



# 2014 ANNUAL REPORT







# DOWNTOWNDC

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

The BID utilizes its annual budget of \$11.4 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 125 employees, 83 of whom are Safety/Hospitality and Maintenance personnel known as SAMs and a 40-member board of directors comprised of business and civic leaders who govern the organization.

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 parking lots or redevelopment sites today to 11 as the BID has 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.

Approximately 520 buildings are located in the BID area, which is bordered by Massachusetts Avenue (including the Walter E. Washington Convention Center) on the north, Constitu-

tion Avenue on the south, Louisiana Avenue and North Capitol Street on the east, and 15th and 16th streets 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, several Smithsonian museums and Union Station, a major East Coast transportation hub.

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 and other services to affiliated non-profit organizations including 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 members. These partnerships include the Office of the Deputy Mayor for Planning and Economic Development; the Metropolitan Police Department; the District Department of Transportation; 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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## On the Cover

The World Cup viewing party on Freedom Plaza, sponsored by the BID and partners, drew nearly 5,000 attendees on July 1, 2014.



◀ BID Executive Director Richard H. Bradley announced Sept. 29, 2014 that he will relinquish his role as executive director to focus his efforts on long-term projects critical to the city of Washington, D.C. and Downtown. As the founding Executive Director of the BID, created in 1997, Bradley has participated in Downtown's dramatic evolution from "dull, dirty and dangerous" to a cultural and economic anchor for the nation's capital.

## letter from the chairman and executive director

### To Stakeholders:

During FY 2014, the Downtown Business Improvement District (BID) had an eye towards the future of Downtown, building momentum in the areas of healthy communities, the rebirth of Pennsylvania Avenue, infrastructure, homelessness, "smart" technology, retail and more as part of our efforts to support the local economy and make Downtown a remarkable place to live, work and play.

Downtown further established itself as a retail destination in FY 2014 with many high-end shops opening at CityCenterDC and new stores along F & 11th Streets NW. The BID continued to work with our partners to build Downtown's reputation as a retail hot spot and support ways to encourage and develop new retail in the area.

New developments and excitement surrounded Pennsylvania Avenue in FY 2014 as the BID and our partners participated in discussions on the role "America's Main Street" will play in the years to come. The Trump International Hotel broke ground in July, boosting talk of the historic street's revitalization and modernization. On July 1, the BID co-sponsored a World Cup viewing event on Freedom Plaza that drew nearly 5,000 attendees to Pennsylvania Avenue.

Franklin Park is also in the midst of a major transformation and the BID has played an integral part, with our partners, in efforts to make this 5-acre area into one of our nation's premier urban parks and a highlight for the growing Downtown community.

The Downtown BID area was designated an ecoDistrict in 2011. The BID expanded upon that designation in FY 2014 by launching a Healthy Communities initiative to support and promote healthy options, available 24-7, to everyone in Downtown. This initiative formalized a commitment to sustainability and health, from bikes lanes to urban bee hives, roof gardens and recycling.

The health of homeless individuals was also on the BID's agenda in FY 2014 as we continued to promote a Housing First model to help solve the problem of homelessness, especially for chronically homeless individuals.

As always, the BID's Safety/Hospitality and Maintenance employees (SAMs) continued to operate as the eyes and ears of Downtown, keeping the streets clean and safe and providing assistance to all of Downtown's guests 362 days a year. In FY 2014, the BID hired 10 new maintenance SAMs who work a later shift in the Chinatown area to accommodate a sharp growth in nightlife and keep the streets clean.



**Michael McCarthy**  
Chairman  
Downtown Business Improvement District Corporation



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



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 and recycling, sweeping sidewalks, erasing gum and graffiti, planting flowers, hanging banners and painting public fixtures.

### fiscal year 2014 accomplishments

- Implemented SAM deployment plan including new nighttime Maintenance SAM team
- Modernized communication devices for the Safety/Hospitality SAMs and created an electronic data collection system
- Achieved 100 percent branding conformity on all uniforms and equipment used by the SAM program

### fiscal year 2015 goals

- Develop an improved deployment plan to address street disorder in specific sectors
- Utilize new communication devices to facilitate rapid deployment and create daily work orders from the SAM Quality Assurance Team (QAT)
- Increase the presence of SAM supervisors in the field by incorporating a "Business Contact" program to connect with various BID stakeholders

### by the numbers



The Safety/Hospitality and Maintenance (SAM) program, established upon the founding principle of "clean, safe and friendly," in fiscal year 2014 transitioned from a two-way radio communication system to technologically-savvy smartphones that ushered in a new era of "SMART SAMs." SAMs moved from an automated system to a digital one, significantly improved data collection times, increased response times and added deployment capabilities. Supervisors gained the ability to track SAM positions in real-time using a Geographic Information System (GIS) and supervisors and SAMs began using a push-to-talk feature which allowed instant voice or text messaging to individual SAMs or groups of SAMs.

