

Another possibility is to create a special-purpose organization charged exclusively with implementing the plaza improvements. This approach was taken with the Pennsylvania Avenue Development Corporation and the Union Station Redevelopment Corporation. The main advantage of this approach is that a special purpose organization would have no other priorities that would compete for resources and attention. Its sole objective would be to see this project through to successful completion. Disadvantages include the time needed to create a new organization, to hire staff, and to commence operations. Furthermore, special purpose development agencies have had mixed success in the District in the past.

**Step III - Ongoing operations.** The third activity involves ongoing operations and maintenance of all infrastructure improvements and any new facilities, including buildings on the plaza. Responsibility for this activity will hinge upon whether the plaza is publicly or privately developed. Depending on which option is pursued, decisions will need to be made about building ownership terms. The most appropriate lead role for ongoing operations and maintenance of each project component, including potential buildings on the plaza, should be determined cooperatively by the coordinating agencies.

## ESTIMATED TIMES TO CONSTRUCT IMPROVEMENTS

Phasing & Construction Staging	Estimated Duration (in months)	Capital Cost (in \$millions) <sup>2</sup>
<b>Phase I:</b> North Sector Freeway-Parkway Connection	15	11
<b>Phase 2:</b> South Sector Ohio Drive-Freeway Grade Separation	15	9
<b>Phase 3:</b> Center Sector Plaza and Related Roadway Improvements	36	223
<u>Stage 1:</u> Shift freeway mainline and lower profile of northbound lanes (including mobilization)	10	41
<u>Stage 2:</u> Lower profile of southbound lanes and demolish E Street ramps	6	41
<u>Stage 3:</u> Construct new E Street and freeway ramps to Roosevelt Bridge	4	21
<u>Stage 4:</u> Construct plaza, connections to E and 25th Streets, and parking under plaza	10	63
<u>Stage 5:</u> Install landscaping, lighting, and special features	6	57
<b>Phase 4:</b> E Street Improvement (23rd Street to Virginia Avenue)	15	13
<b>Phase Independent:</b> Pedestrian Link Between the Kennedy Center and the Riverfront	16	13
<b>Totals:</b>	81	269

<sup>2</sup>. All costs in year 2000 dollars. Signing, parking, transit, bicycle and pedestrian improvements are included in the plaza cost estimates.