DOWNTOWNDC IS
SO MUCH MORE:
MORE NIGHTLIFE, MORE
RESTAURANTS, MORE
CULTURAL DESTINATIONS,
MORE SHOPPING,
MORE FUN!

DowntownDC is a major
employment center and a cultural
and entertainment hub with a
growing residential population. It is
the site of innovation, home to the
future Apple Flagship store, as well
as Facebook, Microsoft’s Innovation
& Policy Center, Yelp, WeWork,
Eaton Workshop and more.
ABOUT THE BID

7 METRORAIL STATIONS
SERVING ALL SYSTEM LINES

31 CAPITAL BIKESHARE STATIONS

8 THEATRE & PERFORMANCE VENUES
HOME TO THE CAPITAL ONE ARENA & THE WALTER E. WASHINGTON CONVENTION CENTER

164 DESTINATION RESTAURANTS

82 DESTINATION SHOPPING STORES

9+ MILLION ANNUAL VISITORS

138 BLOCK AREA

523 PROPERTIES
The DowntownDC Business Improvement District (BID) Corporation was founded in 1997 and is a private non-profit organization. This special district, where property owners have agreed to tax themselves to fund services, encompasses a 138-block area of approximately 523 properties 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.
LETTER

FROM THE PRESIDENT & CEO AND THE CHAIRMAN OF THE BOARD

IN FISCAL YEAR 2018, THE BID ACHIEVED SEVERAL MILESTONES THAT ESTABLISHED THE GROUNDWORK FOR SIGNIFICANT FUTURE GROWTH

Dear DowntownDC Stakeholder,

We are pleased to report that the DowntownDC Business Improvement District (BID) in fiscal year 2018 achieved several major milestones that established the groundwork for significant future growth benefiting the DowntownDC community. This included advancements related to homeless services, the redevelopment of Franklin Park, improvements to public spaces and establishing new, fruitful partnerships to better support our stakeholders and our shared community.

But first, the foundation of our organization—our Safety/Hospitality and Maintenance (SAM) ambassadors and clean and safe services—remained our major focus in FY18, as we hired Gerren Price as Director of Public Space Operations, unveiled new professional development programs for our ambassadors, completed brick repairs, held Gallery Place stakeholder meetings, emergency preparedness trainings, safety alliance meetings and renewed focus on property managers.

Most significantly in FY18, the DC Department of Human Services (DHS) awarded the BID a $1.7 million grant to open a Downtown Day Services Center (“The Center”), to fill a gap in homeless services during the day when shelters are closed and provide clients with a single
access point for services and support. The Center opened in February of this year, offering food, showers and laundry facilities, employment services, on-site healthcare, mental health support, caseworkers, access to vital records and identification applications and more through the help of a dozen city agencies and other organizations as well as our longtime partner, Pathways to Housing DC. The grant is renewable annually for up to $2 million per year for up to 5 years.

In the same vein, the BID helped fully capitalize the District’s $500,000 Landlord Partnership Fund thanks to many generous contributions from our stakeholders as well as a significant grant from JPMorgan Chase.

Renovation plans for DowntownDC’s largest park, the National Park Service’s Franklin Park, moved ahead in 2018 with the DC Department of General Services awarding the design and engineering contract for the renovation to Studios Architecture and Land Collective. A groundbreaking is expected in the fall of 2019. Upon reopening in 2020, the BID will manage and program the renovated park.

The BID in 2018 also secured an $88,000 grant from the DC Commission on the Arts and Humanities to add art to historic call boxes and established a partnership with the Indiana Society for $100,000 to support improvements to Indiana Plaza.

The BID continued to work to enliven public spaces through the continuation of its successful summer events series (DowntownDC Live, Co-Working with Comcast, Can I Kick It? DowntownDC Summer Flicks, Chinatown Block Party, Children’s Story Hour), plus the DowntownDC Holiday Market, two pop-up World Cup Viewings last summer through the support of major partners and the inaugural District of Fashion runway show Sept. 5, which drew city partnerships and other sponsorships for its companion show Feb. 7 of this year.

The following report details how the BID expended funds in the past fiscal year, how we met and in some cases exceeded our expectations and what we hope to accomplish in the coming year through your continued support.

