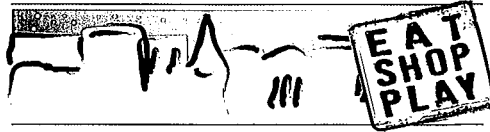


# ADAMS MORGAN



**PARTNERSHIP**  
BUSINESS IMPROVEMENT DISTRICT  
WWW.ADAMSMORGANONLINE.ORG

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February 26, 2016

Dear Adams Morgan Partnership BID Members,

Enclosed is the draft 5 Year Business Plan for the period of 2017 through 2021. The Board of Directors (listed on the left side of this letter) will be voting on this plan at the board meeting on Tuesday, March 8<sup>th</sup>, 2016 beginning at 5 pm at the Festival Center, 1640 Columbia Road, NW in the main conference room.

The meeting is open to the public however, your comments on the plan should be expressed to board members prior to the meeting if possible so there is an opportunity to incorporate them. With a board vote affirming the 5 Year Plan, we will send a resolution to Mayor Muriel Bowser requesting the Adams Morgan Partnership BID be reauthorized for another 5-year term. The Mayor/Mayor's Agent will then schedule a public hearing with notice published at least 21 days prior to the hearing. We anticipate the hearing will be late May or June. The reauthorization process should be complete prior to September 30, 2016.

Adams Morgan is growing and changing every day. I hope you too appreciate all the new residents, new retail, new restaurants, non-profits, etc. that we are attracting to the neighborhood. It is because of the hard work of all of you that Adams Morgan is greater than ever. I hope you enjoy reading about our accomplishments since 2011 and our proposals for the next 5 years.

I started as the Executive Director in November 2008 and have worked hard to continue the progress made to make Adams Morgan the cleanest and safest neighborhood in Washington, DC, as well as to market the neighborhood to residents and visitors alike.

It is a great pleasure to work with all of you and I look forward to greater things to come this year.

Most sincerely,

A handwritten signature in black ink that reads "Kristen L. Barden". The signature is written in a cursive, flowing style.

Kristen L. Barden  
Executive Director

ADAMS MORGAN



PARTNERSHIP  
BUSINESS IMPROVEMENT DISTRICT  
WWW.ADAMSMORGANONLINE.ORG

**ADAMS MORGAN PARTNERSHIP, INC.**  
**Business Improvement District**

## **BUSINESS PLAN**

**2017 through 2021**

Adams Morgan Partnership BID  
1640 Columbia Road, NW  
PO Box 21507  
Washington, DC 20009  
202-997-0783  
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## EXECUTIVE SUMMARY

Vibrant, eclectic, unique, creative - with a bit of an independent streak. That's Adams Morgan. Our concentration of great independent businesses offers items you can't find anywhere else. Our restaurants take pride in offering an authentic experience – you can travel the world without leaving the neighborhood. We have stunning architecture, tree lined streets, and convenient access to public transportation and downtown. A strong sense of community is part of our identity — customers often know the business owners who serve them. Our nightlife is well known — drawing patrons from all over the city as well as neighboring states who come because they know Adams Morgan is the place to come to have fun, meet friends, or make friends.

The Adams Morgan Partnership Business Improvement District (AMPBID) was formed in 2005 by the commercial property owners and business owners to support all of those things by keeping the neighborhood cleaner and safer each day. We've also added family friendly cultural programming like our Summer Concert Series, Adams Morgan Movie Nights and PorchFest music festival. These, combined with new events like the Adams Morgan Apple Festival and apple pie contest create a sense of place and community for the neighborhood while attracting thousands of people to the area and the businesses within it.

The Adams Morgan Partnership was formed pursuant to the District of Columbia Business Improvement Districts Act of 1996. BIDs have been effective in providing services that improve the overall viability of urban commercial areas - resulting in higher property values and higher sales. The Adams Morgan Partnership BID was renewed in 2011 through Mayor's Order 2011-158 and is set to expire on September 30, 2016. We will advise the Mayor of the desire to renew the AMPBID by April 1. After which the Mayor will hold a publicly advertised hearing. We anticipate the whole process concluding by the end of August 2016.

Today, more than 79% of Adams Morgan residents have a bachelor's degree or higher education, an average household income of \$120,931 and a median age of 33.6 years, according to the 2015 Neighborhood Profiles produced by the Washington, DC Economic Partnership. This vibrant, diverse and artistic neighborhood is abuzz with colorful storefronts, friendly sidewalk cafes, restaurants with diverse cuisine, intimate coffee shops and some of Washington's liveliest nightspots. Young professionals come for the spicy urban experience...and stay to raise their families.

The primary crossroads of Adams Morgan—Columbia Road and 18th Street—are the epicenter for independently owned shops that sell unique, one-of-a-kind gifts in all price ranges. Visitors will find unique records and books, environmentally friendly gift ideas, household furnishings, and clothing. Local contemporary artists and musicians are carrying on the creative legacy of the neighborhood.

The AMPBID consists of: the 1600, 1700, 1800 blocks and a portion of 1900 blocks of Columbia Road, NW; 2000, 2100, 2200, 2300 and 2400 blocks of 18<sup>th</sup> Street, NW, a portion of 1800 block of Adams Mill Road, NW; a portion of 1700 block and a portion of 1800 block of Florida Ave, NW; 1700 block of California Street, NW; a portion of 1700 block of Lanier Place, NW; and portion of 1900 block of Wyoming Avenue, NW.

The AMPBID continues to focus on three key areas: clean, safety and marketing of the neighborhood. The streets and sidewalks are swept seven days a week, 365 days a year by four uniformed personnel and a supervisor to improve the overall appearance of the neighborhood. In addition, AMPBID's cleaning personnel make the neighborhood feel safer by providing a uniformed presence in public areas.

In October 2007, AMPBID began hiring over-time Metropolitan Police Officers to patrol Adams Morgan streets through its Reimbursable Detail Officer program (RDO). On Friday and Saturday nights, these additional officers patrol Adams Morgan streets to send a message that public safety is a priority. Additionally, we hired a Security Director to make sure the RDO program runs smoothly.

AMPBID's redesigned website, enhanced social media presence, electronic newsletter and regular flyers increase awareness of activities in Adams Morgan for business owners, property owners, visitors and residents alike.

## **HISTORY OF ADAMS MORGAN AND THE FORMATION OF THE AMPBID**

Adams Morgan is situated just outside the original city of Washington as planned by Pierre L'Enfant. The area developed as an urban district in the late 19th and early 10th centuries as the city expanded, a process greatly facilitated by the construction of two streetcar lines on Columbia Road and 18th Street.

The area was originally known as Lanier Heights and became a fashionable, middle-class neighborhood. Following a period of decline during and after the Second World War, and racial tensions thereafter, the current name was adopted sometime between the 1950s and 1960s. It was derived by the combination of the names of two area schools, the predominately white-attended John Quincy Adams and the black-attended Thomas P. Morgan.

Since the 1970s, Adams Morgan has experienced an ongoing renaissance. Population and businesses have continued to increase. There were eight restaurants in the area in 1975; today there are more than 125, and the population within 1 mile is 85,000 people. This continued growth and prosperity have made Adams Morgan and its commercial area on 18th Street and Columbia Road a vibrant nightspot and a desirable place to live.

Today's Adams Morgan is a unique place. Its density, ethnic diversity, iconic murals - above Madam's Organ, the former Café Toulouse Lautrec (now BUL Restaurant) and the Pueblo Desmuralizado, varied colors and architecture of the different store fronts and evening bustle make it a special neighborhood.

The crush of people attracted to both live, work and play in Adams Morgan is a sign of the area's success. However, in the years just prior to the founding of the AMPBID, the District of Columbia government suffered severe financial shortfalls and the diminished public resources made it difficult for the City to provide its commercial areas with a level of service that enables them to compete with suburban shopping areas, which offered cleaner, safer, and more accessible environments supported by group fees, or common area maintenance fees. These fees, which are comparable to BID self-assessed taxes,

provide for shopping center support of snow removal, advertising and other maintenance items. Business Improvement Districts (BID) have been an effective vehicle in hundreds of cities across the country for providing the additional services that urban commercial districts need to remain competitive with suburban malls.

A BID is a defined commercial area in which property owners have agreed to assess themselves a fee in order to provide services supplemental to those provided by the City to enhance the public environment, to increase competitiveness, and to assure the area's economic viability in the future. Once a BID has been formed, every property owner and every tenant within the boundaries will be a member. There are more than a 1,000 BIDs across the United States including Baltimore, Philadelphia, and New York City, which alone has more than 40 BIDs. Currently BIDs are operating in several areas of the District of Columbia: The Downtown BID encompasses 138 square blocks; the Golden Triangle, which includes the area between Dupont Circle, Farragut Square, and Washington Circle; the Georgetown BID, which covers approximately 35 blocks in the historic district; the Capitol Hill BID, the Capitol Riverfront BID which covers approximately 500 acres from the U.S. Capitol building to the Anacostia River, the NoMa BID which is the area just north of Massachusetts Avenue, and the Mount Vernon Triangle BID which covers the area around the Convention Center. We welcomed the Anacostia BID a couple years ago and most recently the Southwest Waterfront BID. There is an organizing committee working on a MidCity (14<sup>th</sup> Street and U Street) BID and a Dupont Circle BID (north of Golden Triangle BID and south of Adams Morgan).

BIDs in other cities have improved the image and economy of their neighborhood areas resulting in increased occupancy rates and retail sales. They've stabilized and enhanced the economic climate of their commercial areas and provided jobs for residents. With this in mind, a group of property owners, business owners and community members organized themselves in 2004 to start the Adams Morgan Partnership BID.

