



**DOWNTOWNDC**



# ANNUAL REPORT

2016

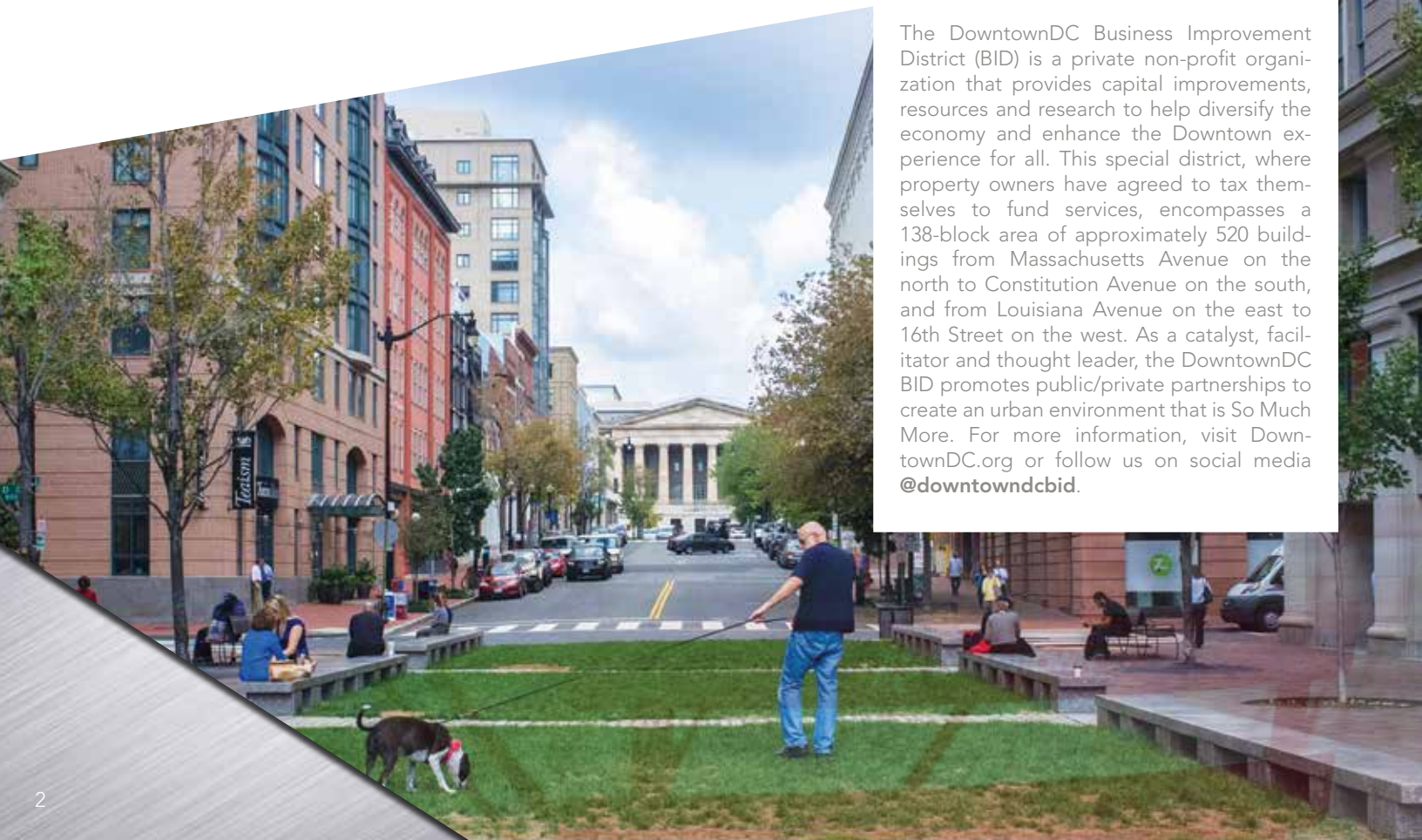
Downtown Business Improvement District Corporation FY16 Annual Report



# ABOUT US

## ABOUT THE BID

The DowntownDC Business Improvement District (BID) is a private non-profit organization that provides capital improvements, resources and research to help diversify the economy and enhance the Downtown experience for all. This special district, where property owners have agreed to tax themselves to fund services, encompasses a 138-block area of approximately 520 buildings from Massachusetts Avenue on the north to Constitution Avenue on the south, and from Louisiana Avenue on the east to 16th Street on the west. As a catalyst, facilitator and thought leader, the DowntownDC BID promotes public/private partnerships to create an urban environment that is So Much More. For more information, visit [DowntownDC.org](http://DowntownDC.org) or follow us on social media @downtowndcbid.



