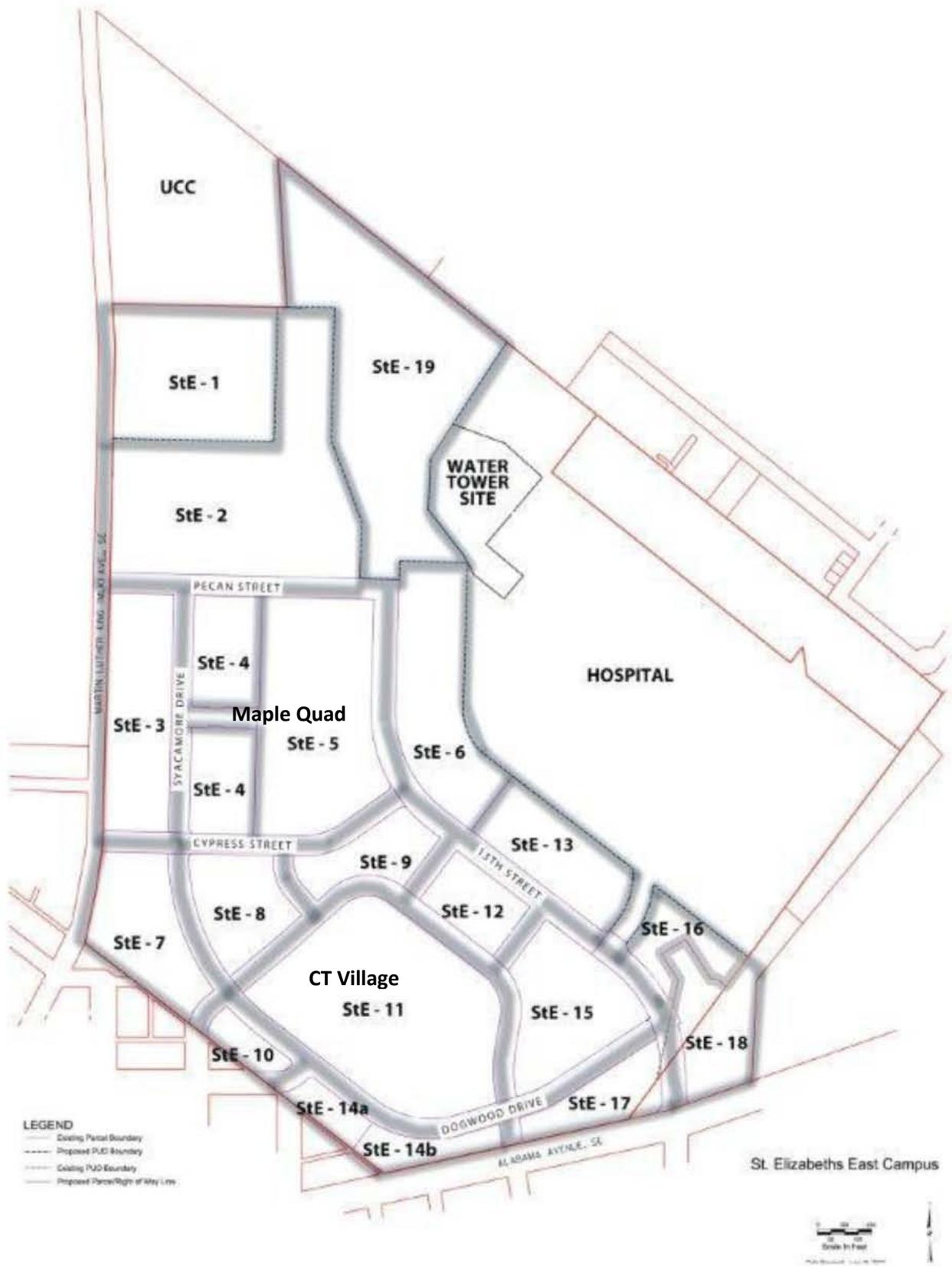
**C. Consortium of Universities of the Washington Metropolitan Area**