In 2004/2005, the property owners, tenants, and visitors within the area later defined as the Adams Morgan Partnership Business Improvement District could not realistically expect any significant improvement in the quantity or type of services provided by the government of the District of Columbia. It was obvious that any additional or improved services must be a result of self-help initiatives. The BID planning-process at that time revealed the following areas of greatest concern within the proposed BID area:

- 1) Safety/Security
- 2) Cleanliness/Graffiti
- 3) Transportation Management
- 4) Streetscape Improvements
- 5) Marketing and Promotion
- 6) Outreach

Those priorities have guided the work of the AMPBID since its inception and continue to be our focus. However, the Business Improvement District Act of 1996, as amended, requires the District of Columbia to maintain a level of services, which is equal to that provided to similar parts of the City outside BID boundaries. The BID has encouraged the City to increase certain services to support and enhance the BID's efforts (like graffiti, snow and trash removal) and we will continue to do so.

## Accomplishments of the AMPBID from 2011 to 2016

### Context for understanding the accomplishments

For many years, very few neighborhoods in Washington, D.C. offered the variety of nightlife (live music, dancing, gallery openings, cocktails) and diverse culinary options found in Adams Morgan. But as the city went through one of the most dramatic economic growth and development phases in its history, other neighborhoods re-invented themselves, or were created where there had been no viable commercial corridor previously (i.e. NoMa, 14<sup>th</sup> Street south of U Street, NW). Entrepreneurs rushed in, businesses opened, and the media, with an insatiable appetite for “the new and the now” followed close behind.

Adams Morgan suddenly had competition, and lots of it, but after decades of having almost none, was not well prepared to react. Compared to shiny new businesses in H Street, U Street, 14<sup>th</sup> Street, Chinatown, Barrack’s Row, etc....the older businesses of Adams Morgan appeared to some to be “dated” - a theme that persists in blogs and comments to news articles occasionally. While the 18<sup>th</sup> Street Streetscape’s \$6.5 million investment improved aspects of the neighborhood such as improved lighting, wider sidewalks, bike racks and critical utility infrastructure, not all businesses have been able to invest in their own appearance, programming, etc. The “catch 22” of needing to invest to create more businesses but needing more business in order to invest is a reality for many Adams Morgan small businesses. But the infrastructure improvements Streetscape brought to Adams Morgan provided an opportunity to imagine a broader revitalization of the area through branding, programming and marketing efforts aimed at keeping the community attractive to locals and visitors.

Well known events that brought people to Adams Morgan, like Crafty Bastards, the Bastille Day Party and Adams Morgan Day Festival in September have either re-located or are in a period of transition. While the AMPBID did not play a direct role in those events, it recognizes that maintaining Adams Morgan as an entertaining destination is good for business and its lively cultural programming is part of that effort.

A strategy was put in place to:

- Promote Adams Morgan as a hub of unique, independent businesses where you actually get to know the owners and by supporting them become part of a community...unlike the purely transactional relationships that chain stores offer. Adams Morgan as a real neighborhood off the tourist trail (National Mall) where you can get a taste of the real DC. Example: Our video and our bus shelter ads reinforced this concept.
- Celebrate the creative cultural history of the community by bringing back music and film events so the media has a reason to write positive stories about Adams Morgan, and the public has a reason to come here to see the physical changes and visit the businesses. Examples: Our summer concert series, Movie Nights and October Porch Fest – music festival.

- Create a new narrative to turn negatives into positives: “flip the script”. We aren’t new and shiny, we’re real, authentic. We’re not outdated, our historic architecture makes us one of the most visually appealing areas of the city, attracting film crews to shoot here. We’re not unsafe, our violent crime is dropping. We aren’t just jumbo slice. We have a James Beard Award nominee and a Food and Wine Magazine Award winner. We aren’t fading from relevance, we’re creating new reasons to come here, like Adams Morgan Movie Nights.
- Seek out and maximize opportunities to drive business (Small Business Saturday, Record Store Day, the campaign to promote outdoor dining options) in a budget conscious way.

Changing perception requires repetition. It won’t happen overnight. Adams Morgan still has an image problem and addressing it is part of what we have been focusing on the last 5 years and will continue to be a part of our work for the next 5 years. Negative stereotypes are hard to break and tend to be reinforced by the media echo chamber. Continued efforts need to be made to fight against Adams Morgan being defined by jumbo slice pizza, unruly crowds, and no parking — stereotypes that are not good for business overall.

## **List of Accomplishments of the AMPBID**

### 1) Safety/Security

One of the first goals of the AMPBID was to make Adams Morgan safer and reduce the incidents of crime. Here are some highlights of our safety accomplishments:

Even accounting for a rise in crime rates across the city (and the country) last year, Adams Morgan has experienced a reduction in overall crime from 2011 to 2015, including a significant drop in violent crime. Between January 1, 2011 and December 31, 2011 there were a reported total of 833 incidents of crime – 678 property crimes and 155 violent crimes. Between August 19, 2014 and August 19, 2015 there were a reported total of 779 crimes – 685 property crimes and 94 violent crimes. We continue to have a complement of Reimbursable Detail Officers (RDOs) who work from 12 midnight to 4 AM (two officers stay on until 5 AM depending on crowds) on Fridays and Saturdays under BID security staff oversight, building on pre-existing MPD safety presence.

Beginning in 2016, we will more efficiently schedule our RDOs to scale back during cold months when crowds and crimes diminish. With the retirement of Clarence Myers at the end of 2015, the responsibilities of the Safety Ambassador (SA) will be re-assigned but the record of diligent reporting (over a thousand maintenance requests related to graffiti, street light repairs, damage to utility boxes, etc.) and visitor assists will continue.

- We explored Anti-Loitering legislation with Council members and MPD Chief Cathy Lanier who is supportive of the idea but recognizes there are hurdles.
- Operation Adams Morgan (now Summer Safety Initiative) is a multi-agency approach to public safety which began in July 2011 and ran through the summer of 2014. A 40 % reduction in overall crime and a 20 % reduction in violent crime was reported in some years.



- Encouraged ABRA to extend hours and days for RDO cost share to 7 days a week and to allow coverage for certain special events. Additionally, beginning on March 1, 2015, the percentage of subsidy paid by ABRA increased from 50% to 70% of the hourly rate for each officer. Kristen testified at the ABRA hearing to encourage passage of these changes.
- We have started meeting with lighting contractors to assist with a tree lighting project in the community that will enhance pedestrian safety and add to the visual appeal of Adams Morgan.

## 2) Cleanliness and Beautification

Possibly the most significant revitalization and renewal project in Adams Morgan's history was the 18<sup>th</sup> Street Streetscape project that concluded in 2012. This \$6.5 million project brought broad new sidewalks, safer pedestrian crossings, brighter Washington globe street lights, more than 70 bicycle racks and some 60 shade trees. We participated in the planning process for the project for years prior to construction and on the Community Relations Team during the implementation phase as well as the media relations team.

We worked to improve coordination with DDOT, Washington Gas, Pepco and the businesses and commercial property owners along 18<sup>th</sup> Street. Although it was a hardship on local businesses in the short term, the end result was a more beautiful neighborhood and the completion of essential infrastructure upgrades. We organized the ribbon cutting celebration with Mayor Gray and several of our business owners. These changes played a role in Adams Morgan being named as one of the "Ten Great Neighborhoods In America" in 2014 representing "the gold standard in terms of having a true sense of place, cultural and historic interest, community involvement and a vision for tomorrow. They are places people want to be — not only to visit, but to live and work every day." (*American Planning Association*)

Of our top priorities, keeping Adams Morgan clean continues to be the most visible. A successful partnership with Ready Willing and Working (which began in January 2012) results in between 25,000 and 40,000 bags of trash being collected each year — over a million pounds worth annually.

The installation of the recycling containers in 2012 has led to the many thousands of pounds of valuable resources to be separated out from the waste stream each year.

- In January 2012, we added residential streets (one block off of the commercial streets only) to our cleaning schedule on Saturdays, Sundays and Mondays as a courtesy service. And in January 2012 our total garbage collection increased to 185,940 pounds for one month.
- We continue to apply for and receive on an annual basis the Small BID Litter Cleanup Assistance Grant from DC Government to off-set costs of cleaning and maintenance work performed by the BID. In FY2016, the amount is \$132,000.

- Cleaning personnel report on city-service requests for abandoned furniture, street light and signage repairs, broken glass, clogged drains, leaf removal, and illegal dumping among many others on a daily basis. In the past five years over 10,000 posters, stickers and graffiti tags were removed.
- Tree box maintenance is performed every month between March and November. As new trees were planted on 18<sup>th</sup> Street, as part of the 18<sup>th</sup> Street Streetscape Construction, we have been watering and caring for those 60 new trees. We also planted liriopé and vinca in the tree boxes along Columbia Road in the late spring of 2015. We will review this spring how many survive the winter and will expand that. We are in the processing of doing some limited repairs to the tree box fences that have been damaged by vehicles.
- Installed a bench for bus stop patrons at 18<sup>th</sup> and California Streets, NW with the support of business owners, the Marie Reed Education Center and ANC1C.
- In April 2014, we participated and helped organize the funding to restore the historic “Un pueblo sin murales es un pueblo desmuralizado” mural (People without murals are a demuralized people) on the wall of Kogibow Bakery at 1817 Adams Mill Road, NW. The Chilean brothers Carlos (Caco) and Renato Salazar originally designed the mural nearly 40 years ago. The 2011 earthquake resulted in cracks in the wall that had to be repaired and damaged the mural. The AMPBID raised the funds through the DC Arts Center.
- Assisted business owners with sidewalk café applications to DDOT after the 18<sup>th</sup> Street Streetscape was completed.
- Installation of over a dozen signs reminding pedestrians to keep the community clean and quiet

### 3) Transportation Management

Making it easier for people to get to and around Adams Morgan makes it easier for them to frequent Adams Morgan businesses. From parking policy to public transportation, infrastructure investment to information dissemination, AMPBID has played a role in breaking down the “barriers to entry” into our community.