## Letter from the Executive Director and Chairman of the Board

Dear DowntownDC Stakeholder:

DowntownDC continues to be the economic and cultural center of the District and the region. By many metrics, DowntownDC is an enduring success, boasting a stable office market, diverse retail and restaurants (including Michelin two-star restaurant Minibar), world-class cultural and entertainment venues and many of the world's major hotel brands, including five-star hotels. Despite our success, challenges remain. During fiscal year 2016 at the DowntownDC Business Improvement District (BID), we refocused our efforts on a few of those challenges: keeping DowntownDC clean and safe; sprucing up our parks and public spaces; and supporting services for individuals experiencing homelessness.

In an effort to fulfill our promise to intensify efforts on the BID's founding "clean and safe" mission, in 2016 we hired 23 Maintenance ambassadors for the Safety/Hospitality and Maintenance (SAM) team, expanding the SAM workforce to 95 employees and enabling the BID to better meet the needs of our growing Downtown. SAMs remain the valuable red-and-black uniformed caretakers of DowntownDC, connecting annually with over 300,000 guests.

During FY16, the BID's service to people experiencing homelessness included dedicating resources to secure a daytime homeless drop-in center; refocusing the Community for Creative Non-Violence (CCNV)/East End Neighborhood stakeholder group to make infrastructure and public safety improvements to the CCNV neighborhood; and creating a partnership with Sasha Bruce Youthwork and the First Congregational United Church of Christ to establish a weekly drop-in center for homeless and at-risk youth, which served an average of 30 youth per week.

Downtown was more lively this year. In addition to hosting the 11th Annual DowntownDC Holiday Market in Dec. 2015, the BID hosted a new, free eight-week lunchtime concert series in Franklin Park which activated DowntownDC's largest green space and utilized the new outdoor tables and chairs we added to Franklin Park and other public spaces in DowntownDC this year.

We wish to express our sincere appreciation to Mayor Muriel Bowser and the D.C. City Council for their support for the renovation of Franklin Park. Their appropriation of \$13.9 million for the renovation will help create an essential green oasis for DowntownDC.

Finally, several major developments, including the renovation of the Martin Luther King Jr. Memorial Library, Capitol Crossing and the former Fannie Mae building, are underway or on the horizon in Downtown, creating an exciting time for our community and offering new opportunities across all economic and social sectors.

There is so much more to be done in DowntownDC and we invite you to partner with us in 2017.



**Neil Albert**  
President & Executive  
Director



**Randall Boe**  
Chairman  
Board of Directors

# WELCOME LETTER



# MAINTENANCE

## PUBLIC SPACE OPERATIONS MAINTENANCE

- The DowntownDC BID in FY 2016 combined the operations department, which oversees the Safety/Hospitality and Maintenance ambassadors (SAMs), the public space department and the homeless services department under “public space operations” to optimize efficiency and formally connect these essential BID departments.
- Maintenance SAMs collected 190,214 bags of trash and 41,414 bags of recycling in FY16. SAMs abated over 1,800 instances of graffiti/vandalism.
- Maintenance SAMs daily serviced over 500 blockfaces and 30 parks or parklets.
- Public space operations implemented an annual greening program, installing over 2.5 tons of mulch and hanging and maintaining 173 flower baskets.
- Maintenance SAMs curated and managed numerous greening projects, including Freedom Plaza, the New York Avenue medians and Herald Square.
- The BID piloted a sidewalk paver training program with the National Park Service to repair over 900 pavers.
- The BID partnered with the Department of Public Works to replace 45 trash bins.