<b>University/ College</b>	<b>Location(s)</b>	<b>Enrollment (undergrad)</b>	<b>Enrollment (graduate)</b>	<b>Number of Faculty</b>	<b>Top 50 Graduate Programs (US News &amp; World Report) (relevant to Innovation Hub Theme)</b>	<b>Institutes and Centers (relevant to Innovation Hub Theme)</b>	<b>Federal Contracts (FY08-FY11)</b>
<b>American University</b>	Washington, D.C.	6,776	5,230	798	#49 Law School #19 Criminology #12 Public Affairs	Center for Research on Collaboratories and Technology Center on Non-Traditional Threats and Corruption Center for Congressional and Presidential Studies Washington Institute for Public Affairs Research	4,072,289
<b>The Catholic University of America</b>	Washington, D.C.	3,694	3,144	812	#38 Library Information Studies	Institute for Policy Research & Catholic Studies Center for Community Development & Social Justice	2,247,034
<b>Gallaudet University</b>	Washington, D.C.	1,118	428	231		Rehabilitation Engineering Research Center on Hearing Enhancement Rehabilitation Engineering Research Center on Telecommunications Access	357,208
<b>George Mason University</b>	Fairfax, VA	20,653	10,797	1,966	#39 Law School #63 Computer Science #17 Criminology #51 Political Science #36 Healthcare Management #42 Public Affairs	Center for the Advancement of Public Health Center for Aerospace Policy Research Center, Air Transportation Systems Research Center for Applied Studies in Information Technology Center for Biodefense and Infectious Diseases Center for Clean Water & Sustainable Technologies Center for Climate Change Communication Center for Energy Science and Policy Center for Excellence in Command, Control, Communications, Computing and Intelligence Center for Health Information Technology Center for Health Policy Research and Ethics Infrastructure Protection and Homeland Security Center Center for Innovative Technology Center, Intelligence and Security Research Center for Science and Technology Policy Center, Terrorism, Transnational Crime and Corruption Transportation Policy, Operations and Logistics Center	29,424,956
<b>The George Washington University</b>	Washington, D.C. Ashburn, VA Alexandria, VA Arlington, VA	10,000	14,000	1,174	#20 Law School #42 Education Schools #48 Statistics #39 Political Science #16 Public Health #12 Public Affairs	Biostatistics Center Center for Health Policy Research The George Washington Institute for Public Policy Institute for International Economic Policy	94,898,874

<b>Georgetown University</b>	Washington, D.C.	7,752	9,805	2,173	#24 Business School #13 Law School #48 Best Research (Medical School) #46 Economics #39 Political Science #29 Healthcare Management #23 Public Affairs	Biohazardous Threat Agents & Emerging Infectious Diseases Program Center for Disease Prevention and Health Outcomes Center for Peace and Security Studies Center for Population and Health Center for the Environment Georgetown Institute for Information Assurance Georgetown State-Federal Climate Resource Center Georgetown University Medical Center Government Affairs Institute Health Policy Institute Institute for Law, Science and Global Security Lombardi Comprehensive Cancer Center O'Neill Institute for National and Global Health Law	28,996,856
<b>Howard University</b>	Washington, D.C.	7,164	3,419	1,267	#33 Social Work	The Center for Urban Progress The Center for Energy Systems and Controls The Howard Nanoscale Science and Engineering Facility The Howard University Cancer Center The Georgetown-Howard Universities Center for Clinical and Translational Science	3,512,523
<b>National Intelligence University</b>	Washington, D.C College Park, MD Fort Belvoir, VA Quantico, VA	715		86		No centers or institutes at NIU	-
<b>National Defense University</b>	Washington, D.C	225		41		NDU Research Council Institute for National Strategic Studies Center for Complex Operations Center for Strategic Conferences Center for Strategic Research Center for the Study of Chinese Military Affairs Center for Technology and National Security Policy Sharing To Accelerate Research-Transformative Innovation for Development and Emergency Support Center for Transatlantic Security Studies Conflict Records Research Center Center for Applied Strategic Learning Secretary of Defense Strategic Policy Forum	147,100
<b>Trinity Washington University</b>	Washington, D.C	600	2,400			-	-