- After nearly a year of meetings, we were able to convince BIG BUS TOURS, the hop-on hop-off sightseeing bus, to add a stop in Adams Morgan at 18<sup>th</sup> and Columbia Road, NW in their “green loop”. This will bring tourists into the neighborhood to frequent our daytime businesses and offers many opportunities for cross-promotion. We will coordinate a press event around it in the spring of 2016.
- After many months of work, in 2014, we got DDOT to stripe the curbside loading zones with yellow paint to distinguish them and to improve signage to prevent motorists from unknowingly getting tickets.
- Colonial Parking garage off of 18<sup>th</sup> Street continues to offer reduced day-time parking rates. The rates continue at: \$4 for 2 hours or 4 hours for \$8 before 5 pm with FREE validation cards from any Adams Morgan business – 7 days a week.

- We are dues-paying board members of the DC Surface Transit Corporation (DCST), the body of BIDs and other stakeholders that oversee the operations, management and marketing of the Circulator Bus and other DDOT transit modes. The Circulator Bus travels along Columbia Road between Woodley Park Metro and Columbia Heights Metro down 14<sup>th</sup> Street to the McPherson Square Metro. We continue to distribute maps and Free Ride coupons to encourage ridership. Through this partnership with DCST, there are lots of other marketing opportunities to individual businesses.
- Continue to distribute transportation information from [www.GoDCGo.com](http://www.GoDCGo.com)
- Worked with DDOT to promote the Off-Hours Delivery grant program. This pilot project, funded by the Federal government, will provide grants to businesses to increase off-hour deliveries with the goal of reducing congestion during peak periods, improving quality of life, and increasing the efficiency of urban deliveries.
- Have been working with ANC1C and the DDOT Public Space Committee for the better part of two years to create 3 valet parking stands on 18<sup>th</sup> and Columbia, 18<sup>th</sup> and Belmont and 18<sup>th</sup> and California Streets that would use the Hilton Hotel garage to park the cars. We anticipate the program launch in Spring 2016.

#### 4) Marketing and Promotion

Working with our consultant, Nathan Ackerman, we developed a message framework that defines Adams Morgan in a positive way by emphasizing the community as vibrant and diverse, with a unique concentration of top rated independent businesses — the “real DC” off the tourist trail, yet close enough to it to visit, with stunning architecture and beautiful tree lined streets. Bike friendly, walkable, livable and welcoming with lots to do both day and night. Lacking the budget to create a sustained paid advertising campaign, the approach instead has been to create popular events that carry on the cultural heritage of the community and draw people and press to Adams Morgan. We work to identify the community with the locavore “support your local independent business” movement, while reaching out to new and existing residents, promoting positive news and reviews, and building relationships with local blogs who cater to the audience looking for the entertainment, shopping and dining options Adams Morgan provides.

#### Website

One of our major accomplishments over the past five years was creating the online face of the community — our website — which launched in the Spring of 2015. From design concept, to identifying an artist to create original illustrations of the community, generating the content and working with the developers - we were involved in every step of the process.

#### Events

Operating on the premise that we need to create reasons for the media and the public to cover and frequent Adams Morgan, we launched several high profile cultural events that benefit the business community by improving the image of Adams Morgan and by bringing potential patrons to the area. **Adams Morgan Movie Nights**, a joint venture

with the Marie Reed Elementary School was launched in 2014, expanded in 2015 and has become one of the most popular events in the community, with over 800 attendees at some screenings. Promoted through strategic use of earned media and nearly entirely funded through sponsors, it has quickly earned a reputation as a fun family friendly event. WETA has approached us about sponsoring the series in 2016 and it is featured in a new book, 100 Things to Do in Washington, DC Before You Die.

Music events like the **Summer Concert Series**, a five-week series of performances in the BB&T plaza, and **PorchFest**, which turns the front porches of historic homes into “stages for a day” continue the cultural heritage of Adams Morgan. More than 1500 “music maps” were handed out this year, and many attendees were spotted frequenting our businesses, with map in hand, between performances. We leverage all of these events to build our social media network, and have tripled our Facebook followers as well as built new social media communities around the events themselves. Events often create the highest levels of engagement in our social media and generate positive earned media as well.

Through cost sharing with Georgetown BID, we are able to take advantage of state of the art media monitoring software that allows us to share positive stories about Adams Morgan and to be kept abreast of negative stories that may demand follow up.

- We continue to participate with Destination DC to take advantage of networking opportunities and also information about conventions coming to DC to enable us to market to the attendees.
- We participate in the “Ask Me about DC” event annually, sponsored by Destination DC and hosted by Congresswoman Eleanor Holmes Norton to tell Congressional members and staff about Adams Morgan. Over 600 attendees are handed materials about Adams Morgan businesses.
- Complete redesign of map in the Free Pocket Guide distributed to 50 hotels each Saturday, as well as the Convention Center and the DC Chamber of Commerce. This is reprinted every quarter - 500,000 printed annually. We make sure the map is updated every quarter to reflect new businesses and to remove old ones.
- We collaborate whenever possible with Think Local First DC. Their Cash Mob actions — a group of enthusiastic shoppers with \$20 or more in their pocket who visit a local, independently owned business to spend their money and give the business a little boost — came to Idle Time Books. Think Local First jump-started the District’s involvement in this national movement.
- Every May we host a pit stop in Unity Park on Columbia Road/Euclid/Champlain Streets for Bike to Work Day. Hundreds of cyclists come through and participating businesses gain exposure.
- In January 2013, Adams Morgan together with U Street and Dupont Circle was named one of America’s top 12 Art Places by ArtPlace America. ArtPlace America is a collaboration of 13 leading national and regional foundations and six of the nation’s largest banks. – See more at: <http://www.artplaceamerica.org/articles/americas-top-artplaces-2013/>

- In February 2013, we released a new 2-minute marketing video that can be seen here: [http://www.youtube.com/watch?v=EBgI\\_eUla\\_s](http://www.youtube.com/watch?v=EBgI_eUla_s). Through a partnership with Washington Flyer Magazine, the video was played at every baggage claim/arrivals carousel (70 TV's in total) at both Dulles and National airports from February through April 2013. Our two-minute video ran in the Group Tour Spotlight eMagazine for group tour planners also.
- We won DC Vibrant Retail Streets Tool Kit technical assistance from the DC Office of Planning. Together with our team (business owners, ANC Commissioners, etc....) we participated in 2 full-day workshops to better understand Adams Morgan's starting point on the vibrancy scale, its market demand, potential and obstacles and began to identify solutions. Adams Morgan was one of 10 neighborhoods chosen in this competitive process.
- We promote Record Store Day every April, an event that has grown each year with customers lining up around the block before our three Adams Morgan record shops, Crooked Beat, Smash! and now Songbyrd Cafe, even open.
- We continue to participate with Destination DC to take advantage of networking opportunities. We are working with them to cross-promote their DC Cool campaign. For more information: <http://www.dccool.com>
- Helped celebrate 40 years of sustainably grown, affordable produce with the Adams Morgan Farmers Market in September 2013 and launched the Apple Festival in 2015 featuring an apple pie contest judged by local media luminaries and famous restaurateurs.
- We maintain a presence at the Adams Morgan Day Festival, (both the old and the new version) to distribute Free Pocket Guide maps, Circulator maps, free ride coupons, the Adams Morgan Heritage Trail Guide Book and discounted parking information from a booth at the festival.
- We use the free space provided in the bus shelters to promote Adams Morgan businesses. In May 2013 we promoted businesses with outdoor dining availability, in 2014 promoted the Eat, Shop, Play theme of the streetlight banners and in 2015 we created a "get to know your local business owner" concept.
- Published a 4-page spread on Adams Morgan in the *Washington Business Journal* in November 2014.
- We act as the community liaison with American Express in their Small Business Saturday event each year to obtain and distribute the Small Business Saturday materials they provide for free and we lobbied for additional exposure like the mural by the parking garage painted in 2014. Arranged for a few business owners to have lunch with U.S. Small Business Administrator (SBA) Maria Contreras-Sweet that year so she could hear from our entrepreneurs.
- After nearly a year of meetings, we were able to convince BIG BUS TOURS, the hop-on hop-off sightseeing bus, to add a stop in Adams Morgan at 18<sup>th</sup> and

Columbia Road, NW in their “green loop”. This will bring tourists into the neighborhood to frequent our daytime businesses and offers many opportunities for cross-promotion. We will coordinate a press event around it in the spring.

- We hired a part time Social Media consultant in 2014. This person will be replaced with a new full-time Operations Manager in the Spring of 2016.

#### 5) Networking/Outreach/Advocacy

Whenever possible, AMPBID advocates for local businesses facing unfair regulatory challenges. An example of this was after MPD and DCRA aggressively raided a number of businesses in Adams Morgan and the U Street corridor that sell used goods, telling them they needed to get a second-hand business license similar to that required by pawn shops or they would be fined and shut down. AMPBID formed an informal task force and set up meetings with DCRA so business owners could explain the negative impacts of the regulations. We created an online campaign and designed postcards protesting the new regulations for businesses. We reached out to the media, and the issue was the focus of discussion on the Kojo Nnamdi show on WAMU. DCRA revised the regulations and removed the onerous sections. This is a great example of how the AMPBID can work with DC Government to affect changes that help our Adams Morgan businesses.

When Adams Morgan was overlooked as an eligible community to participate in the Great Streets grants - the city’s multi-agency, multi-year commercial revitalization initiative to transform emerging commercial corridors into thriving and inviting neighborhood centers - AMPBID argued forcefully (and successfully!) for the community. Adams Morgan was added through legislation passed in December 2014. One business that we know of so far has won in the FY2016 application process – Skyneer Designs.

And when the moratorium was hindering Adams Morgan’s ability to compete with other communities, we commissioned an independent economic development study from the DC Fiscal Policy Institute that resulted in data that supported our cause, and ultimately helped lift the moratorium on restaurant licenses.

