

2013  
annual report





The Downtown Business Improvement District (BID) is a private, non-profit organization that works to diversify and strengthen the Downtown economy and create remarkable urban experiences.

The BID utilizes its annual budget of \$11 million to provide services and programs to property owners within the BID's 138-block area. The BID is funded by property owners, who pay a self-imposed tax to support the organization's efforts to enhance Downtown and promote and retain businesses.

The BID consists of a 40-member Board of Directors and has 130 employees, 83 of whom are Safety/Hospitality and Maintenance personnel known as SAMs.

The Downtown BID—the first BID in Washington, D.C.—was established under D.C. law in 1997. At that time, 115 surface parking lots or redevelopment sites were located in the BID area. Strong public-private partnerships invested billions of dollars in the area, reducing the number of redevelopment sites to 11 and surface parking lots to 10 while the BID worked to transform an area once labeled “dull, dirty and dangerous” into a remarkable destination.

The mayor reauthorized the BID in 2002, 2007 and 2012 for additional five-year terms after property owners and tenants voted in favor of reauthorization.

Over 800 commercial properties are located in the BID area, which is bordered by Massachusetts Avenue (including the Walter E. Washington Convention Center) on the north, Constitution Avenue and the National Mall on the south, Louisiana Avenue and North Capitol Street on the east, and 16th Street on the west. Neighborhoods including Chinatown, Federal Triangle, Midtown and Penn Quarter are located within the BID, which is surrounded by national landmarks such as the White House, the U.S. Capitol, Smithsonian museums and Union Station, a major East Coast transportation hub.

The BID's Board of Directors comprises business and civic leaders who govern the organization. The SAMs, who ensure that the streets of Downtown are clean, safe and friendly, remain the face of Downtown. They assist workers, visitors and residents alike with a variety of needs 362 days a year.

In addition to safety, hospitality and maintenance, the BID provides services related to economic development, infrastructure and sustainability, homeless services, marketing and communications, public space management, planning, transportation and special events.

The BID also provides management services to affiliated non-profit organizations: the National Cherry Blossom Festival, the District of Columbia Surface Transit, Inc. and the DC BID Council.

Partnerships with District of Columbia and federal government agencies enable the BID to provide premier services to the organization's Downtown members. These partnerships include the District Department of Transportation; the Office of the Deputy Mayor for Planning and Economic Development; the Metropolitan Police Department; the General Services Administration; the National Park Service; and the National Capital Planning Commission— as well as a variety of additional public agencies and private sector organizations.

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# letter from the chairman and executive director

## To Stakeholders:

Downtown continued its impressive trajectory in 2013 with dynamic business openings, record-setting hotel revenue and event attendance records. The Downtown Business Improvement District (BID) continued its work to retain and recruit businesses and maintain Downtown as a vibrant, smart and exciting community for all.

FY 2013 marked new interest and attention on emerging business and market development in Downtown. Moving beyond its traditional federal reliance, Downtown realized growth in education, technology and—for the first time in decades—retail. The run up to the opening of CityCenterDC created significant excitement in the BID, which heightened at the end of the year as CityCenterDC strategically released highly-anticipated high-end retail announcements and construction milestones. This 10-acre, \$700 million development has created an influx of new retail for Downtown with a hopeful return to yesteryear, when Downtown was a retail destination replete with former mega stores such as Garfinckel's and Woodies.

Cultural and entertainment venues in Downtown once again provided world-class performances and exhibits, further identifying

Downtown as Washington, D.C.'s art and culture center. Eight new destination restaurants opened in the BID in FY 2013, and entertainment venues such as the Verizon Center saw nearly record attendance numbers. The National Cherry Blossom Festival, of which the BID is a proud sponsor, announced a record 1.6 million visitors in 2013 to their annual celebration, which proclaims the beginning of spring in Washington, D.C. Downtown and D.C. hotels also had a record year in 2013.

The Downtown Business Improvement District advanced several programs and projects in 2013 as part of its continued five-year work plan (2012-2017). The BID focused efforts on improving parks, partnering with new stakeholders, adjusting service hours, incorporating new technologies and streamlining old programs to increase their efficiency.

As always, the red-uniformed BID Safety/Hospitality and Maintenance employees (SAMs) kept Downtown clean and safe, keenly aware of the importance these core BID values hold for the economic success of Downtown. Last year, SAM training was expanded, their technology was updated and SAMs will soon begin to extend service hours to accommodate Downtown's vibrant nightlife.

The BID now turns to 2014 with excitement and preparedness, eager to help expand the economic health of Downtown and continue growing the BID area's reputation as a remarkable urban experience.