Thank you for your interest and your partnership as we continue to strive to move DowntownDC closer to our goal of becoming a world-class destination.
Reinstated the SAM Homeless Outreach Services Team (HOST) team to conduct homeless outreach

Standardized procedures to ensure consistent levels of cleanliness across all clean teams

Safety/Hospitality ambassadors (18) helped 104,768 citizens

Participants (604) performed 4,826 community service hours

Removed 166,658 bags of trash and 57,429 bags of recycling

Repaired 223 brick sidewalk defects in Chinatown/Gallery Place in partnership with District Department of Transportation

Reorganized property manager and safety alliance stakeholder groups to provide more comprehensive support

Modified deployment schedule to increase evening coverage for late night events
ERATIONS

FY19 OBJECTIVES

Develop an electronic database and mobile platform to improve SAM scheduling, deployment and quality control and to better engage external partners in reporting public space issues and other information.

Expand the efforts of the SAM HOST team to provide first response services to individuals experiencing homelessness during off-peak hours and to connect individuals to the Downtown Day Services Center.

Expand landscaping efforts to beautify Freedom Plaza, Indiana Plaza and Herald Square and refresh tree boxes and planters throughout the BID.

Establish quarterly property manager roundtables to improve communication and coordination between property managers, related stakeholders and the BID.

Provide free emergency management trainings that will result in at least 100 additional BID stakeholders trained in CPR/first aid and/or certified in community emergency response.

Develop partnerships to train ex-offenders for jobs in the maintenance and hospitality industries.
HOMELESS SERVICES

FY18 ACCOMPLISHMENTS

Collaborated with the city and partners to fund and build out a daytime services center for individuals experiencing homelessness

Established a Downtown Assertive Community Treatment team; connected with the city’s coordinated access and housing placement process and supported stranded individuals returning home

REESTABLISHED MONTHLY HOMELESS COUNTS IN DOWNTOWNDC

ESTABLISHED A DOWNTOWN ASSERTIVE COMMUNITY TREATMENT TEAM

COLLABORATED WITH THE CITY AND PARTNERS TO FUND AND BUILD OUT A DAYTIME SERVICES CENTER FOR INDIVIDUALS EXPERIENCING HOMELESSNESS
Begin operation of the Downtown Day Services Center with the goal of serving more than 100 guests per day

Expand outreach services by providing intensive training for SAMs, including from professional outreach workers

Assist an increasing number of individuals with securing permanent supportive housing

ASSIST
AN INCREASING NUMBER OF INDIVIDUALS
WITH SECURING PERMANENT SUPPORTIVE HOUSING
**FY18 ACCOMPLISHMENTS**

Established and implemented Phase One of a residential communications plan to support new BID members and held residential events for stakeholders.

Refined email marketing to increase open rates and better inform stakeholders and the public with targeted messaging, developed a SOP for email alerts, created a segmented event and fashion list, boosted engagement for the Pulse Newsletter through data quality control and list segmentation and management.

Streamlined and refined summer events programming, adding Co-Working with Comcast and focusing Chinatown Park programming to better utilize resources for a Friday night block party and created new fruitful partnerships with major corporations and non-profit partners.

Produced the District of Fashion Runway Show on Sept. 5 which helped define the District as a fashion capital and supported the local creative and retail communities.

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**MARKETING & COMMUNICATIONS**

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**FY19 OBJECTIVES**

Conduct an overall assessment of marketing and branding at the BID via an external consultant and develop a marketing and branding strategy and staffing plan for the next three years including a BID branding refresh and a DowntownDC Holiday Market rebrand.

Issue an RFP for the DowntownDC Holiday Market operations to expand the market footprint and refresh the market activities and offerings.

Develop and issue communications surrounding the Downtown Day Services Center and its activities and the BID Foundation.

Expand partnerships for the production of spring and fall 2019 District of Fashion runway shows and increase visibility and support for the local fashion and retail industries.
ESTABLISHED & IMPLEMENTED

PHASE ONE OF A RESIDENTIAL COMMUNICATIONS PLAN

PRODUCED A HIGH-END RUNWAY SHOW

TO DEFINE THE DISTRICT AS A FASHION CAPITAL

REFINED EMAIL MARKETING

TO REDUCE BOUNCE RATES, INCREASE OPEN RATES AND BETTER INFORM STAKEHOLDERS AND THE PUBLIC

STREAMLINED SUMMER EVENTS PROGRAMMING
**FY18 ACCOMPLISHMENTS**

Produced the BID’s first quarterly DowntownDC Economic Development Report

Promoted legislation to create a pilot incentive program for converting downtown office space to residential use