- Attended 250+ meetings relevant to the Adams Morgan business community: Monthly ANC1C meetings, monthly PSA/public safety meetings, monthly DDOT/ BID Council meetings, monthly DC BID Council meetings, monthly Kalorama Citizens Association meetings, monthly DC Surface Transit board meetings, monthly Circulator operations and marketing meetings, city agency meeting that impact our community, DCRA Regulatory Reform Task Force, Nightlife Task Force, Noise Task Force etc.
- Distributed weekly newsletter by email to BID membership + through iContact. Membership in the newsletter list has grown to 460+ email addresses.
- Over the years we do several “walk-throughs” with city official to highlight issues in our community that require attention. Some examples: With DSLBD Director Harold Pettigrew to highlight concerns about the difficulty of filling vacant commercial properties as well as the impediments of DC government to opening a small business. We encouraged Director Pettigrew to work with OTR and DCRA

to revise business requirements so they are easier for small businesses to understand and follow. We have also conducted “walk-throughs” with Councilmember Orange about new development and Councilmember Grosso to encourage him to form a Nighttime Economy Task Force.

- Lots of education/networking on a range of issues including loitering, parking restrictions, illegal vending, illegal ID card selling, sandwich board signs, etc....
- We continue to help organize the “Taste of Adams Morgan” every May to benefit Mary’s Center which provides health care, family literacy and social services to individuals whose needs are often unmet by the public and private systems. This events brings 100s of people into at least a dozen restaurants and retail stores on a Tuesday night.
- Participated in the Small Business Policy Forum (2 meetings) with the Coalition for Nonprofit Housing and Economic Development (CNHED), and the Department of Small and Local Business Development (DSLBD). The first forum had more than 60 participants who discussed and agreed on high priority challenges and obstacles to small businesses in the District of Columbia that should be addressed. At the second forum we discussed both best practices nationally and locally for supporting small business locally and made recommendations on improvements that are needed to change the environment for small business in the District of Columbia. Following this forum, the Small Business Policy Project Steering Committee oversaw the development of an action plan to implement the recommendations. Those recommendations are currently being implemented.
- Regularly sponsor two booths at the GWHCC EXPO held at the Washington Convention Center. Adams Morgan businesses share the two booth spaces.
- We started a networking lunch on the first Friday of every month for people working from home in Adams Morgan or for people who want to start a home-based business. The group meets at Potter’s House from 12:30 to 2 pm every month except for August.
- We attend the annual Small Business Summit hosted by DC Council, Mayor Muriel Bowser and the Department of Small and Local Business Development.
- We conduct an annual survey of the AMPBID membership every summer and the results are available at any time.
- Hosted a meeting with Anne Brockett and Steve Callcott from the DC Historic Preservation office to begin to develop Adams Morgan specific historic guidelines.

Additionally, the AMPBID has subcommittees that have regularly scheduled meetings. The committees include: marketing committee, security committee conference calls (as needed) and cleaning committee (as needed). The marketing committee meets every two weeks on Thursdays from 2 to 4 pm.

*Selected new businesses that opened in the last 5 years.*

Songbyrd Record Café and Songbyrd Music House opened in the Spring 2015

Potter's House at 1658 Columbia Road, NW reopened in March 2015.

Jug and Table opened in the first floor underneath Roofers Union in May 2015 at 2446 18<sup>th</sup> Street, NW

BicycleSPACE opened at 2424 18<sup>th</sup> Street, NW in June 2015. They are the second bicycle shop in Adams Morgan.

New tenants in the Ontario 17 building (1706 Columbia Road, NW): [solidcore] which was previously at 1841 Columbia Road, NW and Logan Hardware Store should be opening in March 2016.

New tenants in the Adamo Building at 1827 Adams Mill Road include: Philz Coffee <http://www.philzcoffee.com/> (their flagship location on the East Coast) and Tail Up Goat from the folks at Komi and Little Serow on 17<sup>th</sup> Street.

Owners of Sakuramen at 2441 18<sup>th</sup> Street, NW have expanded down the street to the former Café Lautrec building at 2431 18<sup>th</sup> Street, NW and opened BUL.

Owners of L'Enfant Café at 2000 18<sup>th</sup> Street, have expanded around the corner with a new Italian concept called Red White and Basil at 1781 Florida Avenue, NW (opened in October 2015).

Urban Dwell (hand-picked selection of home décor, women's and men's accessories, kitchen and bath products and baby gifts) opened in August 2015 at 1841 Columbia Road, NW.

Pop's Sea Bar, 1817 Columbia Road, NW – opened September 2014 (from the owners of Cashion's)

Rise Gluten-Free Bakery, 2409 18<sup>th</sup> Street, NW – opened November 2014

Johnny Pistolas Restaurant, opened at 2333 18<sup>th</sup> Street, NW (formerly Carriage House)

Hudson and Crane, a new furniture showroom, opened in December at 1781 Florida Avenue, NW.

Donburi Restaurant opened at 2438 18<sup>th</sup> Street, NW

Roofers Union Restaurant opened at 2446 18<sup>th</sup> Street, NW

Pleasant Pops Farmhouse Market and Café (opened September 2012)

Jack Rose Dining Saloon – 2007 18<sup>th</sup> Street, NW (2012)

Mintwood Place – 1813 Columbia Road, NW (opened in 2012)



### ***Development Projects***

- Construction began on The Line Hotel at Champlain and Euclid Streets in the Spring of 2015. They are hoping for occupancy to begin in January 2017 just in time for the Presidential Inauguration.
- The Ontario 17 mixed-use project (condos and retail) at Columbia Road and 17<sup>th</sup> Streets (where the Ontario Theater was) is finished and they are 90% sold.
- The Adamo mixed-use project (condos and retail) at the former Exxon station on Adams Mill Road, NW is finished and 100% sold.
- Construction will begin Spring 2016 at the Italian Embassy site at 16th and Fuller Streets, NW.

### **Vision for the Next Five Years**

#### **Current State of the Neighborhood**

While Adams Morgan is facing stiff competition from evolving neighborhoods, it is far from stagnant. In fact, some of the biggest developments in recent years are currently underway - from the Line Hotel project, to the Adamo mixed use project, the Ontario 17 mixed use building, the former Italian Embassy condo project and now apartments will be built on the parking lot behind the Scottish Rite church at Columbia and Mozart Streets, NW

Adams Morgan can leverage these developments to attract commercial tenants to vacant properties and bring attention to the community as one that is moving in a positive direction. Some of the more recent additions to the culinary scene in Adams Morgan are raising the bar of what visitors can expect to experience, with James Beard nominees, Food and Wine Magazine Award winners, and many of our businesses are perennial Washington City Paper "Best of DC" poll winners. This past Summer, an impressive new bike shop opened called BicycleSPACE. A new home goods store called Urban Dwell is right around the corner and, the success of Jack Rose has led to the acquisition of more property on that block and exciting plans for another business venture. Additionally, ACE Hardware stores is opening in the Ontario 17 building this winter and Philz Coffee flagship East Coast location will be in the Adamo building opening this Spring plus the highly-awaited Tail Up Goat Restaurant from the staff at Komi and Little Serow.

Though there have been isolated incidents, overall violent crime rates are down significantly in the last 5 years and the efforts by the Clean Team have resulted in a community that some say is as well-kept as it has ever been. We have continued to have cleaning in the commercial corridor 365 days a year from 7 am to 3 pm (hours vary in really hot or really cold weather). In January 2012, in response to residents' requests, we started basic cleaning on residential streets (one block off of the commercial corridors in every direction). This service we provide on Saturdays through Mondays. The goal is to pick up large items (pizza boxes, soda cans, food wrappers, water bottles) that have been tossed on streets from pedestrians walking by.

## **Shifting challenges? Shifting resources?**

Adams Morgan is at a critical turning point. We have unprecedented competition from other communities for customers. Those communities are spending more to promote themselves through events, advertising and social media while enjoying more free earned media as a result of being “new” and having a higher rate of new businesses opening. Meanwhile, we are dedicating 17% of a comparatively modest operating budget to marketing and communication. Is that really enough to make a difference? Does it reflect the challenges Adams Morgan faces? Can it both promote a positive message and combat negative stereotypes?

There is still a need to develop day-time patrons for the attraction of more retailers. We continue to leverage the fact that the hotel is coming in discussions with potential tenants or brokers. We hope there is a direct correlation to lower vacancy rates through retail that serves the community.

## **Vision of the AMPBID**

The over-all vision of the AMPBID has not changed since our founding:  
A clean, safe, and friendly business district that contributes to the perception that Adams Morgan is a world-class destination.

Our goals also are consistent:

1) Stabilize and improve the Urban Core: Make the commercial area of Adams Morgan clean, safe and organized by providing a range of enhanced services designed to supplement the services provided by the District of Columbia government.

2) Retain and Attract Businesses and Investments (public and private)  
2b) Increase retail sales, raise employment, and lower vacancy rates throughout the Adams Morgan Partnership BID area.

3) Attract customers and visitors from the greater Washington area and from the stream of tourists visiting the city from around the country and abroad.

4) Facilitate improvements to the transportation network in and out of Adams Morgan

All of these should contribute to improving the economic well-being of the neighborhood and entire city. The following section will describe our strategy to reach these goals.

**During the next five years the Adams Morgan BID will continue to:**

### **Stabilize and Improve the Urban Core**

In cities throughout North America, BIDs have improved the safety, cleanliness, and economic vitality of downtown areas. The Adams Morgan Partnership BID will continue to work together with the District of Columbia Government and other BIDs to stabilize and improve the commercial environment in the District of Columbia, thereby strengthening its regional competitiveness.

## **Retain and Attract Businesses and Investments (public and private)**

While the District of Columbia still holds its position as the region's most important business and cultural center, many tenants and companies continue to relocate to the suburbs where commercial space is often less expensive. We are enabling the commercial areas of Adams Morgan to grow and attract new investment that will be vital to the overall economic health of the City and the region. The Adams Morgan Partnership will engage in programs that are designed to supplement other organizations' efforts such as the Washington DC Economic Partnership, Destination DC and CNHED to retain and attract business and investment in the neighborhood, thereby benefiting the City.