**Steven Jumper**  
Chairman  
Downtown Business Improvement District Corporation



**Richard H. Bradley**  
Executive Director  
Downtown Business Improvement District Corporation



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SAFETY  
HOSPITALITY  
MAINTENANCE

## clean and safe

*Safety/Hospitality and Maintenance employees (SAMs) make Downtown welcoming, inviting and easily accessible for all. They greet and assist Downtown workers, residents and visitors and maintain contact with emergency services and law enforcement. SAMs maintain Downtown's clean image by removing trash, sweeping sidewalks, erasing gum and graffiti, planting flowers, hanging banners and painting public fixtures.*

### fiscal year 2013 accomplishments

- Coordinated and negotiated a business service proposal with AT&T to secure 40 new handheld devices
- Decreased overall vehicular and mechanical equipment repair costs by more than 50 percent by implementing new Capital Equipment Improvement Plan
- Completed Operations Training Manual and surpassed the goal of two days in-service training for all SAMs and one week in-service training for supervisors

### fiscal year 2014 goals

- Implement SAM deployment plan to include new nighttime Maintenance SAM team for launch in Spring 2014
- Modernize communications devices for the Safety/Hospitality SAMs transitioning from a manual data collection system
- Achieve 100 percent branding conformity on all uniforms and equipment used by the SAM program

## by the numbers



5,941  
homeless assists



273,523  
citizen assists



169  
citizen escorts provided



1,334  
aggressive panhandling incidents



197,789  
bags of litter removed



342  
instances of graffiti removed



565  
vandal stickers removed



141  
blockfaces cleaned of gum

The SAM program, established upon the founding principle of “clean, safe and friendly,” in 2013 added new elements to assist the SAMs in augmenting D.C.’s evolving and revitalized Downtown. In direct response to rapidly changing communities within the BID—including the new entertainment district and City-CenterDC—the BID provided enhanced training and technologies for the SAM staff.

For the first time, the BID in 2013 secured a business service proposal with AT&T for 40 handheld devices for the Safety/Hospitality team. These new and innovative devices will allow for SAMs to be more mobile and better able to carry out their duties by creating an automated system of data collection and report writing. The radios that had been standard issue for Safety/Hospitality SAMs will be transferred to Maintenance SAMs to improve their field communications.

Efforts to expand SAM technology also extended to SAM vehicles, which were all outfitted with strobe lights, mobile radios and automated external defibrillator (AED) devices to enhance safety capabilities. AED devices were also added to SAM kiosks to help SAMs operate as first responders for emergency situations. The SAMs participated in extensive training to prepare for using the AED devices.

*“Thank you for providing such warm and cheerful faces on the street.”*

*- Letter from Kathy Freise and Aisha Smith, New Mexico*

Training was also expanded for SAMs in 2013 to include Community Emergency Response Team (CERT) training, an FBI-run anti-terrorism session and an All-Hazards Preparedness training program hosted by Texas A&M University in cooperation with the Federal Emergency Management Agency (FEMA) and the U.S. Department of Homeland Security. This was in addition to programs related to technology including Salesforce and Microsoft training. SAMs continued their daily work as the ears, eyes and caretakers of Downtown. Safety/Hospitality SAMs continued to create a safe and helpful environment for residents, workers and visitors alike. SAMs assisted 273,523 individuals and engaged in 5,941 homeless assists.

SAMs also actively discourage street disorder. In fiscal year 2013, Maintenance SAMs removed 197,789 bags of litter and 53,951 bags of recyclables. Five hundred and sixty-five stickers were removed from public spaces and graffiti was removed from 342 sites. In addition to power washing sidewalks, SAMs also continued to employ sophisticated gum busting technology to clean gum from 141 blockfaces (one side of a city block).



Safety/Hospitality SAMs had over 270,000 citizen assists in FY 2013



Maintenance SAMs' duties include removing litter and sweeping sidewalks



SAMs help create a welcoming and inviting experience in Downtown





QUALITY ASSURANCE  
HOMELAND SECURITY  
HOMELESS SERVICES  
PROPERTY MANAGEMENT

## remarkable spaces

*Enhancing the physical environment and the pedestrian experience contributes greatly to the quality of life in Downtown. The Downtown BID works to create safe and remarkable public places where people want to congregate, explore and be inspired. Concurrently, BID partnerships help bring outreach, services, housing and dignity to homeless people while improving comfort and security for workers, residents and visitors.*

### fiscal year 2013 accomplishments

- Instituted a new program to conduct a monthly daytime homeless census utilizing a custom mobile application and digital mapping
- Equipped the SAMs Safety and Hospitality team with tools and training to be first responders during emergencies
- Conducted a walkability assessment for the Downtown BID's Entertainment Zone to document and better understand various elements that need to be addressed in the public space

### fiscal year 2014 goals

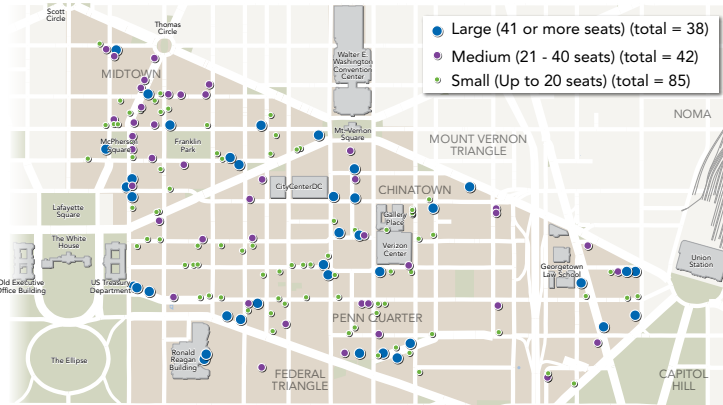
- Complete the grant-funded Downtown Entertainment Zone CCTV Monitoring Study
- Facilitate a pilot program to integrate privately owned CCTV cameras and public cameras
- Develop and execute a plan to address unique conditions that are created as a result of the increasing nighttime economy

## Sidewalk Cafe Location Map

2013 Annual Survey

### Statistics

- Total number of Sidewalk cafes in the BID: **165**
- Minimum number of seats: **2**
- Maximum number of seats: **232**
- Average seat count: **30**
- Total seat count: **4,937**



**Source:** Downtown BID Public Space Management - July 24, 2013 field collection

The safety and quality of life for those working, visiting and living in Downtown remained a top priority for the BID in FY 2013.