The BID welcomed a new class of nighttime Maintenance SAMs in FY 2014. This team, hired to work Wednesday through Sunday from 1:30 p.m. to 10 p.m., helps Maintenance keep pace with growing nightlife in the 7th Street/Chinatown corridor and other areas in the Downtown Entertainment Zone. The team graduated in early spring 2014 after one week of classroom training and two weeks of on-the-job training. Training involved BID staff and BID partners including the D.C. Department of Public Works (DPW), the District Department of Transportation (DDOT), the National Park Service (NPS), Casey Trees and property managers.

SAMs in FY 2014 also transitioned to an updated uniform, donning red and black, which helped SAMs standardize branding while its functionality and appearance helped SAMs continue to offer a high level of service.

As Downtown further established itself as a world-class destination in FY 2014, SAMs once again provided invaluable service to enrich the Downtown experience: greeting Metrorail riders and offering assistance, connecting homeless individuals with services, shoveling snow, picking up litter, reporting defects and more.

Safety/Hospitality SAMs worked to create a safe and helpful environment for residents, workers and visitors alike. SAMs in FY 2014 assisted 283,113 individuals and engaged in 6,325 homeless assists. SAMs also continued to actively discourage street disorder.

In fiscal year 2014, Maintenance SAMs removed 216,339 bags of litter and 61,865 bags of recyclables. Additionally, 625 stickers were removed from public spaces and graffiti was removed from 309 sites. In addition to power washing sidewalks, SAMs also continued to employ sophisticated gum busting technology to clean gum from 127 block faces (one side of a city block).

*"This is a wonderful program with wonderful employees."*

- Wendy J. Morse, via a SAM Letter of Appreciation



Nighttime Maintenance SAMs help the BID keep pace with growing nightlife.



Maintenance SAMs restored order to Freedom Plaza July 1 after nearly 5,000 people attended a World Cup viewing.



Safety/Hospitality SAMs conducted over 283,113 citizen assists in FY 2014.



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 gather, explore and be inspired. Concurrently, the BID's public-private partnerships help bring outreach, services, housing and dignity to homeless people and improve comfort and security for workers, residents and visitors.

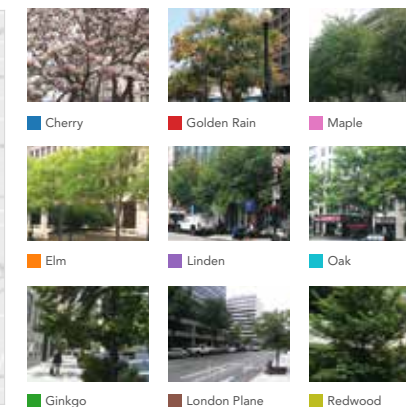
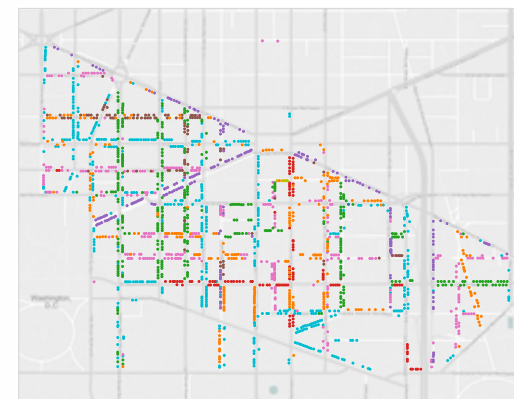
#### fiscal year 2014 accomplishments

- Completed the grant-funded Downtown Entertainment Zone Closed-Circuit Television (CCTV) Monitoring Study
- Facilitated a pilot program to integrate privately-owned CCTV cameras and public cameras into public monitoring networks
- Developed and executed an assessment to document and address unique conditions created by the increased nighttime economy

#### fiscal year 2015 goals

- Implement the first phase of the CCTV five-year strategic deployment plan
- Integrate additional privately-owned camera systems into public law enforcement monitoring networks
- Enhance "smart downtown" with new technology including real-time pedestrian counting within the Entertainment Zone integrated with ArcGIS mapping to track pedestrian density

#### trees in the bid



The safety and quality of life for those living, working and visiting in Downtown remained a top priority for the BID in FY 2014. Reported violent crime in the BID was down 11 percent in 2013 and continued to show a decline of 8 percent during the first three quarters of 2014.

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. The BID provided specialized training and exercises to property and security account managers and local law enforcement officers on active shooter response, surveillance detection, explosive detection awareness and disaster preparedness.

The BID, with funding from the D.C. Homeland Security and Emergency Management Agency, completed a grant-funded study on enhancing the effectiveness and integration of CCTV cameras in the Entertainment Zone. This study included a five-year strategic plan for enhancing camera coverage, a best practice guide for property managers considering new equipment and a comparison of equipment available for active monitoring.