Produced the annual State of Downtown report on downtown’s economic performance and highlighted its importance to the District

Funded a study of the fiscal impact of the Washington Capitals’ 2018 Stanley Cup playoff run as part of the BID’s mission to support DowntownDC’s culture and entertainment venues

**FY19 OBJECTIVES**

Assist in the creation of a pilot incentive program for converting downtown office space to residential by ensuring the passage of related legislation

Implement the Downtown Retail Strategy over three years
Provide the economic analysis to encourage more active use of Pennsylvania Avenue’s sidewalks

Continue to monitor the DowntownDC economy with quarterly DowntownDC Economic Update Reports

Finalize a new research tool with a major office research firm to monitor the DowntownDC office market
Initiated the design and engineering for transforming Franklin Park in partnership with the District government, US National Park Service and DowntownDC stakeholders.

Worked with the District Department of Transportation (DDOT) to pilot additional pedestrian and green space in the 7th Street corridor in Chinatown.

Activated Indiana Plaza with tables and chairs.

Facilitated a partnership with DDOT to repair brick sidewalk defects in Chinatown/Gallery Place.

**ACTIVATED INDIANA PLAZA**

WITH TABLES & CHAIRS
FY19 OBJECTIVES

Complete the Women in History Call Box Project to bring art and interpretation to nine call boxes in eight DowntownDC locations

Complete a mural installation honoring veterans in the Vermont Avenue entrance of the McPherson Metrorail station

Support the groundbreaking for Franklin Park and the completion of park management agreements

Install in-street bike racks in five DowntownDC locations

BRING ART AND INTERPRETATION TO 9 CALL BOXES IN 8 DOWNTOWNDC LOCATIONS
FINANCE & ADMINISTRATION

FY18 ACCOMPLISHMENTS

- Implemented a new payroll system to increase payroll efficiency and transparency
- Standardized staff onboarding procedures, complete with timeline and check-ins
- Increased offerings for enhanced skills training courses for corporate staff
- Launched English as a Second Language (ESL) and Intro to Computer classes for SAM ambassadors
- Established new programs to increase academic and vocational opportunities for SAM ambassadors
- Identified a new system to more effectively support the accounting functions of the BID
- Established a Capital Replacement Fund for the first time in the BID’s history
- Corporate staff and SAM ambassadors completed 26,751 hours of training

FY19 OBJECTIVES

- Implement new accounting software
- Identify, recruit and train staff for the new Downtown Day Services Center
- Execute all contracts and agreements for the operation of the Downtown Day Services Center in a timely manner
- Identify and secure new office and operations space for SAM ambassadors or begin plans to renovate in place
- Expand training opportunities for SAM ambassadors

CORPORATE STAFF & SAM AMBASSADORS

COMPLETED

26,751 HOURS

OF TRAINING
EXPENSE BUDGET FY2019

$12,079,417

- Public Space Operations: 52.0%
- Marketing & Communications: 11.7%
- Infrastructure: 9.2%
- Homeless Services: 6.0%
- Economic Development + Special Projects: 6.6%
- Administration & Finance: 10.3%
- Capital Replacement Fund: 4.3%

BUDGET ALLOCATION FY2019
We are pleased to present the Downtown Business Improvement District (BID) Corporation audited Consolidated Financial Statement for fiscal year 2018, which covers the period from October 1, 2017 through September 30, 2018.

As treasurer for a third term, during FY18, I worked with staff to oversee the organization’s financial affairs. Over the past year, the BID had a stable budget in place and the organization funded all current operations with current revenues. We rowed with the oars we had, and in the final analysis, our strategic decisions and sound financial management practices led to successful results. We attribute this success in large part to the leadership of the board of directors, the unremitting efforts of our President and CEO Neil Albert, and the BID staff. It is noteworthy to mention that we added another layer of financial reviewers in FY18—a board of directors Finance Committee—and jointly we assumed some responsibility for monitoring and communicating to the board about the organization’s overall financial health.

The BID maintained the commercial tax rate at .1648 cents per square foot and the hotel tax rate at $92.70 per room in FY18. Residential apartment properties were added for the first time at a rate of $120 per unit. The BID maintained consistent contact with the DC Office of Tax and Revenue, which resulted in greater cooperation and communication towards receiving disbursements and delinquent assessment payments in a timely and efficient manner.