Downtown property managers continued to meet monthly with senior officials from the Metropolitan Police Department, U.S. Park Police, Metro Transit Police and the Federal Protective Service to discuss crime trends, major events and other safety issues impacting their properties. In July 2013, the BID hosted a full-day Senior Officials Workshop for All Hazards Preparedness which gave property managers the opportunity to work side-by-side with local officials on a series of tabletop exercises.

Through the Cheney Cardiovascular Institute at George Washington University, the SAMs received nine automated external defibrillators, or AEDs, to place in the SAM information kiosks and BID vehicles. Paired with recent CPR training, the SAMs in 2013 became more equipped to respond to a cardiac-related medical emergency.

The BID and Pathways to Housing DC continue to provide outreach services dedicated to Downtown. Pathways staff work one-on-one with homeless individuals to conduct vulnerability assessments, complete housing applications, identify health services and provide

relation assistance. A new cloud technology to manage requests streamlined the delivery of homeless services and increased coordination between the SAMs' Homeless Outreach Service Team (HOST) and Pathways staff.

The Quality Assurance Team (QAT) continued to document and report conditions and conduct various public space inventories in the Downtown BID including the completion of four quarterly inventories of public space assets such as street poles, benches, damaged pavers and publisher boxes. More than 60 conditions being monitored have significant resolution rate increases for FY 2013 including the three worst conditions from the previous year: sidewalk damage (197 percent), street poles in need of paint or repair (678 percent) and tree boxes requiring maintenance (588 percent).

The total number of resolved conditions for FY 2013 was approximately 1,500 conditions—a 408 percent increase that surpassed projected expectations for the past year. This was greatly attributed to the relationships the BID has with city agencies, increased efficiency using mobile reporting applications and the dedicated and thorough work that the QAT regularly demonstrates.

*"I realize the importance of the Downtown BID's Homeland Security Initiative to improve security downtown."*

*- Chief Cathy L. Lanier, Metropolitan Police Department*



Hazard preparedness workshops included fire extinguisher training



The BID continues to work to address homelessness in Downtown



A CCTV camera helps to increase security in Downtown



# sustainable



*Infrastructure and Sustainability partners with all levels of government and non-governmental organizations to plan Downtown transportation, parks and public spaces and enables sustainability in the built and natural environments.*

## fiscal year 2013 accomplishments

- Installed 145 bike racks in the blocks between 11th and 6th streets, nearly doubling the existing bike parking capacity as part of a congestion mitigation plan for Chinatown
- Repaired or refurbished nearly 300 trash cans and replaced 30 nonstandard cans in poor condition
- Sixteen companies completed the DC Smarter Business Challenge for 57 buildings, 35 of which were located in the Downtown ecoDistrict

## fiscal year 2014 goals

- Complete the Franklin Park reconstruction plan, including financing management strategies
- Partner to install 175 bike racks in the blocks between 16th and 11th streets and several in-street bike parking corrals
- Partner to publish the first national and international comparisons of Downtown BID building performance for energy and water consumption



## 2013 challenge participants

Brookfield Office Properties

Institute for Market Transformation

OTJ Architects

Shorenstein

American Public Health Association

Hines

Transwestern



Cassidy Turley

Cushman & Wakefield

Boston Properties

Hotel Monaco

The Tower Companies

American Society of Landscape Architects

The JBG Companies

Akridge

District of Columbia Department of General Services

The Sustainability Program managed the 2013 DC Smarter Business Challenge in partnership with the District Department of the Environment. The Challenge was the primary business outreach component of the Mayor's 2013 Sustainable DC Plan. The Challenge provided recognition to businesses for improvements in their building performance through smarter resource management. It also facilitated training and networking opportunities for building management professionals to share their experiences in trying to achieve higher levels of performance. Building survey information provided by participants offered valuable feedback to the D.C. government on program improvements necessary to reach the ambitious goals of the Sustainable DC Plan.

The Capital Projects Program, in partnership with the National Park Service and the D.C. Government, kicked off a year-long public process in FY 2013 to plan for the renovation of Franklin Park. The plan draws from research conducted by the BID on design, management and financing best practices for 20 urban parks across the country.

The BID in FY 2013 took steps to achieve its mission to alleviate congestion and discourage gridlock in Downtown. The Transportation Program, in its management role for DC Surface Transit, continued work towards implement-

ing Phase 1 of the DC Circulator 10-year plan, focusing on a new route along the National Mall and a north-south connection between Downtown and the Southwest Waterfront.

The BID also worked with the District Department of Transportation (DDOT) to build consensus around the K Street Alternatives Analysis for premium transit between Union Station and Georgetown. This document is a key step towards rebuilding K Street as a world-class multimodal street.