## **Service Plan for the next five years**

The Adams Morgan Partnership Service Plan described below has been developed in response to the needs described above and has several key elements: public safety, cleaning and maintenance, transportation and parking management services, and marketing/promotion.

### Public Safety

Provide safety personnel in the public areas of the BID using Reimbursable Detail Officers (RDOs); contribute to the maintenance of order; assist with personal emergencies, including injuries, auto problems and lost property.

Assist police with crime deterrence by providing additional uniformed presence on the street and improving communication between the police, private sector security providers and the public.

Improve the effectiveness of public safety through systematic coordination with MPD.

### **Increase Enforcement of Regulations to Maintain Public Order**

Priority will be given to requesting that law enforcement follow existing ordinances dealing with anti-social behavior. The BID will continue to encourage the police to enforce these ordinances (examples: possession of an open container of alcohol, urinating in public, unauthorized public vending, illegal and improper parking, etc....) by maintaining open communication with MPD. This coordination will ensure the protection of the collective rights of the public as well as individual rights, including aggressive panhandling, car jockeying.

The BID has identified other needs related to public safety, such as programs to assist with the installation of crime cameras on private property. We will encourage businesses and commercial property owners to take advantage of DC government programs for free or discounted monitored camera installations.

### *Evaluation*

Measure improvement in public safety through the analysis of monthly crime data.  
Measure improvement in the public perception of safety through the annual member survey.

Attend monthly PSA 303 meetings to learn about crime trends and actions taken to address those.

Attend monthly PSA 303 meetings to raise concerns that need attention.

Maintain a crime log of weekend activities to benchmark MPD coverage and crime levels.

### Cleaning and Maintenance

Continue to perform daily maintenance and cleaning of the commercial corridors to a high standard to convey to the public that the area is under control and is well managed.

Four uniformed cleaning personnel and one supervisor sweep the sidewalks, curbs and gutters throughout the BID area seven days a week from 7 am to 3 pm and a two-member team cleans on all Federal Holidays. These services are currently provided by a contract with the Capitol Hill BID and their Ready Willing and Working program.

Continue to provide coordination with the District government agencies (DPW and DDOT) with respect to the provision of cleaning and maintenance services.

Encourage DPW to install more recycling cans in the commercial corridor.

Encourage DDOT to repair: potholes, patches to asphalt from utility work, light poles that are not operational and other public space maintenance.

Continue to work closely with the DDOT Urban Forestry office to ensure the care and feeding of neighborhood trees.

We will continue to provide:

- Daily supplemental cleaning of sidewalks and curbs, emptying of trash and recycling cans

- Graffiti removal including stickers and posters in public space

- Tree box maintenance (weeding, planting, watering)

- Tree box fence maintenance and repair (on a limited basis)

- Leaf collection in the fall

- Snow removal from crosswalks, fire hydrants and bus shelters in the winter

- Trash collection on residential streets adjacent to the commercial corridor on Saturdays, Sundays and Mondays each week

The AMPBID clean team also performs alley cleaning on a weekly basis. The current day is Wednesdays.

In order to decrease the amount of graffiti (including stickers and posters) in the AMPBID area, the BID has developed a zero-tolerance policy that includes removal (painting usually) within 48 hours of first notification of all incidents of graffiti, and illegal stickers and posters.

Photos are taken of graffiti (potential gang related graffiti) before its removal and transmitted to MPD to assist with their apprehension of criminals.

Repair and maintain identifying banners on street light poles within AMPBID boundaries to help orient visitors and promote the business district.

### *Evaluation*

The AMPBID will continue to count and weigh the trash bags or leaf bags collected each day from the receptacles. Monthly reports are provided.

The AMPBID will continue to record the number of incidents of graffiti, stickers and posters removed each day. Monthly reports are provided.

The AMPBID will continue to record the incidents of requests for other services our clean team performs (removal of furniture, alley cleaning, catch basin cleaning, and debris removal). Monthly reports are provided.

The AMPBID will track service calls to 311 or use of SEE/CLICK/FIX for evaluation and tracking of requests.

The AMPBID will perform periodic street light surveys to ensure the street lights are operational.

The AMPBID will clean graffiti and stickers from newspaper boxes and will report damage or vandalism to the publishers.

### Parking and Transportation

Continue to work with WMATA, DDOT ([www.GoDCGo.com](http://www.GoDCGo.com)) and DCST (DC Surface Transit Corp) to improve the accessibility of the Adams Morgan business district, as well as traffic flow and parking management.

Continue to work with DC agencies and private parking lots to install additional signage for motorists to find private parking immediately around the commercial corridor.

Continue to encourage the provision of late-night public transportation throughout the region.

Work with and monitor current metropolitan transportation services by attending DCST board and committee meetings.

Encourage and support the installation of additional bike racks throughout the commercial corridor

Promote and encourage the use of bicycle share programs like Capital Bike Share.

Host a media event/launch for the beginning of service through Adams Morgan for BIG BUS tour bus company. Help create synergies between businesses and tourists on the bus.

Serve as the agency to apply for public space permits to begin a valet parking program in three locations throughout the commercial corridor.

### *Evaluation*

Monitor changes in perception of respondents to the annual business survey who perceive Adams Morgan as an accessible destination.

Monitor changes in daytime and evening pedestrian, bicycle and vehicular traffic.

Monitor ridership, accident rates, fares collected, etc.... on the Circulator Bus. Work with DCST to determine the cause of changes in ridership.

Monitor how often tourists get off BIG BUS and how much time they spend in Adams Morgan.

Monitor the impact/use/concerns related to the valet parking program.

### Marketing and Promotion

#### **Goals**

Retain and attract businesses and investments (public and private)

Increase retail sales, raise employment, and lower vacancy rates throughout the Adams Morgan Partnership BID area.

Seek out and maximize opportunities to drive business to Adams Morgan in a cost effective way — attracting customers and visitors from the greater Washington area and tourist population.

Maintain a positive identity as a community of unique, local independent businesses

Continue our outreach efforts through: a weekly electronic newsletter to business owners, property owners, residents, and other stakeholders; website for members and visitors to learn more about the Adams Morgan neighborhood; periodic press releases to notify the public about retail growth, new businesses opening, new programs initiated, and new transportation options.

Combat negative stereotypes of the neighborhood with positive news the media can use and a continued emphasis on our identity and branding the neighborhood.

#### **Methods**

##### **Social Media**

Amplify the activities, offers, accolades and attributes of the neighborhood and businesses, through a growing social media presence on all platforms.

Reach out to local reporters so they follow us on twitter and can get news from us there

Coordinate with local businesses to build social media in a mutually beneficial way for everyone.

Build an annual social media calendar to plan in advance for regular events and pre-post – special focus on our own events

Continue to use CISION media monitoring and outreach system (for press releases) through partnership with the Georgetown BID.

Update the two- minute video finished in 2013 with new content.

### **Online Advertising**

A sustained campaign of smart, targeted online display, search and FB ads should be built into the budget. Our marketing committee members have requested it, and it is the most cost efficient way to target our audience. Over the five-year period, this should grow to at least \$1500 a quarter.

### **Events**

Events like Adams Morgan Movie Nights and Porch Fest associate the neighborhood with fun, interesting, family friendly activities. They bring people here to see the community and frequent our businesses. They also help insulate us against unexpected changes like the loss of Crafty Bastards. Continue to support, and ideally, grow these events and support new ones like the Urban Slide planned for August 2016 and a possible partnership with WETA for their neighborhood series.

### **Local Focus**

Establish a regular schedule for “swag bag” drop offs to make sure existing and new residents are aware of our businesses. Coordinate specials among businesses that benefit locals, “Neighbor Appreciation Day” etc.

Work with the DC Office of Planning to study the possibility of improved gateway signage at 18<sup>th</sup> and Columbia Road, 18<sup>th</sup> and Florida Avenue, and Columbia and 16<sup>th</sup> Street, NW.

### **Metro**

With tourists taking the red line to the National Zoo and thousands more staying at the hotels in Woodley Park, we are missing out on a direct appeal to that audience to make the short trip to Adams Morgan. A presence on a platform diorama during peak tourist times is something that has met with positive response with business owners.

### **Travel**

Thanks to studies already commissioned and completed by DC tourism entities, there is a great deal of information about where our visitors are coming from. We could use that information to target those audiences online and promote Adams Morgan as “the real DC” close to everything, but just far enough off the tourist trail on the mall to provide a more genuine experience. We will continue to produce the Pocket Guide map and distribute that at events and through the businesses. The printer distributes the map to hotel concierges in the region.

### **Research**

Our marketing strategy should be informed by real data. What prevents people from coming to Adams Morgan? What attracts them? We can debate about what we think

people want or don't want, but it is more useful and more efficient to have a data driven marketing strategy. We could do this through a combination of affordable online survey tools and focus groups. The information these would produce would help guide our spending. It can provide insight into our existing patrons, potential patrons, and how to market to each.

We will ramp up our efforts to promote Adams Morgan as a unique, vibrant community with a vast range of entertainment, dining and shopping options. We'll amplify new businesses opening, exciting developments and improvements, emphasize the convenience of the location, the beauty of the area and create and expand events that draw people here and reinforce the creative, cultural identity Adams Morgan has earned. We will push back against negative stereotypes related to crime, safety and parking. We will continue to build relationships with a quickly changing roster of reporters. We will combat bad news by creating positive news.

### **Branding**

We will re-design the official organization logo to better reflect the identity of the community and to be consistent with our other efforts.

### **Evaluation**

Measure the number of earned and paid media mentions and social media likes or mentions for the neighborhood and for each of our events;

Count the number of attendees at our events and compare year over year; ask them informally where they live and how they found out about the event;

Use Google analytics to track the use of our website;

Measure the number of awards or recognition given to the Adams Morgan neighborhood and specific businesses;

Follow up with focus groups on an annual basis to see how their experience in Adams Morgan has changed;

Talk to tourists and do informal interviews about where they are from and how they found out about Adams Morgan;

Use the annual survey information to measure our success to "flip the script".