The Public Space Management Department explored new ways to help individuals visualize public space in Downtown and find opportunities to better inform, notify and engage stakeholders. This included a "Trees of the DowntownDC BID" Story Map created using ArcGIS Online generated by Esri.

Public Space's Quality Assurance Team (QAT) continued to document and report conditions regularly while conducting over 10 various and unique public space inventories within the BID. This included four quarterly asset inventories and the annual sidewalk cafe inventory. The total number of resolved conditions impacting public space totaled over 3,200, an increase of 53.5 percent over FY 2013. These results were due to an expanded use of technology and mobile reporting as well as our continued relationship and partnership with city agencies.

The BID and partner Pathways to Housing DC continued to provide outreach services using a Housing First model to homeless individuals. Pathways staff worked one-on-one with individuals to conduct vulnerability assessments, complete housing applications, identify health services and provide relation assistance. Specially-trained SAMs continued to offer homeless assistance.

*The total number of resolved conditions impacting public space totaled over 3,200, an increase of 53.5% over FY 2013*



The BID provided an explosive detection training in FY 2014.



The BID's regular meetings with local police departments has led to an increased police presence in Downtown.



The BID continues to work with the city to eliminate chronic homelessness.





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

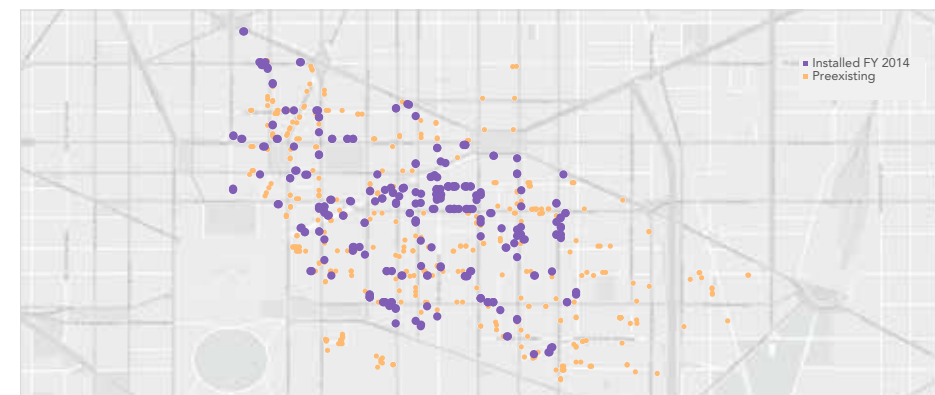
### fiscal year 2014 accomplishments

- Completed the preferred alternative for the reconstruction of Franklin Park in collaboration with the National Park Service (NPS), D.C. government and stakeholders
- Installed 175 bike racks in the blocks between 16th and 11th streets and four in-street bike parking corrals in the BID
- Refurbished 80 trash cans and installed cans in 10 new locations

### fiscal year 2015 goals

- Engage 50 BID-area commercial building tenants in the DC Smarter Business Challenge for sustainable business practices
- Launch the Chinatown Parking Pilot in cooperation with the District Department of Transportation (DDOT)
- Begin design and engineering for the reconstruction of Franklin Park in collaboration with NPS and the District Department of General Services

### bike racks installed in fy 2014



Downtown building leadership continued to set a national example for energy and water consumption. This trend was highlighted at two events co-hosted by the BID in FY 2014: the April 1 Building Energy Summit and the EcoDistricts Summit Sept. 24-26, which was attended by 500 national and international organizations and sustainability leaders. These events included focus on the Downtown eco-District as well as BID office and real estate markets, which were highlighted by ULI Greenprint Center's 2014 Building Performance Reports, published through a BID partnership. The two reports provided the first national and international comparisons of BID building energy and water consumption performance.

The Sustainability Program in FY 2014 collaborated with the District Department of Energy, the U.S. Environmental Protection Agency and EcoDistricts (Portland) to conduct a research forum at Georgetown University's School of Continuing Studies master's in Urban & Regional Planning program. The forum was the lead-in to the inception workshops for the three D.C. ecodistricts participating in the national Target Cities initiative led by EcoDistricts.

The Sustainability Program in FY 2014 also continued work with the Department of Pub-

lic Works (DPW) to increase and improve trash cans in Downtown, refurbishing 80 trash cans and installing cans in 10 new locations.

The Capital Projects Program, in partnership with NPS and the D.C. government, advanced the reconstruction of Franklin Park by completing the required environmental review process to select a preferred concept plan. This plan laid the groundwork for a schematic design for a renovated Franklin Park, the largest park in Downtown. On a smaller scale, the Capital Projects Program initiated a revitalization of green spaces contained in the New York Avenue medians from 12th to 9th streets.

As part of the Transportation Program's focus on alleviating congestion, the BID worked through DC Surface Transit in FY 2014 to expand the Circulator fleet and prepare for new transit service in 2015. The Transportation Program also actively engaged in DDOT's moveDC long-range transportation planning process completed in 2014, which promotes the efficient use of existing roadways to move people, goods and services.