45  
NEW TRASH  
CANS  
INSTALLED

1,800  
GRAFFITI/VANDALISM  
ABATMENTS

190,214

BAGS OF LITTER REMOVED

900  
PAVERS RESET

180  
FLOWER  
BASKETS

41,414  
BAGS OF  
RECYCLING REMOVED

3,724  
LIGHT POLES  
MAINTAINED

901  
PUBLIC SPACE  
CONDITIONS RESOLVED

3,183  
CONDITIONS  
LOGGED

300,000  
CITIZENS ENGAGED

5,160  
HOURS OF  
COMMUNITY SERVICE FOR  
NON-VIOLENT OFFENDERS

## PUBLIC SPACE OPERATIONS SAFETY/HOSPITALITY

- The quality assurance team, staffed by Safety/Hospitality SAMs, identified over 3,100 public space conditions in FY16, including signage replacement, sidewalk repairs and tree related issues and flagged them for the corresponding city agency, resolving more than 1,000.
- The BID provided stable, low-entry, living-wage jobs with training opportunities and excellent benefits to 95 Safety/Hospitality and Maintenance SAMs.
- Safety/Hospitality SAMs engaged over 300,000 patrons in FY16.
- The BID coordinated and hosted U.S. Department of Homeland Security (DHS) surveillance detection training for local and federal safety officers and participated in two DHS trainings.

# SAFETY



# OUTREACH

## PUBLIC SPACE OPERATIONS HOMELESS SERVICES

- The BID piloted a successful homeless drop-in center for at-risk youth in Chinatown through a partnership with Sasha Bruce Youthwork and the First Congregational United Church of Christ. On average, the program served 30 youth per week and connected them with housing, medical and employment support, among other services.
- Homeless outreach training was provided this year to the entire Hospitality SAM team to broaden the BID's impact.
- Through the BID's partnership with Pathways to Housing DC, 22 individuals experiencing homelessness in FY16 obtained permanent supportive housing.
- The BID revived the Community for Creative Non-Violence (CCNV)/East End Neighborhood stakeholder group to address safety concerns and remediate infrastructure around the shelter including lighting, tree maintenance and waste management. The BID also spearheaded efforts to mitigate loitering and brokered plans for improved camera surveillance.

30

AVG. AT-RISK  
YOUTH WEEKLY  
AT THE DROP-IN  
CENTER

4,868

FACE-TO-FACE  
ENGAGEMENTS

156

INDIVIDUALS WERE  
SEEN JUST ONCE

22

INDIVIDUALS  
OBTAINED PERMANENT  
SUPPORTIVE HOUSING

395

INDIVIDUALS WERE SEEN  
MORE THAN ONCE

## MARKETING & COMMUNICATIONS

- The BID piloted an eight-week "DowntownDC Live," summer concert series, enlivening Franklin Park with programming from a variety of key Downtown cultural partners.
- The BID created and carried out a robust communications plan surrounding late-night Metro involving email alerts, press outreach and engagement, opinion pieces and social media campaigns.
- The BID hosted: the 11th Annual Downtown Holiday Market, visited by over 200,000; the Bike to Work Day pitstop; an Earth Day meet-and-greet; Jazz in Franklin Park; Picnics in the Park; and activation for PARK(ing) Day.
- Marketing and Communications defined the borders of the BID by doubling the number of street pole banners and strategically placing them and also designed new banners for Chinatown.
- The department rebranded and redesigned the BID's monthly newsletter as the "DowntownDC Pulse" adding featured businesses, partner content, and integrating social media, boosting open rates by 15%.