<b>University of the District of Columbia</b>	Washington, D.C	2,639	544	231		Agricultural Experiment Station Georgetown   Lombardi Comprehensive Cancer Center Partnership Water Resources Research Institute	627,631
<b>University of Maryland</b>	College Park, MD	26,538	10,710	4,248	#44 Business School #18 Engineering School #26 Education School #38 Chemistry #14 Computer Science #20 Math #14 Physics #10 Library and Information Studies #1 Criminology #22 Economics #28 Political Science #20 Sociology #30 Public Health #29 Public Affairs #37 Best Research (Medical School)	Aquatic Pathobiology Center The Bridge Engineering Software & Technology Center Center for Advanced Transportation Technology Center for Dynamics and Control of Smart Structures Center for Energetic Concepts Development Center for Environmental Energy Engineering Center for Food, Nutrition, and Agriculture Policy Center for Health Information and Decision Systems Center for Information Policy and E-Government Center for International and Security Studies at Maryland Center for Networking of Infrastructure Sensors Center for Public Policy and Private Enterprise Center for Research on Military Organization Center for Risk Communication Research Center for Smart Growth Research and Education Institute for Advanced Computer Studies Institute for Physical Science and Technology Institute for Research in Electronics and Applied Physics Maryland Pathogen Research Institute Maryland Technology Enterprise Institute Maryland Transportation Technology Transfer Center National Center of Excellence for Aviation Operations Research National Consortium for the Study of Terrorism and Responses to Terrorism Risk Technologies Research Center	221,657,081

D. Zoning Map of St. Elizabeths East Subdistricts



**E. Maple Quad and CT Village**

Overview of Historic Buildings at Maple Quad and CT Village				
Building	Pad	Section of Campus	SF	Anticipated Use
90	5	Maple Quad	107,455	Hotel or University
92	5	Maple Quad	111,930	University/Office/Innovation Hub
93	5	Maple Quad	139,926	University/Office/Innovation Hub
<b>TOTALS</b>			<b>359,311</b>	
Building	Pad	Section of Campus	SF	Anticipated Use
106	11	CT Campus	41,000	University/Office/Innovation Hub
107	11	CT Campus	41,000	University/Office/Innovation Hub
108	11	CT Campus	35,123	University/Office/Innovation Hub
109	11	CT Campus	51,062	University/Office/Innovation Hub
110	11	CT Campus	35,164	University/Office/Innovation Hub
111	11	CT Campus	41,000	University/Office/Innovation Hub
112	11	CT Campus	41,000	University/Office/Innovation Hub
<b>TOTALS</b>			<b>285,349</b>	

## **F. UDC Workforce Development Program**

### **General Information About UDC-CC**

The University of the District of Columbia's Community College (UDC-CC) serves the City's residents by integrating workforce preparation, employability skill development, quality education and remediation, economic development and employer linkages, school-to-career training—providing a seamless transition from K-12 to adult education and literacy to college prep—and continuous lifelong learning. This new institution will provide new opportunities to DC citizens, employers, the University, and the District of Columbia.

### **Vision**

Serving as a benchmark for excellence, UDC-CC provides an opportunity for District residents to access high-quality, affordable, learner-focused and market-driven programs that advance their individual and the community's economic, social and educational goals.

### **Mission**

In diverse, technology enhanced learning environments, UDC-CC provides opportunities for students to obtain the requisite skills of today's workforce and prepares them for the demands of tomorrow. UDC-CC offers accessible, affordable, and high-quality programs to the residents of the District of Columbia and the region. UDC-CC's associate degrees, certificates, workforce development and lifelong learning programs are market-driven and learner focused. UDC-CC serves as a vital link to the intellectual, economic, civic and cultural vitality of the region.

### **Workforce Development and Lifelong Learning Division's Mission & Description**

UDC-CC's Workforce Development and Lifelong Learning Division's Mission is to reduce unemployment and underemployment in the District of Columbia by enhancing the skills of its residents.

The Workforce Development Program is an offering of UDC-CC. Workforce Development helps job hunters develop the skills that local employers need today. Among the available career pathways for which training is available are:

- Allied Health
- Construction
- Hospitality
- Administrative/Technical
- Transportation

### **Other classes include:**

- GED Preparation
- Accuplacer Preparation
- Digital Literacy Training

### **Who is eligible?**

Adult residents of the District of Columbia are eligible to participate in Workforce Development training. Workforce Development training is offered at no cost to District of Columbia residents.