The Transportation Program also continued to work with partners to install bike racks in Downtown as part of a three-year plan to double the number of bike racks in Downtown.

*Downtown building leadership continued to set a national example for energy and water consumption*



The BID welcomed new sculptures to the New York Avenue median.



The BID worked with partners to install parking for over 200 bikes in FY 2014.



The Silver Line opened in FY 2014, expanding access to Downtown.



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 2014 accomplishments

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

#### fiscal year 2015 goals

- Incorporate messaging into BID printed and digital material to support BID initiatives and programs
- Segment point of interest information on the BID website to offer users detailed data to promote Downtown businesses and the residential experience Downtown
- Create an online graphic portfolio of the 2014 State of Downtown report to accompany the printed publication

#### by the numbers

##### Twitter Followers

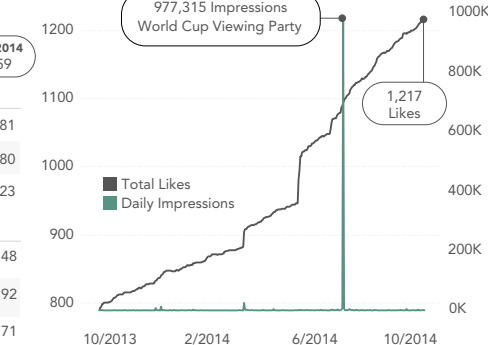
5,359



##### Most Popular Website News Articles

Joe's Seafood... Offers Unique Nods to D.C.	581
Watch USA vs. Belgium on Freedom Plaza July 1!	480
DowntownDC Buzzing With New Urban Beehives...	423
Most Popular Facebook Posts	
Loving these #workoutwednesdays submissions...	3,148
Join us for a World Cup Viewing Party tomorrow...	2,892
#WorkoutWednesdays Vinyasa Yoga is only 2 days away!	2,171

##### Facebook Statistics



The BID Communications Department in FY 2014 promoted Downtown and its businesses in new and exciting ways through events, social media, marketing, multimedia and more.

BID-sponsored and in-house BID events continued to bring attention to Downtown as well as a sense of community. The World Cup viewing party on Freedom Plaza on July 1, sponsored by the D.C. Government, the BID and other entities, drew nearly 5,000 attendees, pushed the BID's Twitter followers to over 5,000, led to international media coverage and overall provided a fun community event. The BID held another successful Momentum Awards ceremony in Dec. 2013, its best attended to date Downtown Holiday Market (opening for the first time on Black Friday) and in the spring hosted a popular State of Downtown forum. The BID continued to support the National Cherry Blossom festival and drew new followers to Workout Wednesdays in Franklin Park.

The BID leveraged new partnerships in FY 2014 to engage with BID stakeholders including sponsorship of the 1776 Smart Cities Challenge Cup competition and FRESHFARM Markets to promote Downtown initiatives. The BID also partnered with the Washington Nationals to hang banners in Downtown in the run up to the World Series.

The BID unveiled a Healthy Communities initiative in 2014, a coordinated effort within the Downtown ecoDistrict to promote healthy options available 24-7 to Downtown residents, workers and visitors.

New technologies were utilized by the BID Communications Department to improve operations, collect data and enhance communications. Communications integrated ActOn with the BID's existing Salesforce database system and hired a Salesforce Administrator to improve the quality of data. The department piloted a digital asset management system and a Tableau dashboard and updated website security. Communications also developed and piloted electronic event registration.

The Communications team explored new social media outlets including Instagram and LinkedIn in FY 2014 to expand the BID brand, and continued to grow followers on Twitter and Facebook. The department also reinvigorated its video program in 2014 and produced 10 original online videos. Original online content continued to tell the story of Downtown's transformation successes and challenges. Communications used ActOn to segment its press list and significantly increased open rates for communications including the monthly Update newsletter.

*The Communications Department promoted Downtown and its businesses through events, social media, marketing and more*



The World Cup viewing party on Freedom Plaza drew nearly 5,000 attendees.



Workout Wednesdays enjoyed a successful second year as a way to promote healthy Downtown options available 24-7 and further activate Franklin Park.



The Downtown Holiday Market opened for the first time on Black Friday.



HUGO BOSS

Growing and diversifying the Downtown economy is a major goal of the Downtown BID. The BID monitors, collects and distributes information about the Downtown economy and analyzes economic development policy and strategic investments. This work assists investors in their decision-making and helps educate policymakers about Downtown's economic conditions and fiscal performance.