### **Financial Plan for the next five years**

The experience of BIDs around the country is that programs are fine-tuned, expanded or even reduced as needs in an area change. As the Adams Morgan Partnership BID is entering its eleventh year, we have learned many lessons. While our priorities have remained basically the same, because of the encouragement of our membership we will continue to expand our marketing budget as appropriate. Our efforts will be directed at increasing local and tourism patronage of the neighborhood through the avenues of social



The AMPBID will also work with the City to ensure that effective economic development programs that benefit BID members are well integrated with other AMPBID programs. An example of this is the Great Streets grant program.

The projected operating budget for the AMPBID's next five years is provided below.

The projections are based on the assumption that the BID's annual revenue will grow slightly with increased assessments. These projections further assume an increase in the taxable base due to the improvement of buildings in the commercial district. Potential BID tax income from the Line Hotel is not included in these numbers.

We anticipate that the BID Litter Clean Up grant will be available at current levels with a slight increase for increases to the living wage. Our Cleaning program costs below reflect only the costs to the BID assessment income not the total cost of the program. We anticipate the RDO program to continue at current levels, the Safety Ambassador position is eliminated and we add the Operations Manager position full-time.

Any proposed BID tax rate change is subject to review and approval by the entire BID membership, as provided in the BID legislation and the Bylaws of the Adams Morgan Partnership, Inc. At this time, there is no plan to change the tax rate. We will endeavor in the coming 5-year period to lower the BID tax rate for all tax payers once we know the assessment of The Line Hotel and other large commercial projects within the boundaries of the AMPBID.

**Adams Morgan Partnership  
Five-Year Operating Budget 2017-2021**

Category	2017	2018	2019	2020	2021
Public Safety	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Cleaning, Maintenance & Repair (operations manager included 50%)	\$108,500	\$114,000	\$125,000	\$130,000	\$136,000
Marketing (includes operations manager 50%)	\$113,500	\$119,000	\$126,000	\$130,000	\$135,000
Administration	\$172,000	\$177,000	\$181,000	\$189,000	\$194,000
Other program expenses (cell phones, BID Council dues and DCST contribution)	\$17,000	\$15,000	\$17,000	\$16,000	\$15,000

<b>Total Annual BID Budget</b>	<b>\$471,000</b>	<b>\$485,000</b>	<b>\$509,000</b>	<b>\$525,000</b>	<b>\$540,000</b>
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## Calculation of AMPBID Taxes

Annual BID taxes are calculated for all non-exempt commercial properties based on a fee of \$0.21 per hundred dollars (\$100) of the assessed value of each property in the BID area.

### *Examples of Annual Assessments*

Property with Assessed Value	\$ 500,000
Adams Morgan Partnership Rate	.0021
<u>Adams Morgan Partnership BID Tax</u>	<u>\$1,050</u>

Property with Assessed Value	\$ 875,000
Adams Morgan Partnership Rate	.0021
<u>Adams Morgan Partnership BID Tax</u>	<u>\$1,837.50</u>

Property with Assessed Value	\$ 5,000,000
Adams Morgan Partnership Rate	.0021
<u>Adams Morgan Partnership BID Tax</u>	<u>\$10,500</u>

Property with Assessed Value	\$ 12,000,000
Adams Morgan Partnership Rate	.0021
<u>Adams Morgan Partnership BID Tax</u>	<u>\$25,200</u>

## Time and Manner of Collecting BID Taxes

As provided in the enabling legislation, the BID assessment is considered an additional real property tax and is collected by the District of Columbia Office of Tax and Revenue. Business Improvement District bills are due semi-annually, at the same time District property taxes are due. Delinquent BID taxes are subject to interest and penalties and all applicable collection mechanisms, including District tax sale. BID tax funds are deposited by the Office of Tax and Revenue directly into a special account. At no time are BID taxes commingled with District of Columbia general funds.

## Exempt Properties (Nonprofit and Governmental)

The BID Act allows the AMPBID to solicit and accept voluntary contributions from exempt properties in the BID area and may provide services to exempt properties within the AMPBID area on an as-needed basis.

## **Management of the AMPBID Accounts**

The Adams Morgan Partnership is led by an Executive Director hired and supervised by the Executive Committee, made up of members of the Board of Directors. The Executive Director and the Board of Directors is assisted and encouraged in the daily operations by all members of the BID.

The AMPBID receives its revenues from the District of Columbia's Office of Tax and Revenue on a monthly basis. AMPBID maintains three bank accounts that are separate from those of the District Government. The AMPBID funds are carried over from one fiscal year to the next. The three accounts are for the following purposes: primary checking account, reserve funds of \$125,000 in a 3-year CD, and BID Litter Clean Up grant account.

As the law requires, AMPBID funds are maintained in a federally insured institution with assets in excess of \$50 million, approved by the District's Chief Financial Officer. The AMPBID bank accounts are maintained at BB&T Bank. Bank statements are available for review at any time in our offices at 1640 Columbia Road, NW.

## **Governance of the AMPBID**

The Adams Morgan Partnership is named the "Adams Morgan Partnership, Incorporated" and has been organized and operates as an organization described in Section 501 © (6) of the Internal Revenue Code. The BID is exempt from federal income taxation under Section 501 (a) of the IRS Code.

The Adams Morgan Partnership Board of Directors, comprised of property owners, business owners, and civic representatives, has developed and overseen the BID. The BID is managed by a professional Executive Director, and will continue to coordinate its activities with the District government and other BIDs to maximize service delivery. In early 2016 we will hire and Operations Manager.

## **Board of Directors**

The nonprofit BID corporation is governed by a Board of Directors consisting of 9 commercial property owners, 6 business owners, 3 appointed (non-voting) members, and 1 appointed ex-officio representatives (total 19). The Business Improvement Districts Act of 1996, as amended, requires that a majority of BID Board Members be property owners. The Act also provides that the BID board must include commercial tenants of non-exempt property.

The Board oversees all AMPBID activities. The AMPBID is required by law to issue reports on its progress to the Mayor, Council and all members of record, including owners and tenants of commercial properties that are subject to the BID tax. All board meetings are open to the public.

The Board's three appointed Board members, who represent the various community organizations in Adams Morgan are non-voting. These organizations are: Advisory

Neighborhood Commission 1C, the Lanier Heights Citizens Association, the Reed Cooke Neighborhood Association.

We will reserve the right to invite other neighborhood organizations to be non-voting members of the Board. The same process for removing a board member will be used to remove a non-voting community member.

The Business Improvement Act of 1996 makes every property owner and every commercial tenant of non-exempt property within the BID area a member of the BID. The BID holds an annual meeting every October where BID members elect Board members and review the annual budget and plan.

### Board of Directors as of February 2016

Louis	Courembis		Property Owner	Southern Hospitality
Arianne	Bennett	Vice President	Business Owner	Amsterdam Falafel Shop
Adam	Crain	Secretary	Property Owner	Adam's Inn Bed and Breakfast
Steve	Greenleigh	Co-President	Property Owner	2436, 2442-2446 18th Street, NW
Jessica	Racine White		Property Owner	1652, 1662 Columbia Road, 2438 18th Street NW
Jonathan	Cho		Business Owner	Sakuramen and Bul Restaurants
Stuart	Emmerman		Ex Officio	MPD Third District Commander
Gabriela	Mossi		Nonvoting	Advisory Neighborhood Commission 1C
Justin	Abad		Business Owner	Cashion's and Pops Sea Bar
C. Jonathan	Wells		Business Owner	Timehri
Jon	Wilson	Treasurer	Property Owner	Demers Real Estate
Pat	Patrick		Authorized Property Owner Representative	1801-1811, 1813-1815, 1817 Adams Mill Rd.
Jeffrey	Schonberger		Property Owner	1724 California St. and 1781 Florida Avenue
Saied	Azali		Business Owner	Perry's and Mintwood Restaurants
Constantine	Stavropoulos	Co-President	Business Owner	Tryst and The Diner
Bill	Thomas		Property Owner	Jack Rose Dining Saloon
Matt	Wexler		Property Owner	The High Dive, Boost Mobile, Payless Shoes

John	Zottoli		Nonvoting	Lanier Heights Citizen Association
Peter	Lyden		Nonvoting	Reed Cooke Neighborhood Association

### **The District of Columbia's Role in Governance**

The BID corporation is an independent nonprofit corporation. The BID Act gives the City and its representatives no formal role in its governance. The BID works closely with City agencies to ensure that City services are efficiently and effectively delivered to the Adams Morgan area. The Mayor must register a BID every five years. Mayor Anthony Williams approved the AMPBID's application in 2005. Mayor Vincent C. Gray extended the terms of the AMPBID in September 2011 to September 2016.

### **CONTINUATION OF CITY SERVICES**

Property owners and tenants have voiced concern that the District government maintains existing services at a verifiable "baseline" service level. Section 21 of the Amended BID Act states: "The District government shall not eliminate or reduce the level of any services customarily provided in the District to any similar geographic area because such area is subject to a BID, and shall continue to provide its customary services and levels of each service to such area notwithstanding that such area is or may be encompassed in a BID, unless a reduction in service is part of a District-wide pro rata reduction in services necessitated by fiscal considerations or budgetary priorities."

The formal establishment of a base-level of City services ensures that existing City services are enhanced and not replaced by BID activities. To this end, the BID will continue to support the "level of service" they have obtained with many City agencies to increase certain services to support and enhance the BID's efforts.

### **ADAMS MORGAN PARTNERSHIP POLICIES**

#### **Competitive Bidding and Local Purchasing Preference**

The Board of the Adams Morgan Partnership has developed a policy of competitive bidding for the purchase of substantial amounts of services, products and equipment. The policy aims to maximize service quality, efficiency, and cost effectiveness. The board directs its agents to utilize goods and service from District of Columbia vendors first, provided that pricing and standards of quality are competitive.