847 DOWNTOWNDC  
BIKE TO  
WORK DAY  
REGISTRANTS

5,401  
NEWSLETTER SUBSCRIBERS

200,000+  
CUSTOMERS AT THE 2015  
DOWNTOWNDC HOLIDAY MARKET

1,862  
FACEBOOK  
FOLLOWERS

1,500+  
PEOPLE REACHED THROUGH  
DOWNTOWNDC LIVE

7,978  
TWITTER FOLLOWERS

# COMMUNICATIONS



# INFRASTRUCTURE



410,748  
BIKESHARE  
TRIPS ENDING IN  
DOWNTOWNDC

98,000

DAILY AVERAGE NON-  
HOLIDAY  
METRORAIL TRIPS

100  
NEW  
DOWNTOWNDC TABLES  
AND CHAIRS

5 MILLION  
DC CIRCULATOR RIDERS

100  
BICYCLE PARKING  
SPACES ADDED

2,500  
TOTAL BICYCLE  
PARKING SPACES

2  
BUS  
PRIORITY  
PLANNING  
EFFORTS

## INFRASTRUCTURE

- The BID purchased red, outdoor tables and chairs and placed them in Franklin Park and Herald Square, providing seating and activating these public spaces.
- The BID worked in partnership with the District Department of Transportation (DDOT) and other D.C. BIDs to evaluate the Traffic Control Officers (TCO) program, which the BID helped create in 2006, and provided policy and administrative recommendations that were implemented by DDOT.
- The BID participated in bus priority planning efforts along (1) 16th Street and (2) H & I streets to improve the reliability of service.
- The BID added public parking for 100 bicycles in cooperation with DDOT, bringing the total inventory for public bike parking in DowntownDC to 2,500.
- The BID piloted a pedestrian oasis in the curb lane of the 600 block of 7th street as part of DDOT's PARK(ing) Day.
- The BID partnered with the National Park Service (NPS) to revitalize the planters in Freedom Plaza with blossoming perennials.





290,334  
SQUARE FEET OF GREEN ROOF

4  
FARMERS  
MARKETS IN  
DOWNTOWNDC

371  
RECYCLING BINS

173  
HANGING  
FLOWER BASKETS

143  
TOTAL  
ENERGY STAR LABELED  
BUILDINGS

98/100  
DOWNTOWNDC WALK SCORE

95  
LEED EXISTING  
BUILDING  
CERTIFICATIONS

3,881  
TREES IN DOWNTOWNDC

73  
NEW TREES  
PLANTED

## SUSTAINABILITY

- The BID updated the comprehensive memorandum of understanding with the District Department of Energy & Environment, enabling the BID to serve as a partner.
- The BID joined D.C. government agencies, universities and other BIDs on the Smart Cities Tiger Team, lead by the Office of the Chief Technology Officer.
- The BID partnered to support three FRESHFARM farmers markets in DowntownDC and supported the Capital Harvest on the Plaza (CHoP) farmers market on Woodrow Wilson Plaza.
- The BID helped to water and maintain 73 new trees, planted by the Urban Forestry Administration, which improved the area's urban tree canopy.

# SUSTAINABILITY



# ECONOMIC DEVELOPMENT

## ECONOMIC DEVELOPMENT

- The BID convened stakeholders to develop a pilot office-to-residential conversion program in partnership with the Golden Triangle BID in an effort to increase mixed-use development.
- The BID produced the 15th annual State of Downtown report, the definitive report on the Downtown economy, and released it at the State of Downtown Forum in the spring.
- The BID's executive director served as a founding board member of the D.C. Policy Center. The director of economic development was appointed to the Mayor's Working Group on Jobs, Wages and Benefits (WGJWB).
- The BID provided support for the first DC Cultural Plan to fund the city and Downtown's cultural institutions.
- The BID provided input for the updated DC Economic Plan.
- The BID served on and provided guidance for the MLK Library Modernization Advisory Panel.

**88.1%**

OFFICE OCCUPANCY RATE

**91%**

RETAIL  
OCCUPANCY RATE

**192** SIDEWALK  
CAFES IN DOWNTOWNDC

**157**

DESTINATION RESTAURANTS  
IN DOWNTOWNDC

TWO-STAR  
MICHELIN  
RESTAURANT

**1**



## FINANCE, HR & ADMINISTRATION

- The BID's finance department completed the final stage of implementation for the automated purchasing system.
- The BID collected 99% of anticipated FY 2016 revenue, ensuring adequate funds for the BID and for monetary obligations.
- The BID hired 23 new Maintenance SAMs, many from underserved populations; over 80% were D.C. residents.
- The BID served as a model host for the Marion S. Barry Summer Youth Employment Program (SYEP) and offered one SYEP participant full-time employment.
- The BID developed and implemented a new benefit cost-sharing formula, saving money while continuing to offer comprehensive choices to staff.
- The BID switched health care providers at a 50% cost savings and engaged with a new 401k vendor with enhanced investment alternatives and bundled design.

99% OF  
REVENUE COLLECTED

23 NEW  
MAINTENANCE  
SAMS

7 SYEP  
STUDENTS

50%  
COST SAVINGS ON  
HEALTHCARE

80%  
OF NEW SAMS WERE  
D.C. RESIDENTS



# FINANCE, HR & ADMINISTRATION

# TREASURER'S LETTER

## Letter from the Treasurer of the Board

I am pleased to certify the Downtown Business Improvement District Corporation's (DowntownDC BID) audited, consolidated financial statements for fiscal year 2016 (Oct. 1, 2015 through Sept. 30, 2016).