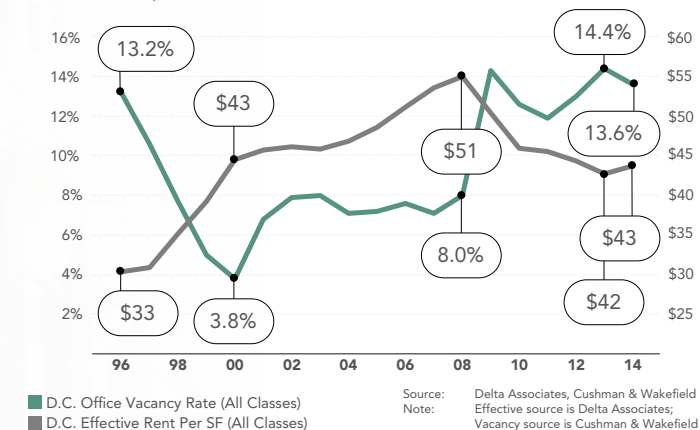
#### fiscal year 2014 accomplishments

- Developed a public-private strategy to support the diversification of Downtown and D.C. economies and manage the ongoing office market transition
- Supported funding for strategic investments in Downtown and D.C. including Metrorail, the D.C. Streetcar, Franklin Square Park and Pennsylvania Avenue
- Director of Economic Development served as Executive Director of the D.C. Tax Revision Commission, whose recommendations were mostly enacted into the FY 2015 budget

#### fiscal year 2015 goals

- Partner with the D.C. Mayor and City Council Chairman to update the city's economic development strategy
- Partner with D.C. government and other economic development organizations to conduct a thorough review of the D.C. office market
- Improve the quality, quantity and methods of dissemination for research important to understanding the Downtown and D.C. economies

#### D.C. Office Vacancy Rate and Effective Rents For All Office Space 1996-2014



In 2014, Downtown and D.C. had several record performances, but only minor improvements in the otherwise soft office market. Employment reached record levels of 184,000 and 763,000 for Downtown and D.C., respectively.

Conflicting information on the performance of Downtown and D.C. office markets meant 2014 delivered good news and bad news. On the positive side, there was a decrease in the vacancy rate, an upturn in effective rents for the first time in six years and a record level of total occupied office space achieved by retaining and attracting office tenants. Millennials and communications technology are impacting changes in office space usage, introducing new office space configurations for many tenants, particularly startups, and the creation of co-working spaces. On the negative side, federal office employment continued to decline (though at a slower rate), and densification continued in both the public and private sectors. Suburban vacancy rates continued to increase, meaning new incentives may be introduced to entice D.C. office tenants to Northern Virginia or Suburban Maryland.

Downtown retail grew significantly as CityCenterDC adds 185,000 SF of destination luxury retail and dining to the DowntownDC shopping district. Projections indicate Downtown's retail offerings will grow from 700,000 SF in 2014 to 900,000 SF by 2017-2018. The following new Downtown retailers opened at CityCenterDC in 2014: Arc'teryx, Burberry, Long-

champ, Loro Piana, Ferragamo, Louis Vuitton, Zadig & Voltaire and Kate Spade. In addition, new mid-level retailers are finding a community downtown around 11th, F and G streets including a new Gap store on 11th Street.

The year 2014 was a record year for D.C. hotels in both revenue and operating performances. Four new hotels opened in D.C. totaling 1,795 rooms, including the exciting 1,175 room Marriott Marquis Convention Center Headquarters Hotel. In Downtown, revenue per available room was not impacted by the opening of the Marriott Marquis.

Downtown in 2014 welcomed 11 new destination restaurants and saw three restaurants close for a net gain of eight restaurants. Downtown was home to 148 destination restaurants at the end of 2014 and 10 new restaurants are projected to open in 2015. The Verizon Center continued its strong performance with 204 events and 2.5 million attendance, down slightly from 2013's 208 events and 2.6 million attendance.

Three exciting projects broke ground in 2014: a 400,000 SF office building at 600 Massachusetts Avenue, the redevelopment of the Old Post Office building into a 270 room hotel and infrastructure work began in 2014 for the Capitol Crossing project at the east end of Downtown. The immense Capitol Crossing project will total 2.2 million SF of office, residential and retail space.



Technology startup incubator 1776 is surrounded by millennial residents.



The Hamilton was the 15th highest-grossing independent restaurant in the U.S. in 2014.



The Gap, 664 11th St, opened in 2014 and added to growing Downtown retail.



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.