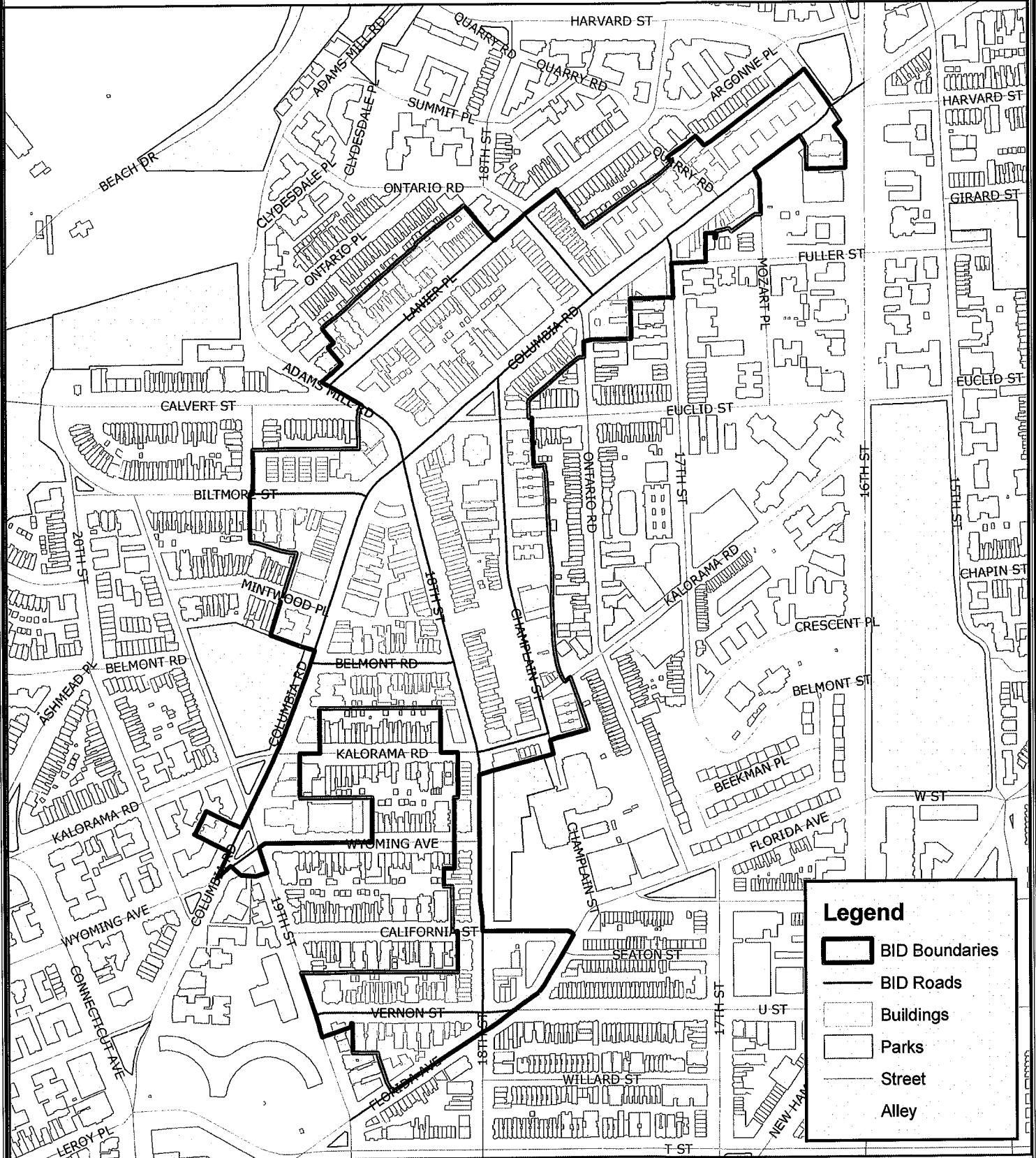
#### **Equal Employment Opportunity**

The AMPBID is committed to complying with the District of Columbia and Federal laws which include equal opportunity in employment. The AMPBID does not discriminate on the basis of actual or perceived race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, familial status, family responsibilities, matriculation, and political affiliation, and disability, source of income or place of residence or business.







**APPENDIX A:  
MAP OF  
AMPBID**

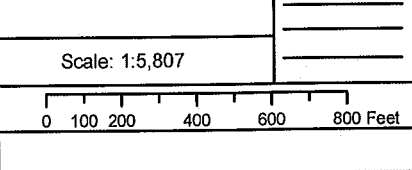
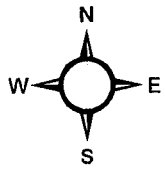


# Adams Morgan BID Boundaries



**Legend**

-  BID Boundaries
-  BID Roads
-  Buildings
-  Parks
-  Street
-  Alley



Source: Office of the Chief Technology Officer (OCTO),  
Adams Morgan Partnership  
Date: Feb 15, 2006  
Prepared by: DC GIS

Map ID: \_\_\_\_\_  
Date: \_\_\_\_\_

Coordinate System:  
NAD\_1983\_StatePlane\_Maryland\_FIPS\_1900

Information on this map is for illustration only. The user acknowledges and agrees that the use of this information is at the sole risk of the user. No endorsement, liability, or responsibility for information or opinions expressed are assumed or accepted by any agency of the District of Columbia Government.