The Downtown ecoDistrict, established by the BID in 2011, continues to serve as a clearinghouse of best practices and a collaboration laboratory for public and private stakeholders on the issues of building performance, transportation and the public realm. Outcomes from these collective efforts in 2013 include: the Second Annual Building Energy Summit was attended by 400 professionals in commercial real estate and energy-related fields from the public and private sectors; the design of the M Street cycle track incorporated adjacent property owners' and managers' feedback on impacts on their building operations when the facility opens in 2014; and a solid waste management working group developed an action plan to improve the technology used by commercial haulers in measuring building waste and recycling.

*"The Downtown ecoDistrict is a national model."*

*-Elizabeth Heider, 2012 Chair, US Green Building Council*



The BID surveyed Franklin Park visitors to inform the park redesign process



The BID developed the new exterior design used by D.C. taxicabs



Over 300 trash cans were repaired, refurbished or replaced in FY 2013



COMMUNICATIONS  
MARKETING  
SPECIAL EVENTS

innovative

*Strategic communications position Downtown's commercial, cultural and civic assets competitively across the region, the nation and the world. Public relations tools enhance the Downtown BID's institutional image as a premier services provider, innovative program developer and leadership organization. High-quality event programming highlights Downtown as the region's premier cultural and entertainment destination.*

### fiscal year 2013 accomplishments

- Launched a new, interactive and responsive BID website incorporating new technologies and integrating social media
- Created a year-long 15th anniversary celebration of the BID packed with special events and promotional opportunities for Downtown businesses
- Developed and implemented a new in-house database and a protocol for communications and outreach

### fiscal year 2014 goals

- Build upon recent retail success to position Downtown as a retail destination
- Continue to build and layer media platforms to effectively promote the Downtown experience
- Develop an online interactive dashboard to highlight economic development trends



**1.6 million** Attendees for 2013 National Cherry Blossom Festival

**300,000** Visitors to 2012 Downtown Holiday Market (FY 2013)

**47,954** Unique website visitors to the new website (as of Sept. 30)

**392** New Facebook likes (as of Sept. 30)

Events in FY 2013 continued to bring attention to Downtown's businesses and prompted the public to become involved in the growing Downtown community. The BID awarded Chef José Andrés Person of the Year at the annual Momentum Awards, held in Dec. 2012 at the Carnegie Library. The Eighth Annual Downtown Holiday Market once again drew a lot of media and large crowds to the BID area over the holiday season.

The National Cherry Blossom Festival, of which the BID is a proud sponsor, drew a record-setting crowd of 1.6 million attendees who took part in events, many of which were hosted in Downtown.

The BID celebrated its 15th anniversary by hosting a series of events throughout the year. Festivities kicked off on Nov. 15 with a celebratory lunch and program where guests were treated to an unveiling of a wax figure Safety/Hospitality and Maintenance worker created by Madame Tussauds. The kickoff was just the first of several key events that highlighted the BID's experience and history in Downtown as well as the growing community within the BID.

Downtown's multitude of office buildings were at the center of many outreach initiatives including the BID's ecoDistrict-sponsored 2013 Building Energy Summit. Communications also

*"We encourage people to engage and experience all DowntownDC has to offer."*

*- Karyn Le Blanc, Director of Communications, Downtown BID Corporation*

**343** Banners created and installed

**150** Attendees for 2013 State of Downtown Forum

**135** Attendees for 2012 Momentum Awards (FY 2013)

**75** Attendees for 2013 Workout Wednesdays

focused promotions on newer, emerging markets including restaurants and retail. As part of that effort, the BID launched Workout Wednesdays in July 2013 in Franklin Park with partners Crunch Fitness, Freshii and City Sports. The three-month event drew crowds throughout the summer to the park—which is slated for a redesign—and promoted and supported local health and wellness businesses.

The BID was thrilled to launch its dynamic new website in May 2013, which incorporated the latest in web technology. The site included new features such as enhanced search capabilities, content subscription options, social media integration and provided avenues for direct interaction between BID staff and site visitors, permitting the public for the first time to personally maintain their events and business information.

The BID continued its concentration on outreach, facilitating relationships and networking. The BID designed and customized a comprehensive database consolidating 15 years of data using Salesforce customer relationship management software. Salesforce implementation focuses on creating a collaborative effort for outreach and interaction with a diverse audience of Downtown residential and business entities. The BID prides itself on creating partnerships to create change in Downtown.



The BID held its Eighth Annual Downtown Holiday Market



The National Cherry Blossom Festival Family Day returned to the National Building Museum this year



The BID introduced Workout Wednesdays in Franklin Park



ECONOMIC DEVELOPMENT  
RESEARCH  
BUSINESS RETENTION  
STRATEGIC INVESTMENTS

## solid core

*Growing and diversifying the Downtown economy is a major goal of the Downtown BID. This is accomplished through monitoring, collecting and distributing information about the Downtown economy and public/private collaboration. These efforts assist investors, developers and stakeholders in their decision-making and helps educate policymakers about Downtown's economic conditions and fiscal performance.*

### fiscal year 2013 accomplishments

- Continued to monitor regional and national competitiveness of Downtown and the city of D.C., including employment, population and tax base growth
- Helped begin a city-wide discussion of how best to manage the conversion of older office buildings into new uses
- Detailed the Downtown BID's Director of Economic Development to the D.C. Tax Revision Commission to temporarily serve as the Commission's Executive Director