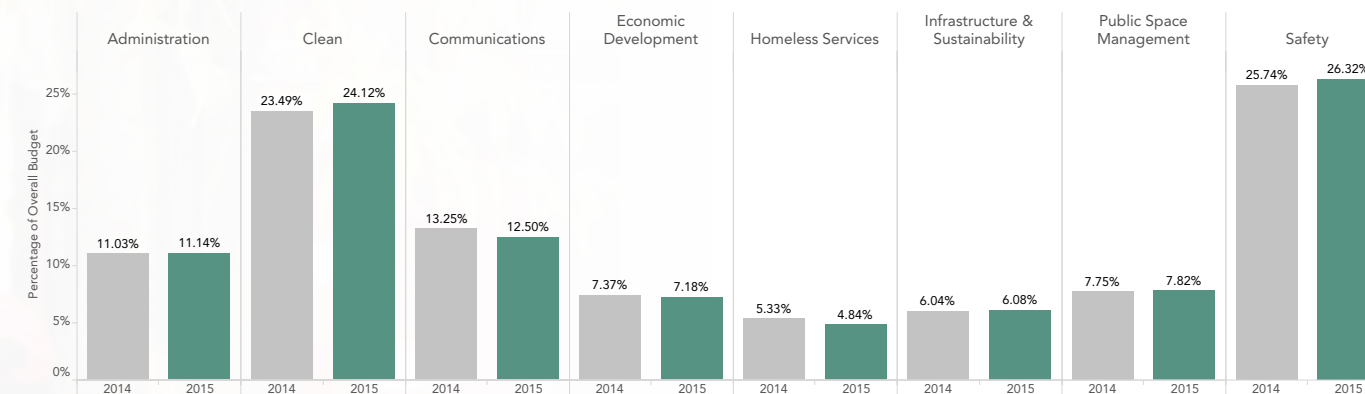
### fiscal year 2014 accomplishments

- Managed the first phases of a successful renovation of BID headquarters and dispatch office spaces
- Executed technology recommendations to maximize operations and improve workflow
- Recruited and trained a new class of SAMs devoted to evening maintenance

### fiscal year 2015 goals

- Support and carry out the recruitment and transition to a new BID Executive Director
- Complete office technological upgrades and necessary training
- Develop and implement a plan to maximize contributions from tax-exempt properties

### budget allocation



The Downtown BID in FY 2014 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 2014 and remained committed to a strict system of checks and balances. For its FY 2014 financials, the BID earned an unqualified opinion for the 17th consecutive year.

The BID's Administration Department helped manage the first phases of a successful office renovation at the BID's main office and dispatch locations. These renovations included new, shared open workspace, more communal areas plus logistical and structural improvements. They also facilitated technology improvements.

The BID in FY 2014 contracted with an interim Chief Information Officer to consult on and carry out upgrades to BID technologies to provide more reliable and functional office systems for staff. The recommendations are designed to improve the ability of staff to carry out their job duties, increase resources for BID staff, stakeholders and prospects and overall increase system operating performance.

The BID's total budget for FY 2014 was \$11.4 million. The BID spent \$5.4 million in FY 2014 on safety and maintenance, which funds SAM services spanning everything from litter removal, logging sidewalk defects, on-the-street concierges, safety, snow removal, homeless services and more. The Human Resources Department facilitated the hiring of 10 new Safety/Hospitality and Maintenance workers, known as SAMs, who work a later maintenance shift designed to help keep Downtown clean amid increases in nighttime economy.

The BID Finance Department in FY 2014 continued to liaise with key corporate officials to ensure timely receipts of funds from all revenue sources for the Downtown BID and affiliates. The BID's FY 2014 commercial tax rate was 16 cents per square foot (the same rate as FY 2013) and the BID hotel rate increased from \$87 to \$90 per room.

The BID employs 125 staff, 83 of whom are SAMs. The HR Department continued its successful recruitment and retention of highly-skilled staff, the majority of whom are D.C. residents. In FY 2014, the BID successfully renegotiated health care benefit plans to comply with new regulations under the Affordable Care Act and continue to provide quality, affordable care for staff.



The first phases of the BID office renovation included a new, shared, open workspace.



SAMs embrace the healthy 24-7 initiative at the annual staff picnic.

*For its fiscal year 2014 financials, the BID earned an unqualified opinion for the 17th consecutive year*



## letter from the treasurer

I am pleased to present the Downtown Business Improvement District (BID) Corporation's audited, consolidated financial statements for fiscal year 2014 (the period from Oct. 1, 2013 through Sept. 30, 2014) on the facing page.

We are happy to report that FY 2014 once again marked strong fiscal performance and financial health for the BID. In FY 2014, the BID successfully operated within the budget approved by the board of directors. The BID also 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'm also pleased to report that the firm of Baker Tilly Virchow Krause, LLP, who were engaged to conduct the annual audit, have issued an unqualified opinion on the BID's FY 2014 financial statements. This year marked the 17th consecutive year the BID received the highest possible audit rating.

I would like to thank the BID's board of directors and executive committee for the BID's financial success. They are responsible

for the BID's fiscal performance and it is their leadership and support that has made our work a success. I would also like to thank BID Executive Director Richard H. Bradley for his nearly 20 years of service to the BID as well as the entire BID staff, notably Chief Financial Officer Bertha Gaymon, for their hard work.

The District of Columbia's Office of Finance and Revenue in FY 2014 continued to help the BID attain its financial goals. The BID also continued to work closely with D.C. officials to ensure the timely receipts of assessment payments, improve the assessment and collection process and collect delinquent payments.