Once again, the BID demonstrated strong financial health in FY 2016 and the organization successfully operated within the budget approved by the board of directors. The BID met its financial 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.

I am pleased to report that the firm of Baker Tilly, who were engaged to conduct the annual audit, have issued an unqualified opinion on the BID's FY 2016 financial statements, the highest possible audit rating.

I would like to thank the DowntownDC BID board of directors, the executive committee, and the staff for their stewardship of the BID's finances during the past fiscal year.

In FY 2016, the DowntownDC BID continued to assess commercial buildings at the rate \$0.16 cents per square foot and hotel at the rate of \$90 per room per year.

I am honored to have served as treasurer for the past two years and I am proud of the BID's financial solvency. The BID remains well-positioned for future years of success in supporting DowntownDC.



**Chase W. Rynd**

Treasurer

Downtown Business Improvement  
District Corporation



## Consolidated Statements of Financial Position

	2016	2015
<b>ASSETS</b>		
Cash and cash equivalents	\$ 1,559,537	\$ 1,147,539
Accounts receivable, net	374,342	291,196
Deposits	26,801	26,801
Prepaid and Other	0	43,102
Property and equipment, net	195,928	260,450
<b>TOTAL ASSETS</b>	<b>\$ 2,156,608</b>	<b>\$ 1,769,088</b>
<b>LIABILITIES AND NET ASSETS</b>		
Accounts payable and other liabilities	\$ 759,521	\$ 409,695
<b>UNRESTRICTED NET ASSETS:</b>		
Unrestricted	987,325	820,693
Property and equipment, net	195,928	260,450
Board designated	213,834	278,250
<b>TOTAL UNRESTRICTED NET ASSETS</b>	<b>1,397,087</b>	<b>1,359,393</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 2,156,608</b>	<b>\$ 1,769,088</b>

## Consolidated Statements of Activities

<b>SUPPORT AND REVENUES</b>	<b>\$ 11,281,397</b>	<b>\$ 11,178,789</b>
<b>EXPENSES:</b>		
• Administration	1,054,777	1,226,600
• Marketing and Communications	1,267,148	1,229,188
• Public Space Management	931,138	733,604
• Safety	2,993,913	2,979,792
• Maintenance	2,930,405	2,773,129
• Homelessness	467,562	512,407
• Infrastructure and Sustainability	632,929	602,016
• Economic Development	725,621	823,766
<b>TOTAL EXPENSES</b>	<b>11,003,493</b>	<b>10,880,502</b>

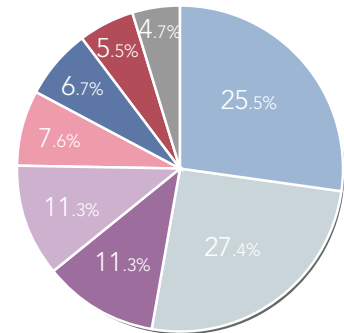
Net increase in unrestricted net assets before board designated expenses and other	277,904	298,287
Board designated expenses and other	240,210	618,957
<b>NET INCREASE IN UNRESTRICTED NET ASSETS</b>	<b>\$ 37,694</b>	<b>\$ (320,670)</b>
<b>UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD</b>	<b>\$ 1,359,393</b>	<b>\$ 1,680,063</b>
<b>UNRESTRICTED NET ASSETS, END OF PERIOD</b>	<b>\$ 1,397,087</b>	<b>\$ 1,359,393</b>

## Consolidated Statements of Cash Flows

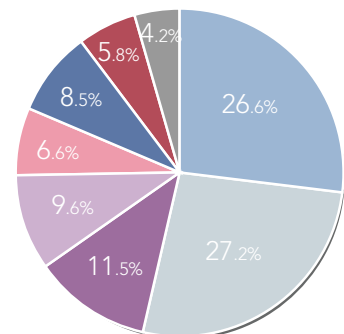
Net cash provided by operating activities	\$ 432,459	\$ (262,580)
Net cash used in investing activities	(20,461)	(180,565)
<b>INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>411,998</b>	<b>(443,145)</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD</b>	<b>1,147,539</b>	<b>1,590,684</b>
<b>CASH AND CASH EQUIVALENTS, END OF PERIOD</b>	<b>\$ 1,559,537</b>	<b>\$ 1,147,539</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.