Our audit firm, Baker Tilly Virchow Krause, LLP, oversees financial reporting for the Downtown BID and it is reassuring that they issued an unqualified opinion on the FY18 financial statements.

Following another year of strong fiscal performance, I am pleased to present these statements for public review. If you have any questions or would like to obtain copies of this statement, please feel free to directly contact the BID.

Chase Rynd
Treasurer of the Board of Directors
### Consolidated Statements of Financial Position

**ASSETS**

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$5,070,640</td>
<td>$3,415,143</td>
</tr>
<tr>
<td>Accounts Receivable, net</td>
<td>375,522</td>
<td>454,071</td>
</tr>
<tr>
<td>Deposits</td>
<td>91,515</td>
<td>77,794</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>-</td>
<td>218,259</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>326,702</td>
<td>300,261</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$5,864,379</td>
<td>$4,465,528</td>
</tr>
</tbody>
</table>

**LIABILITIES AND NET ASSETS**

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Other Liabilities</td>
<td>$4,086,257</td>
<td>$2,904,805</td>
</tr>
</tbody>
</table>

**UNRESTRICTED NET ASSETS:**

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undesignated</td>
<td>1,176,888</td>
<td>1,133,800</td>
</tr>
<tr>
<td>Property and Equipment, net</td>
<td>326,702</td>
<td>300,261</td>
</tr>
<tr>
<td>Board Designated</td>
<td>272,532</td>
<td>126,662</td>
</tr>
<tr>
<td><strong>TOTAL UNRESTRICTED NET ASSETS</strong></td>
<td>1,778,122</td>
<td>1,560,723</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND NET ASSETS**

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$5,864,379</td>
<td>$4,465,528</td>
</tr>
</tbody>
</table>

### Consolidated Statements of Activities

**SUPPORT AND REVENUES EXPENSES:**

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>1,140,706</td>
<td>1,087,027</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>1,323,050</td>
<td>1,285,715</td>
</tr>
<tr>
<td>Public Space Management</td>
<td>505,473</td>
<td>562,789</td>
</tr>
<tr>
<td>Safety</td>
<td>2,056,577</td>
<td>2,632,646</td>
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<tr>
<td>Maintenance</td>
<td>3,859,725</td>
<td>3,428,146</td>
</tr>
<tr>
<td>Homelessness</td>
<td>823,729</td>
<td>493,349</td>
</tr>
<tr>
<td>Infrastructure and Sustainability</td>
<td>678,154</td>
<td>610,176</td>
</tr>
<tr>
<td>Economic Development</td>
<td>706,903</td>
<td>629,896</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>11,094,317</td>
<td>10,729,744</td>
</tr>
</tbody>
</table>

Net increase in unrestricted net assets

before board designated expenses and other | 664,233    | 376,663    |

Board designated expenses and other | 446,834    | 213,027    |

**NET INCREASE IN UNRESTRICTED NET ASSETS**

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET INCREASE IN UNRESTRICTED NET ASSETS</strong></td>
<td>$217,399</td>
<td>$163,636</td>
</tr>
</tbody>
</table>

**UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD**

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNRESTRICTED NET ASSETS, END OF PERIOD</strong></td>
<td>$1,778,122</td>
<td>$1,560,723</td>
</tr>
</tbody>
</table>

### Consolidated Statements of Cash Flows

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided by Operating Activities</td>
<td>$1,710,363</td>
<td>$2,149,728</td>
</tr>
<tr>
<td>Net cash used in Investing Activities</td>
<td>(62,189)</td>
<td>(20,461)</td>
</tr>
<tr>
<td>Net cash provided by Financing Activities</td>
<td>7,323</td>
<td>--</td>
</tr>
<tr>
<td><strong>INCREASE IN CASH AND CASH EQUIVALENTS</strong></td>
<td>1,655,497</td>
<td>1,855,606</td>
</tr>
</tbody>
</table>

**CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD**

<table>
<thead>
<tr>
<th>Item</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS, END OF PERIOD</strong></td>
<td>$5,070,640</td>
<td>$3,415,143</td>
</tr>
</tbody>
</table>