In FY 2014, the BID set the commercial tax rate at 16 cents per square foot (which remained unchanged from fiscal year 2013) and increased the hotel rate from \$87 to \$90 per room.

I am honored to have served as treasurer and I am proud of the BID's financial solvency. The BID remains well-positioned for future years of success and I look forward to what the coming years will bring.



**Randall Boe**  
Treasurer  
Downtown Business Improvement District Corporation

## financial statement

## Consolidated Statements of Financial Position

	2014	2013
<b>ASSETS</b>		
Cash and cash equivalents	\$ 1,590,684	\$ 1,472,737
Accounts receivable, net	424,669	370,035
Deposits	36,060	26,801
Prepaid and Other	9,629	46,029
Property and equipment, net	169,668	200,255
<b>TOTAL ASSETS</b>	<b>\$ 2,230,710</b>	<b>\$ 2,115,857</b>
<b>LIABILITIES AND NET ASSETS</b>		
Accounts payable and other liabilities	\$ 550,647	\$ 670,220
<b>UNRESTRICTED NET ASSETS:</b>		
Unrestricted	950,600	725,194
Property and equipment, net	169,668	200,255
Board designated	559,795	520,188
<b>TOTAL UNRESTRICTED NET ASSETS</b>	<b>1,680,063</b>	<b>1,445,637</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 2,230,710</b>	<b>\$ 2,115,857</b>

## Consolidated Statements of Activities

<b>SUPPORT AND REVENUES</b>	<b>\$ 11,367,917</b>	<b>\$ 11,113,072</b>
<b>EXPENSES:</b>		
Administration	1,208,572	1,178,167
Marketing	1,425,250	1,380,405
Public Space Management	966,780	829,749
Safety	2,792,104	2,718,439
Maintenance	2,613,592	2,475,840
Homelessness	520,488	538,575
Infrastructure and Sustainability	636,771	580,625
Economic Development	659,256	720,284
<b>TOTAL EXPENSES</b>	<b>10,822,813</b>	<b>10,422,084</b>
Net increase in unrestricted net assets before board designated expenses and other	545,104	710,988
Board designated expenses and other	310,678	65,000
<b>NET INCREASE IN UNRESTRICTED NET ASSETS</b>	<b>\$ 234,426</b>	<b>\$ 645,988</b>
<b>UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD</b>	<b>\$ 1,445,637</b>	<b>\$ 799,649</b>
<b>UNRESTRICTED NET ASSETS, END OF PERIOD</b>	<b>\$ 1,680,063</b>	<b>\$ 1,445,637</b>

## Consolidated Statements of Cash Flows

Net cash provided by operating activities	\$ 155,605	\$ 468,485
Net cash used in investing activities	(37,658)	(71,430)
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>117,947</b>	<b>397,055</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD</b>	<b>1,472,737</b>	<b>1,075,682</b>
<b>CASH AND CASH EQUIVALENTS, END OF PERIOD</b>	<b>\$ 1,590,684</b>	<b>\$ 1,472,737</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, 2013 - September 30, 2014)

Executive Committee

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

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

**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. Steven Jumper**, Past Chair  
Director, Corporate Public Policy  
WGL Holdings, Inc.

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

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

**Mr. Steve Bonacci**  
Chief Development Officer (Partner)  
JBG Companies

**Mr. Robert Booker**  
Vice President, General Manager  
Macy's

**Ms. Valarie Dollison\***  
Vice President, General Manager  
Macy's

**Mr. Frank A. Carchedi**  
Executive Vice President, Operations  
CoStar Group, Inc.

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

**Ms. Donna Cooper**  
Region President  
PEPCO

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

**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**  
Managing Director  
Hines

**Mr. Thomas James**  
Acting Regional Commissioner, Public Buildings  
Service  
U.S. General Services Administration

**Mr. Darren Blue\***  
Regional Commissioner, National Capital Region  
Public Buildings Service  
U.S. General Services Administration

**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

**Mr. Harry Wingo\***  
President & CEO  
D.C. Chamber of Commerce

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

**Ms. Sharon Lockwood**  
General Manager  
Renaissance Washington, DC Downtown Hotel

**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

Board Liaison

**Mr. Ivan Duque**  
Office of External Relations, Cultural Center,  
Solidarity/Creative Affairs Division  
Inter-American Development Bank

\*Began their terms in June 2014

staff

(As of September 30, 2014)