### fiscal year 2014 goals

- Develop a public-private strategy for best managing the transition of older office buildings into new uses, such as hotel, residential or retail
- Work with D.C. government to diversify Downtown and D.C.'s economy
- Support funding for Metro Rail, the D.C. Streetcar and the D.C. Tax Revision Commission's recommendations for tax relief



## Occupied Office Space History, 4Q 2007-4Q 2013

(Millions of Square Feet)

	Downtown BID Area <sup>(1)</sup>		DC	
	Occupied SF	Total SF	Occupied SF	Total SF
4Q 2007	31.6	33.9	88.4	95.1
4Q 2008	32.0	34.9	88.4	96.1
4Q 2009	31.8	35.6	87.1	101.6
4Q 2010	32.3	36.1	90.9	104.0
4Q 2011	32.5	36.3	92.5	105.0
4Q 2012	31.9	36.2	92.7	106.6
4Q 2013	31.9	36.7	92.4	108.0
Increase 4Q 2007-4Q 2013	0.3	2.8	4.0	12.9

(1) Downtown BID uses Cushman and Wakefield's East End office market as the Downtown BID office market.  
Source: Cushman and Wakefield

The office vacancy rate increase in Downtown and D.C. over the past few years is due to an increase in new office building construction rather than a decline in employment or loss of office tenants. The Downtown BID is working with partners to solve the resulting increase in vacant older office space.

The Downtown BID area and D.C. celebrated several positive economic trends despite continued softness in the office market and the ongoing retrenchment of the federal government.

Growth in new uses of traditional office space strengthened and diversified the Downtown economy in FY 2013, including: the 1776 business incubator; Georgetown University's Downtown campus; Marshall's; and a 24-hour Walgreens. Plans exist for many other new uses in the Downtown BID area: new retailers at CityCenterDC, the Washington Design Center, (moving into 1099 14th Street), the Institute for Contemporary Expression has been awarded the development rights to the Franklin School, and the mixed-use plans for the current site of the Washington Post office building.

Downtown and D.C. hotels had a record year in FY 2013, boosted by the January 2013 Presidential Inauguration. FY 2014 also promises to be another exciting year for the Downtown and D.C. hospitality industry with the opening of the 1,175 room Marriot Marquis Headquarters Hotel with five restaurants/bars, 83 meeting rooms and a 30,000 square foot (SF) ballroom.

Downtown restaurants, entertainment and cultural attractions continued their strong perfor-

mance in FY 2013. Downtown welcomed eight new destination restaurants for a net gain of two restaurants. Downtown now has 137 destination restaurants and is projected to add a net 13 restaurants in the coming year. In calendar 2013, the Verizon Center attendance totaled 2.6 million from 208 events—a four-year high.

In response to an increase in office vacancy rates, the Downtown BID began discussions this year with the private sector on the need for a city-wide program to help manage the conversion of older vacant office buildings into hotels, residential or retail. This is already happening with some smaller Class B or C office buildings being converted into boutique hotels.

In FY 2014, the BID will expand its conversations to the public sector on the conversion of older office space to new uses, including whether or not 10-year tax abatements of \$3 to \$8 per SF can support conversions that will improve the long-term economic health of the city. Specifically, a \$5 million-per-year program for ten years will accelerate the conversion of 500,000 to 1 million SF of older office space to a new use as a hotel, residential or retail project. This conversion will add to the city's employment and tax bases and create a stronger, more diverse and active Downtown and city economy.



440 First Street is a state-of-the-art 140,000 SF Class A, LEED platinum completely renovated office building



The 24-hour Walgreens offers fresh produce, beauty services and a juice bar



150 stakeholders attended the Annual State of Downtown Forum in 2013



ADMINISTRATION  
HUMAN RESOURCES  
FINANCE

# firm foundation

*The Downtown BID's finance department sets and oversees the organization's budget, tax administration and collection, accounting and contract administration. The BID's administration staff maintain Board relations and business management. Professional Human Resources staff at the BID work to create a functional, well-operated and ethical workplace that attracts top talent and continues to evolve with changing technologies and demands.*

## fiscal year 2013 accomplishments

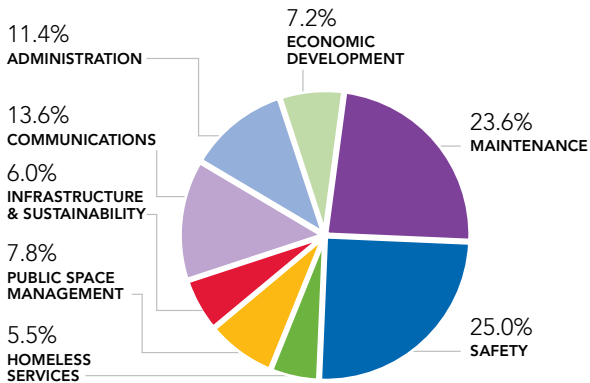
- The BID collected a record number of outstanding debts, reducing delinquent accounts by over \$200,000
- Employees improved skill sets and experience through new and enhanced training opportunities
- The BID implemented a "photo system" of all new and existing assets as a continuation of last year's maintenance plan for asset management

## fiscal year 2014 goals

- Manage a successful renovation of BID headquarters and dispatch office spaces to increase productivity and support high morale
- Execute technology recommendations to maximize operations; improve workflow
- Automate and integrate finance, accounting and human resource systems to improve controlled multi-user access, information retrieval and report production



## FISCAL YEAR 2013



The Downtown BID in FY 2013 maintained its high standard of fiscal health and continued to fund and support the organization's mission to help create remarkable urban spaces in Downtown and retain and attract businesses.