FY  
2015



FY  
2016



# FINANCIALS

# FY17 BUDGET & OBJECTIVES

## FY17 APPROVED BUDGET

	FY2017 Approved Budget	% FY2017 Budget
<b>Revenue Sources</b>		
Property Assessments	\$8,513,495	76.87%
Contract for Services	\$2,153,216	19.46%
Exempt Contributions	\$404,111	3.65%
Interest	\$2,000	0.02%
<b>Total Current Year Revenue</b>	<b>\$11,072,822</b>	<b>100.00%</b>
<b>Expenses</b>		
Clean	\$2,777,923	25.10%
Safety	\$2,990,910	27.02%
Marketing & Communications	\$1,349,175	12.19%
Public Space Management	\$677,736	6.12%
Infrastructure & Sustainability	\$629,585	5.69%
Homeless Services	\$617,799	5.58%
Economic Development	\$746,184	6.74%
Administration	\$1,145,886	10.35%
Special Projects	\$132,624	1.20%
<b>Total Current Year Expenses</b>	<b>\$11,067,822</b>	<b>100.00%</b>
<b>Revenue over Expenses</b>	<b>\$5,000</b>	

## FY17 OBJECTIVES

### PUBLIC SPACE OPERATIONS

- Improve and increase services to individuals experiencing homelessness
- Pilot a sidewalk repair program
- Enhance DowntownDC with hanging baskets and new landscaping and "greening" projects

### MARKETING & COMMUNICATIONS

- Provide new programming in Chinatown Park from April-August daily with support from Mount Vernon Triangle CID and the Mayor's Office of Asian and Pacific Islander Affairs
- Activate Freedom Plaza with a free movie series, creating a new, DowntownDC community summertime tradition
- Redesign the BID website to better promote DowntownDC's retail, culture and entertainment
- Create and implement a strategic social media plan

### INFRASTRUCTURE

- Update existing wayfinding and enhance pedestrian information
- Expand the availability of bicycle parking and infrastructure
- Provide leadership for additional dedicated transit facilities in DowntownDC (K Street transit-way, H and I street bus lanes and 16th Street bus lanes)
- Advance the renovation of Franklin Park to ensure world-class, sustainable design and ongoing high-quality maintenance

### SUSTAINABILITY

- Work with the District Department of Energy and the Environment to identify and implement programs that enhance the ability of buildings to positively interact with utility infrastructure
- Work with the District's Smart City Tiger Team to finalize the deployment and evaluation of smart waste bins and informational kiosks and expand the quality and range of connectivity solutions
- Facilitate opportunities to pilot new innovations and technologies while helping to grow the start-up community

### ECONOMIC DEVELOPMENT

- Pilot an office conversion plan in partnership with Golden Triangle BID
- Create a robust retail and restaurant database
- Develop a downtown retail strategy to strengthen retail retention
- Produce and publish a 10-Year Look Ahead visionary plan for the BID

### FINANCE/HR/ADMINISTRATION

- Implement an internal Workforce Initiative to help SAMs transition into the next phase of their careers
- Create a capital replacement fund
- Identify and secure a new office location for the DowntownDC BID and begin to coordinate an office move for 1250 H Street staff
- Facilitate the creation of board of director committees to strengthen BID program areas and initiatives