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**  
GIS Manager

Homeless Services

**Deborah Bay**  
Director of Homeless Services

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

**Alexandria Murnan**  
Economic Research Analyst

Communications

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

**Adrian Saunders**  
Digital and Social Media Manager

**Rachel Rose Hartman**  
Writer/Social Reporter

**Jerone Dinkins**  
Web and Social Media Developer

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

**Harold McKelvin**  
Communications Administrator

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

**Elissa Staley**  
Program Manager, NCBF

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

**Emily Garber**  
Sponsorship and Marketing Coordinator

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 Manager

**Rebecca Cantrell**  
Benefits Manager

**Angela Jones**  
Receptionist/Office Assistant

**Thelma Resper**  
Relief Receptionist

Credits

**Photography**  
Kevin Koski  
Adrian Saunders  
David Riedman  
Rachel Rose Hartman

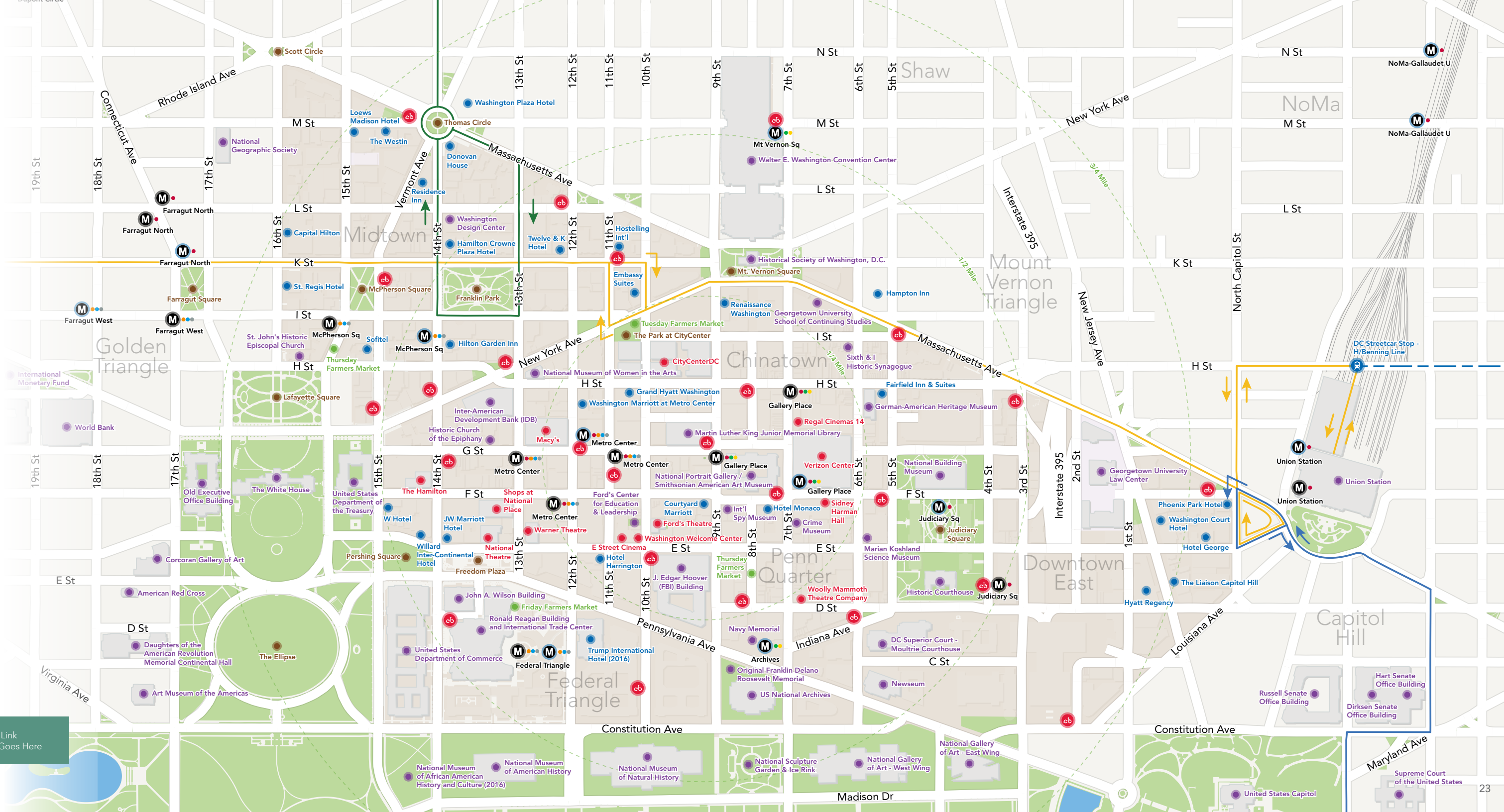
**Production**  
Rachel Rose Hartman  
Adrian Saunders  
Penelope Greene

**Printing**  
DigiLink, Inc.





DigiLink  
FSC Seal Goes Here







Downtown Business Improvement  
District Corporation

1250 H Street, NW, Suite 1000  
Washington, DC 20005

202-638-3232 phone • 202-661-7599 fax  
[downtowndc.org](http://downtowndc.org) • [@downtowndcbid](https://twitter.com/downtowndcbid)