The BID, which is funded primarily by tax assessments on Downtown properties, continued to meet its monetary obligations in FY 2013 and remained committed to a strict system of checks and balances. The BID earned an unqualified opinion for its FY 2013 financials; It was the 16th consecutive year the BID earned the highest audit rating possible.

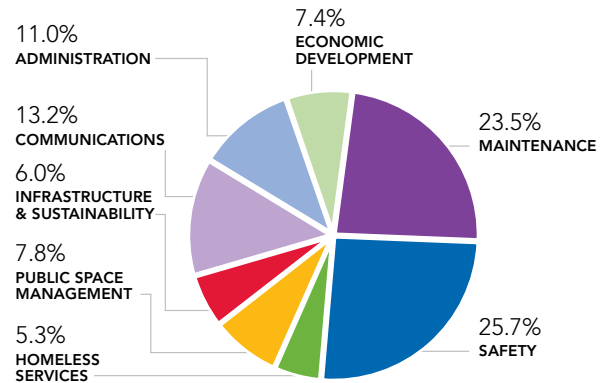
The BID successfully reduced delinquent accounts by over \$200,000 in FY 2013 by collecting a record number of outstanding debts.

The BID set its FY 2013 commercial tax rate at 16 cents per square foot—a rate that will remain unchanged in FY 2014—and increased the hotel rate from \$84 to \$87 per room.

The BID's total budget for FY 2013 was \$11 million. Funding is directed toward safety and maintenance, communications, administration and economic development, in addition to public space management, infrastructure and sustainability and homeless services.

*The BID earned the highest audit rating possible for the 16th consecutive year in FY 2013*

## FISCAL YEAR 2014



In an effort to enhance the BID's asset management program, a "photo system" of new and existing assets was implemented in FY 2013.

The BID employs 130 staff, 83 of whom are Safety/Hospitality and Maintenance workers, known as SAMs. The BID's Human Resources Department expanded training opportunities for its employees in FY 2013 in areas such as new technology, leadership and business writing. All SAMs were also certified or re-certified in CPR/first responder training.

The Human Resources department continued its successful recruitment and retention of highly-skilled staff. Low turnover rates in both the SAM program and in managerial and administrative positions were supported by attractive benefit programs and a positive work environment.

The Downtown BID in 2013 also celebrated its 10th anniversary of participation in the D.C. Department of Employment Services' (DOES) Summer Youth Employment Program (SYEP). The BID welcomed nine high school and college students—all of whom were D.C. residents—to work in various BID departments and learn firsthand the challenges and opportunities within the business world.



SAMs participate in a picnic workout



SAMs are the ears, eyes and caretakers of Downtown

# financials

## Letter from the Treasurer

I would like to extend my appreciation to the BID's Board of Directors and Executive Committee, who are responsible for the BID's successful fiscal performance. Their leadership and support has made our mission possible and for that, I am truly thankful. I would also like to thank Executive Director Richard H. Bradley for his continued work and dedication to the BID as well as the entire BID staff for making our organization a success.

We are pleased to report that FY 2013 marked another year of strong fiscal performance and financial health for the Downtown BID. Please see the opposite page for the BID's audited, consolidated financial statements for FY 2013 (the period from Oct. 1, 2012 through Sept. 30, 2013).

Audit firm Baker Tilly Virchow Krause, LLP, which oversees the BID's financial reporting, issued an unqualified opinion—the highest possible rating—on the BID's FY 2013 financial statements.

The BID in FY 2013 operated wholly within its set budget, which remained balanced throughout the year. The BID successfully collected a record number of outstanding tax debts, reducing delinquent accounts by over \$200,000. Throughout the year,

the BID met its monetary obligations in a timely manner and remained committed to implementing a strict system of checks and balances to ensure all financial matters were handled with the utmost propriety and care.

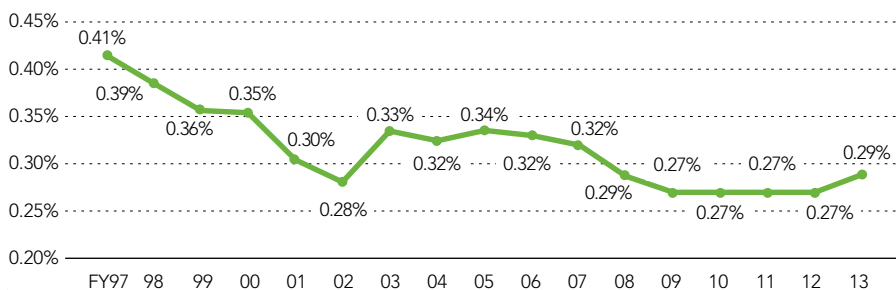
The District of Columbia's Office of Finance and Revenue helped the BID once again achieve its financial goals. The BID continued to work closely with D.C. officials to create more timely receipts of assessment payments and a higher collection of delinquent payments.