This information has been derived from the financial statements audited by Baker Tilly Virchow Krause, LLP. The complete set of audited financial statements are available upon request from Bertha Gaymon of the Downtown Business Improvement District Corporation.
STAFF AS OF SEPTEMBER 30TH, 2018

Neil Albert, President & CEO
Alex Block, Infrastructure & Planning Manager
Daniel Bramley, Infrastructure Program Assistant
Jalal Chaoui, Payroll Manager
Roquois Clarke, Digital Content & Design Assistant
Jeremiah DeSousa, Administrative Assistant/Receptionist
Delores Dickens, Executive Assistant
Bertha Gaymon, Chief Financial Officer
Rachel Rose Hartman, Director of Interactive Marketing & Communications
Ellen Jones, Deputy Executive Director
Linda Kaufman, Director of Homeless Services
Lulu Liu, Senior Accountant
Alexis Neely, Marketing & Communications Assistant
Nabavi Oliver, Director of Administration
David Pollard, Deputy Director of Operations
Gerren Price, Director of Public Space Operations
Parker Roach, Human Resources Manager
Essence Smith, Economic Development Assistant
Sandra Tapscott, Operations Assistant
Tyrell Thomas, IT Associate
Remi Wallace, Events & Strategic Partnerships Manager
Ebony Walton, Marketing & Communications Manager
Gerry Widdicombe, Director of Economic Development

AMBASSADORS AS OF SEPTEMBER 30TH, 2018

Marquise Adams
Lawrence Alston
Jose Avelar
Barron Avent-Bey
Trevor Blocker
Timothy Bolden
Bernard Bond
Rayshawn Boseman
Juvina Brown
Mary Brown
Michael Bunn
Wayne Cain
Norma Canales
Lurie Carlton
Marquez Clifford
Brittney Colston-Johnson
Elmer Coreas
Joe Cunningham
Raymond Dantzler
Anthony Davenport
Walter Davis
Rene Diaz-Morales
Brandon Dixon
Keith Dorsey
Alyce Easterling
Claudell Epps
Jhonte Eskridge
Ethel Frye
Marcus Gethers
Nelson Giron-Mendoza
Chantyyra Graham
Glenn Green
John Griffin
Tyrell Hale
David Hall
De’Marco Head
Kevin Hill
Charles Jackson
James Jackson
Linda Jeter
Ernest Johns
Roy Johnson
Derrick Jones
Terrence Kelley
Ronald Lloyd
Manuel Loza
Jessie Marlow
Julio Martinez
Frank McCoy
Julio Mendez
Antoine Miller
Alfreda Mintah
Andrew Moton
Oyoo Okumu
Blanca Ramirez
Donna Riley
Roderick Robinson
Sarvelio Rodas-Ojaca
Rosa Rosales De Velado
Harold Royal
Lorenzo Sanders
Crystal Saunders
Montee Saunders
Hector Segura
Dion Simmons
Lorine Simon
Jermaine Simpson
Roderick Starks
Charlie Stevenson
Charles C. Stroud
Jahmil Thompson
Robert Toney
Michael Williams
Michael Winder
Famela Wolf
Philip Wright
Marcus Young
FY2018 BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

Neil Albert, President
President and CEO, 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

Gregory A. O’Dell, Member
President and Chief Executive Officer, Events DC

Stewart Newbold, Member
Director of Operations, ThinkFoodGroup

Rob Wilder, Member
Co-Founder/Partner, ThinkFoodGroup

Yeni Wong, Member
President, Riverdale International

MEMBERS

Jeffrey Bank, Chief Executive Officer, The Alicant Restaurant Group (Carmine’s)

Anthony Balestrieri, Director of Acquisitions, MetLife

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

Donna Cooper, President, PEPCO

John Smith, Vice President and Store 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

Brian Grant, First Vice President, Equity Residential

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

Thor C. Headley, Vice President, Hines

Gail Smith-Howard, General Manager, Hyatt Regency Washington on Capitol Hill

Norman Jemal, Principal and Senior Vice President, Douglas Development

Chris Jennings, Executive Director, 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

Todd Payne, Government Affairs Manager, Microsoft

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 Freyssinier, Communications Senior Specialist, Inter-American Development Bank

Rodney Moulden, Regional Planner, U.S. General Services Administration

CREDITS

Kristen Franklin, Photography

Bob Rives, Photography