## STAFF (As of Sept. 30, 2016)

**Neil O. Albert**, President and Executive Director

**Eileen Andary**, Senior Advisor

**Andrew Axthelm**, Executive Program Associate

**Alex Block**, Transportation Program Manager

**Rebecca Cantrell**, Benefits Manager

**Jalal Chaoui**, Business Manager, Operations

**Roquois Clarke**, Digital Content and Design Assistant

**Jeremiah DeSousa**, Administrative Assistant

**DeLores Dickens**, Executive Assistant

**Bertha A. Gaymon**, Chief Financial Officer

**Brian Gober**, GIS Manager

**Rachel Rose Hartman**, Director of Interactive Marketing and Communications

**Blake Holub**, Quality Assurance Manager

**Angela Jones**, Receptionist/Office Assistant

**Ellen Jones**, Director of Infrastructure

**Ronald Jones**, Maintenance Services Manager

**Lulu Liu**, Senior Staff Accountant

**Dennis McCarthy**, Accounts Receivable Specialist

**Charles McFadden**, Finance Assistant

**David Pollard**, Deputy Director of Operations

**Scott Pomeroy**, Director of Sustainability

**Parker Roach**, Human Resources Manager

**Adrian Saunders**, Digital Communications and Design Manager

**Remi Wallace**, Events and Strategic Partnerships Manager

**Ebony P. Walton**, Program and Experience Planner

**Kristi Whitfield**, Director of Public Space Operations

**Gerry Widdicombe**, Director of Economic Development

**95 Safety/Hospitality and Maintenance (SAM) Ambassadors**

## CREDITS

**Rich Kessler Photography**

**Kevin Koski Photo**



# BID STAFF

# FY2016 BOARD OF DIRECTORS

## Executive Committee

**Neil O. Albert**  
President  
President and Executive Director  
DowntownDC Business Improvement District

**Randall Boe**  
Chairman  
Executive Vice President & General Counsel  
Monumental Sports and Entertainment

**Robert H. Braunohler**  
Second Vice Chair  
Regional Vice President  
Property Group Partners

**Kingdon Gould III**  
Past Chair  
Vice President  
Gould Property Company

**Peter D. Johnston**  
First Vice Chair  
Senior Vice President, Regional Manager  
Boston Properties

**Matt Klein**  
Past Chair  
President  
Akridge

**Ginger Laytham**  
Secretary  
Senior Executive Officer to the President, CEO and  
Chairman  
Clyde's Restaurant Group

**Michael McCarthy**  
Past Chair  
Corporate Vice President  
Quadrangle Development Corporation

**Chase Rynd**  
Treasurer  
President and Executive Director  
National Building Museum

**Rob Wilder**  
Member  
Co-Founder/Partner  
ThinkFoodGroup

**Yeni Wong**  
Member  
President  
Riverdale International

## Members

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

**William Bertera**  
President & CEO  
Institute for Sustainable Infrastructure

**Steve Bonacci**  
Executive Vice President  
JBG Companies

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

**Donna Cooper**  
President  
PEPCO

**Valarie Dollison**  
Vice President and General Manager  
Macy's

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

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

**Scott Frisch**  
Chief Operating Officer  
AARP

**Mary Gibert**  
Regional Commissioner  
U. S. General Services Administration

**Kathy Guy**  
Vice President, Management Services  
Vornado/Charles E Smith

**Thor C. Headley**  
Vice President  
Hines

**Douglas Jemal**  
CEO & President  
Douglas Development Corporation

**Chris Jennings**  
General Manager  
The Shakespeare Theatre Company

**Steven Jumper**  
Director of Corporate Public Policy  
Washington Gas Light Holdings Inc.

**Boo Kim**  
Director of Operations  
District Commons

**Tom Knoll**  
Pastor  
First Trinity Lutheran Church

**Carol Lascaris**  
President Emeritus  
National Museum of Women in the Arts

**Gregory Leinweber**  
General Manager  
Hotel Monaco

**Robin McClain**  
Vice President, Marketing and Communications  
Destination DC

**Wallace Mlyniec**  
Lupo-Rici Professor of Clinical Legal Justice; Director,  
Juvenile Justice Clinic  
Georgetown Law

**Christopher P. Mundy**  
Senior Vice President  
Oxford Properties Group

**Gregory A. O'Dell**  
President and Chief Executive Officer  
Events DC

**Todd Payne**  
Government Affairs Manager  
Microsoft

**Thomas Penny**  
General Manager  
Courtyard by Marriott Washington Convention Center

**Lisa Ruggles**  
Senior Vice President, Portfolio Research  
CoStar Group, Inc.

**Kim Sajet**  
Director  
National Portrait Gallery

**Kenneth Schwartz**  
Partner  
Arnold & Porter LLP

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

## Liaisons

**Dawud Abdur-Rahman**  
Director, Planning & Management  
U.S. General Services Administration

**Gerardo Martinez Freyssonier**  
Communications Senior Specialist  
Inter-American Development Bank

**Rodney Moulden**  
Community Planner  
U.S. General Services Administration



# DOWNTOWNDC

**Downtown Business Improvement District Corporation**

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