In FY 2013, the BID set the commercial tax rate at 16 cents per square foot (which will remain unchanged in FY 2014) and increased the hotel rate from \$84 to \$87 per room. The chart below illustrates the BID tax rate as a percentage of BID area rental rates, which was .29 percent in 2013.\*

Thank you for entrusting me with the position of treasurer for the last four years. I am proud of the conduct of our financial affairs and pleased about the state in which the BID will be moving forward.

**Michael McCarthy**, Treasurer  
Downtown Business Improvement District Corporation

## BID Tax Rate as a Percent of BID Area Office Asking Rental Rates



(1) The East End Submarket is a proxy for the Downtown BID Area.

(2) Calculated FY BID tax rate divided by the prior year rental rate as the BID tax rate is typically set at the BID's June board meeting.

Source: Cushman and Wakefield



## Consolidated Statements of Financial Position

	2013	2012
<b>ASSETS</b>		
Cash and cash equivalents	\$ 1,472,737	\$ 1,075,682
Accounts receivable, net	370,035	225,257
Deposits	26,801	26,801
Prepaid and Other	46,029	-
Property and equipment, net	200,255	210,905
<b>TOTAL ASSETS</b>	<b>\$ 2,115,857</b>	<b>\$ 1,538,645</b>
<b>LIABILITIES AND NET ASSETS</b>		
Accounts payable and other liabilities	\$ 670,220	\$ 738,996
<b>UNRESTRICTED NET ASSETS:</b>		
Unrestricted	725,194	523,744
Property and equipment, net	200,255	210,905
Board designated	520,188	65,000
<b>TOTAL UNRESTRICTED NET ASSETS</b>	<b>1,445,637</b>	<b>799,649</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 2,115,857</b>	<b>\$ 1,538,645</b>

## Consolidated Statements of Activities

SUPPORT AND REVENUES	\$ 11,133,072	\$ 10,590,030
<b>EXPENSES:</b>		
Administration	1,178,167	1,105,885
Marketing	1,380,405	1,402,648
Public Space Management	829,749	876,709
Safety	2,718,439	2,809,095
Maintenance	2,475,840	2,473,362
Homelessness	538,575	537,085
Infrastructure and Sustainability	580,625	595,642
Economic Development	720,284	716,110
<b>TOTAL EXPENSES</b>	<b>10,422,084</b>	<b>10,516,536</b>
Net increase in unrestricted net assets before board designated expenses and other	710,988	73,494
Board designated expenses and other	65,000	124,614
<b>NET INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS</b>	<b>\$ 645,988</b>	<b>\$ (51,120)</b>
<b>UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD</b>	<b>\$ 799,649</b>	<b>\$ 850,769</b>
<b>UNRESTRICTED NET ASSETS, END OF PERIOD</b>	<b>\$ 1,445,637</b>	<b>\$ 799,649</b>

## Consolidated Statements of Cash Flows

Net cash provided by operating activities	\$ 468,485	\$ 224,224
Net cash used in investing activities	(71,430)	(31,669)
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>397,055</b>	<b>192,555</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD</b>	<b>1,075,682</b>	<b>883,127</b>
<b>CASH AND CASH EQUIVALENTS, END OF PERIOD</b>	<b>\$ 1,472,737</b>	<b>\$ 1,075,682</b>

This information has been derived from the financial statements audited by Baker Tilly Virchow Krause, LLP. The complete set of audited financial statements is available upon request from Bertha Gaymon of the Downtown Business Improvement District Corporation.

# board of directors

(October 1, 2012 - September 30, 2013)

## Executive Committee

**Mr. Steven Jumper**, Chairman  
Director, Corporate Public Policy  
WGL Holdings, Inc

**Mr. Peter Johnston**, 1st Vice Chair  
SVP, Regional Manager  
Boston Properties

**Mr. Robert H. Braunohler**, 2nd Vice Chair  
Vice President of Operations & Development  
Property Group Partners

**Mr. Michael McCarthy**, Treasurer  
Vice President/Director of Acquisitions  
Quadrangle Development Corporation

**Ms. Virginia Laytham**, Secretary  
Sr. Executive Officer to the President, CEO, Chairman  
Clyde's Restaurant Group

**Mr. Kingdon Gould III**, Past Chair  
Vice President  
Gould Property Company

**Mr. Matthew Klein**, Past Chair  
President  
Akridge

**Mr. Richard H. Bradley**, President  
Executive Director  
Downtown BID Corporation

**Mr. Rob Wilder**  
CEO  
Think Food Group

**Ms. Yeni Wong**  
President  
Riverdale International

## Members

**Mr. Nik Apostolides**  
Associate Director  
National Portrait Gallery

**Mr. Jeffrey Bank**  
Chief Executive Officer  
The Alicart Restaurant Group (Carmine's)

**Mr. Ed Baten**  
General Manager  
W Hotel

**Mr. David Bender**  
President  
Blake Real Estate, Inc.

**Ms. Joan Berman**  
Senior Vice President of Management Services  
Vornado/Charles E. Smith

**Mr. Randall Boe**  
Executive Vice President & General Counsel  
Monumental Sports & Entertainment

**Ms. Ann Chisholm**  
District of Columbia Government Relations Officer  
Washington Metropolitan Area Transit Authority

**Mr. Dean Cinkala**  
Chief Development Officer (Partner)  
JBG Companies

**Ms. Donna Cooper**  
Region Vice President  
PEPCO

**Mr. Gus Di Millo**  
Partner  
Passion Food Group

**Mr. William Dowd**  
Regional Commissioner, Public Buildings Service  
U.S. General Services Administration, NCR

**Ms. Jackie S. Duke**  
Regional Vice President of Operations  
Brookfield Office Properties

**Ms. Paige T. Dunn**  
Regional Director of Sales & Marketing  
Kimpton Hotels Mid-Atlantic and Southeast

**Mr. Brandon Ernst**  
Executive Senior Vice President  
Lincoln Property Company

**Mr. Elliott Ferguson**  
President/CEO  
Destination DC

**Mr. Thomas E. Finan**  
Managing Director  
Trammell Crow Company

**Mr. Thor C. Headley**  
Vice President  
Hines

**Mr. Douglas Jemal**  
CEO/President  
Douglas Development

**Mr. Chris Jennings**  
Managing Director  
Shakespeare Theatre Company

**Rev. Tom Knoll**  
Pastor  
First Trinity Lutheran Church

**Mr. John Kyle**  
Senior Vice President  
Cresa Partners

**Ms. Barbara Lang**  
President & CEO  
D.C. Chamber of Commerce

**Ms. Carol M. Lascar**  
President Emeritus  
National Museum of Women in the Arts

**Ms. Lisa Mayr**  
Treasurer  
LivingSocial

**Mr. Wallace J. Mlyniec**  
Director, Juvenile Justice Clinic  
Georgetown University Law Center

**Mr. Gregory A. O'Dell**  
President and Chief Executive Officer  
Washington Convention Center Authority

**Ms. Mary Riner**  
External Relations  
Basis Charter School

**Mr. Chase Rynd**  
President and Executive Director  
National Building Museum

**Mr. Kenneth Schwartz**  
Partner  
Arnold & Porter

**Mr. Paul R. Tetreault**  
Producing Director  
Ford's Theatre



# staff

(As of September 30, 2013)

## Executive Office

**Richard H. Bradley**  
Executive Director

**Richard T. Reinhard**  
Deputy Executive Director

**DeLores M. Dickens**  
Executive Assistant

**Samuel Mullins**  
Special Assistant to the Deputy Executive Director

## Operations

**Everett D. E. Scruggs**  
Director of Operations

**David Pollard**  
Deputy Director of Operations

**Ronald E. Jones**  
Maintenance Services Manager

**Jalal Chaoui**  
Business Manager, Operations

**Safety/Hospitality and Maintenance employees (SAMs)**  
83 Dedicated Individuals

## Public Space Management

**David K. Kamperin**  
Director of Public Space Management

**David Riedman**  
Homeland Security and Emergency Preparedness Manager

**Blake Holub**  
Quality Assurance Manager

**Brian Gober**  
Program Specialist, GIS

## Infrastructure and Sustainability

**Ellen Jones**  
Director of Infrastructure and Sustainability

**Scott Pomeroy**  
Sustainability Manager

**Megan Kanagy**  
Capital Projects Manager

**Alex Block**  
Transportation Program Manager

**Kathleen O'Keefe**  
Project Coordinator

## Economic Development

**Gerry Widdicombe**  
Director of Economic Development

**Matthew Watkins**  
Economic Development Manager

## Communications

**Karyn G. Le Blanc**  
Director of Communications

**Desiree French**  
Communications Manager

**Adrian Saunders**  
Digital and Social Media Manager

**Ebony P. Walton**  
Project Coordinator

**Jerone Dinkins**  
Social Media and Web Specialist

## Special Events / National Cherry Blossom Festival

**Diana Mayhew**  
Director of Special Events/President NCBF

**Kimberly Boyd-Lewis**  
Operations Director, NCBF

**Lillian Iversen**  
Director of Programming, NCBF

**Roz Christina Moore**  
Sponsorship Manager, NCBF

**Danielle Davis**  
Events Communications Manager

**Kirsten Poole**  
Business Manager, NCBF

**Alissa Greer**  
Special Events Manager

**Elissa Staley**  
Program Manager, NCBF

**Remi Allen**  
Program Coordinator- External Relations, NCBF

**Emily Garber**  
Sponsorship and Marketing Coordinator

**Harold McKelvin**  
Administrative Assistant, Events

## Finance

**Bertha A. Gaymon**  
Chief Financial Officer

**Lulu Liu**  
Senior Staff Accountant

**Jackie Jones**  
Accounts Receivable Specialist

**Charles McFadden**  
Finance Assistant

## Administration

**Eileen O'Connell Andary**  
Chief Administrative Officer

**Dennis McCarthy**  
Information Systems and Facilities Manager

**Parker Roach**  
Human Resources Generalist

**Rebecca Cantrell**  
Human Resources Specialist

**Angela Jones**  
Receptionist/Office Assistant

**Thelma Resper**  
Relief Receptionist

## Credits

**Photography**  
Kevin Koski  
Ron Engle

**Production**  
Rachel Rose Hartman  
Alexandria Murnan  
Adrian Saunders

**Printing**  
Stephenson Printing Inc.

FSC Seal Goes Here



Downtown Business Improvement District Corporation  
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[downtowndc.org](http://downtowndc.org)