**APPENDIX B:  
PROJECTED  
REVENUE**



ssl	number	streetname	Owner Name	Address	City/State/Zip	FY17 Total	FY2018 Total	FY2019 Total	FY2020 total	FY2021 total
2535	0800	1900 WYOMING AV	KATHLEEN H COURIE TRUSTE	11712 TIFTON DR	POTOMAC, MD 20854	\$ 1,211.32	\$1,247.66	\$1,285.09	\$1,323.64	\$1,363.35
2548	0815	1804 ADAMS MILL RD	JEMAL'S ADAMS BELL LLC	702 H ST NW	WASHINGTON, DC 20	\$ 10,887.37	\$11,213.99	\$11,774.69	\$12,127.93	\$12,491.76
2548	0820	1801 COLUMBIA RD	HILDA RIVAS	3739 CUMBERLAND ST	WASHINGTON, DC 20	\$ 6,574.20	\$6,771.42	\$7,109.99	\$7,323.29	\$7,542.99
2549	0628	1817 COLUMBIA RD	ANTONIO PUGLISI	3505 OLIVER ST	HYATTSVILLE, MD 20	\$ 987.36	\$1,016.98	\$1,067.83	\$1,099.86	\$1,132.86
2549	0633	1819 COLUMBIA RD	SUSAN C. AUCHINCLOSS, TR	2342 GLASCO TPKE	WOODSTOCK, NY 124	\$ 2,157.31	\$2,222.03	\$2,333.13	\$2,403.12	\$2,475.22
2549	0636	1827 COLUMBIA RD	EILEEN GATTI	2 WINDERMERE CT	ROCKVILLE, MD 2085	\$ 1,979.29	\$2,038.67	\$2,140.60	\$2,204.82	\$2,270.97
2549	0863	1815 COLUMBIA RD	SIDNEY DRAZIN	6403 KIRBY RD	BETHESDA, MD 20811	\$ 1,805.22	\$1,859.38	\$1,952.35	\$2,010.92	\$2,071.25
2549	0869	1811 COLUMBIA RD	ANNE B DONOHOE	8300 BURDETTE RD # E	BETHESDA, MD 20811	\$ 4,499.99	\$4,634.98	\$4,866.73	\$5,012.74	\$5,163.12
2549	0870	1823 COLUMBIA RD	PETER C GEORGATSOS TRUS	5006 FLANDERS AVE	KENSINGTON, MD 201	\$ 1,110.82	\$1,144.14	\$1,201.35	\$1,237.39	\$1,274.51
2549	0874	1829 COLUMBIA RD	RICHARD S GATTI III	2 WINDERMERE CT	ROCKVILLE, MD 2085	\$ 1,298.66	\$1,337.62	\$1,404.50	\$1,446.64	\$1,490.04
2549	0875	1831 COLUMBIA RD	E J GATTI	2 WINDERMERE CT	ROCKVILLE, MD 2085	\$ 1,200.53	\$1,236.54	\$1,298.37	\$1,337.32	\$1,377.44
2549	0877	1841 COLUMBIA RD	UIP 1841 COLUMBIA ROAD LL	140 Q ST NE STE 140B	WASHINGTON, DC 20	\$ 9,887.73	\$10,184.36	\$10,693.58	\$11,014.38	\$11,344.81
2549	0878	1822 BILTMORE ST	JOHN QUIGG	1824 BILTMORE ST NW	WASHINGTON, DC 20	\$ 946.95	\$975.36	\$1,024.13	\$1,054.85	\$1,086.50
2551	0027	1834 COLUMBIA RD	LUJAN LUJAN LUJAN COLUME	1834 COLUMBIA RD NW	WASHINGTON, DC 20	\$ 3,074.15	\$3,166.37	\$3,324.69	\$3,424.43	\$3,527.16
2551	0028	1832 COLUMBIA RD	BKYY LLC	13511 ROOSEVELT AVE FLUSHING	NY 11354	\$ 1,297.53	\$1,336.45	\$1,403.28	\$1,445.37	\$1,488.73
2551	0029	1830 COLUMBIA RD	GEORGE S DAVILLAS	1830 COLUMBIA RD NW	WASHINGTON, DC 20	\$ 902.75	\$929.83	\$976.32	\$1,005.61	\$1,035.78
2551	0030	1828 COLUMBIA RD	JOHN QUIGG	1824 BILTMORE ST NW	WASHINGTON, DC 20	\$ 846.93	\$872.34	\$915.95	\$943.43	\$971.74
2551	0031	1826 COLUMBIA RD	MANUEL C SOLLOSO	1826 COLUMBIA RD NW	WASHINGTON, DC 20	\$ 1,314.00	\$1,353.42	\$1,421.09	\$1,463.73	\$1,507.64
2551	0032	1824 COLUMBIA RD	MANUEL C SOLLOSO	1826 COLUMBIA RD NW	WASHINGTON, DC 20	\$ 949.99	\$978.49	\$1,027.41	\$1,058.23	\$1,089.98
2551	0033	2410 18TH ST	ARPAD SHELDON	PO BOX 3029	N FORT MYERS, FL 3	\$ 1,421.58	\$1,464.23	\$1,537.44	\$1,583.56	\$1,631.07
2551	0034	2408 18TH ST	ARPAD SHELDON	PO BOX 3029	N FORT MYERS, FL 3	\$ 2,333.54	\$2,403.55	\$2,523.72	\$2,599.44	\$2,677.42
2551	0035	2406 18TH ST	ARPAD SHELDON	15201 N CLEVELAND AVE	N FORT MYERS, FL 3	\$ 2,797.03	\$2,880.94	\$3,024.99	\$3,115.74	\$3,209.21
2551	0040	2452 18TH ST	JO ANN FONG TRUST	802 SCHINDLER DR	SILVER SPRING, MD	\$ 492.52	\$507.29	\$532.66	\$548.64	\$565.10
2551	0041	2450 18TH ST	ADELPHI PATNERS LLC	4801 SAINT ELMO AVE	BETHESDA, MD 20814	\$ 2,065.69	\$2,127.66	\$2,234.04	\$2,301.06	\$2,370.09
2551	0046	2440 18TH ST	BARBARA SHAPIRO	4220 OLLEY LN	FAIRFAX, VA 22032-11	\$ 1,806.76	\$1,860.96	\$1,954.01	\$2,012.63	\$2,073.01
2551	0056	2418 18TH ST	VALIRA LLC	1312 18TH ST NW	WASHINGTON, DC 20	\$ 1,016.93	\$1,047.43	\$1,099.80	\$1,132.80	\$1,166.78
2551	0062	1825 DANCE ALLEY	STUART PAULINE M	PO BOX 21114	WASHINGTON, DC 20	\$ 3,236.92	\$3,334.03	\$3,500.73	\$3,605.75	\$3,713.92
2551	0063	1864 COLUMBIA RD	RITA CHILDS	1111 14TH ST NW	WASHINGTON, DC 20	\$ 2,710.83	\$2,792.15	\$2,931.76	\$3,019.71	\$3,110.30
2551	0078	1800 COLUMBIA RD	CRESTAR B NA	919 E MAIN ST FL 14	RICHMOND, VA 23219	\$ 9,514.79	\$9,800.23	\$10,290.24	\$10,598.95	\$10,916.92
2551	0083	2442 18TH ST	2436 18TH ST ASSOC LTD PRT	7819 NORFOLK AVE	BETHESDA, MD 20814	\$ 4,675.52	\$4,815.79	\$5,056.58	\$5,208.28	\$5,364.52
2551	0084	2420 18TH ST	VALIRA LLC	1312 18TH ST NW	WASHINGTON, DC 20	\$ 1,465.44	\$1,509.41	\$1,584.88	\$1,632.42	\$1,681.40
2551	0085	1836 COLUMBIA RD	ANASTASIOS HIOTIS	8380 GREENSBORO DR	MC LEAN, VA 22102-3	\$ 3,229.98	\$3,326.88	\$3,493.22	\$3,598.02	\$3,705.96
2551	0086	new lot created Aug 2008	RITA CHILDS	1111 14TH ST NW	WASHINGTON, DC 20	\$ 4,392.86	\$4,524.65	\$4,750.88	\$4,893.41	\$5,040.21
2551	0087	2436 18TH ST	2436 18TH STREET ASSOCIAT	7819 NORFOLK AVE	BETHESDA, MD 20814	\$ 3,916.71	\$4,034.21	\$4,235.92	\$4,363.00	\$4,493.89
2551	0809	2438 18TH ST	JESSICA L RACINE-WHITE TR	1664 COLUMBIA RD NW	WASHINGTON, DC 20	\$ 2,265.63	\$2,333.60	\$2,450.28	\$2,523.78	\$2,599.50
2551	0811	2434 18TH ST	HANNIBAL CORPORATION TH	2434 18TH ST NW	WASHINGTON, DC 20	\$ 2,494.34	\$2,569.17	\$2,697.63	\$2,778.56	\$2,861.91
2551	0814	2412 18TH ST	2412 18TH ST NW, LLC	PO BOX 547187	ORLANDO, FL 32854	\$ 1,434.76	\$1,477.81	\$1,551.70	\$1,598.25	\$1,646.20
2551	0820	1856 COLUMBIA RD	VALIRA LLC	1312 18TH ST NW	WASHINGTON, DC 20	\$ 1,593.38	\$1,641.18	\$1,723.24	\$1,774.93	\$1,828.18
2551	2029	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 278.06	\$286.40	\$300.72	\$309.74	\$319.04
2551	2030	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 317.60	\$327.13	\$343.49	\$353.79	\$364.41
2551	2031	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 304.16	\$313.29	\$328.95	\$338.82	\$348.99
2551	2032	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 307.99	\$317.23	\$333.09	\$343.08	\$353.37
2551	2033	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 299.06	\$308.03	\$323.43	\$333.14	\$343.13
2551	2034	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 309.86	\$319.15	\$335.11	\$345.16	\$355.52
2551	2035	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 299.71	\$308.70	\$324.14	\$333.86	\$343.88
2551	2036	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 314.31	\$323.74	\$339.92	\$350.12	\$360.62
2551	2037	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 271.70	\$279.85	\$293.84	\$302.66	\$311.74
2551	2038	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 341.69	\$351.94	\$369.54	\$380.62	\$392.04
2551	2039	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 246.90	\$254.30	\$267.02	\$275.03	\$283.28
2551	2040	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 241.79	\$249.05	\$261.50	\$269.35	\$277.43
2551	2042	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 223.36	\$230.06	\$241.56	\$248.81	\$256.27
2551	2044	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 251.35	\$258.89	\$271.83	\$279.99	\$288.39
2551	2046	1801 BELMONT RD	JEMAL'S BELMONT LP	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 242.42	\$249.70	\$262.18	\$270.05	\$278.15
2551	2074	2424 18TH ST	JERMALS 2424 18TH STREET I	702 H ST NW STE 400	WASHINGTON, DC 20	\$ 6,504.25	\$6,699.37	\$7,034.34	\$7,245.37	\$7,462.73
2551	2075	2424 18TH ST	DBL HOLDINGS 2424, LLC	2424 18TH ST NW STE C	WASHINGTON, DC 20	\$ 2,155.23	\$2,219.89	\$2,330.88	\$2,400.81	\$2,472.83

2552	0024	2318	18TH ST	2318 18TH ST LLC	12606 HILL CREEK LN	POTOMAC, MD 20854	\$	2,300.34	\$2,369.35	\$2,487.82	\$2,562.45	\$2,639.33
2552	0039	1804	BELMONT RD	THEODORE KVELL	1804 BELMONT RD NW	WASHINGTON, DC 20	\$	2,146.41	\$2,210.80	\$2,321.34	\$2,390.98	\$2,462.71
2552	0040	1802	BELMONT RD	THEODORE KVELL	1804 BELMONT RD NW	WASHINGTON, DC 20	\$	2,127.45	\$2,191.27	\$2,300.83	\$2,369.86	\$2,440.95
2552	0807	2314	18TH ST	THOMAS D GLASS TRUSTEE	1625 16TH ST NW APT 4	WASHINGTON, DC 20	\$	1,537.57	\$1,583.70	\$1,662.88	\$1,712.77	\$1,764.15
2552	2068	2300	18TH ST	STEPEHN N SOLLINS	1111 14TH ST NW STE 2	WASHINGTON, DC 20	\$	934.53	\$962.57	\$1,010.70	\$1,041.02	\$1,072.25
2552	2069	2300	18TH ST	SOLLINS STEPHEN N	1111 14TH ST NW STE 2	WASHINGTON, DC 20	\$	1,202.51	\$1,238.59	\$1,300.52	\$1,339.53	\$1,379.72
2552	2138	1800	BELMONT RD	ABDOLLAH TOUFANIAN	6707 BRADLEY BLVD	BETHESDA, MD 20811	\$	1,411.68	\$1,454.03	\$1,526.74	\$1,572.54	\$1,619.71
2553	0059	2228	18TH ST	E J GATTI	2 WINDERMERE CT	ROCKVILLE, MD 2085	\$	1,190.78	\$1,226.51	\$1,287.83	\$1,326.47	\$1,366.26
2553	0060	2226	18TH ST	EILEEN J GATTI	2 WINDERMERE CT	ROCKVILLE, MD 2085	\$	1,028.39	\$1,059.24	\$1,112.20	\$1,145.57	\$1,179.94
2553	0065	2216	18TH ST	HO AHN	2216 18TH ST NW	WASHINGTON, DC 20	\$	589.11	\$606.79	\$637.13	\$656.24	\$675.93
2553	0078	2218	18TH ST	RICHARD S GATTI III	2 WINDERMERE CT	ROCKVILLE, MD 2085	\$	1,402.88	\$1,444.97	\$1,517.22	\$1,562.74	\$1,609.62
2553	0829	2222	18TH ST	RICHARD S GATTI III	2 WINDERMERE CT	ROCKVILLE, MD 2085	\$	1,283.31	\$1,321.81	\$1,387.90	\$1,429.54	\$1,472.42
2553	2074	1801	WYOMING AV	WY 18 RETAIL, LLC	702 H ST NW	WASHINGTON, DC 20	\$	1,117.83	\$1,151.36	\$1,208.93	\$1,245.20	\$1,282.56
2553	2075	1801	WYOMING AV	WY 18 RETAIL, LLC	702 H ST NW	WASHINGTON, DC 20	\$	1,024.40	\$1,055.13	\$1,107.89	\$1,141.13	\$1,175.36
2553	2076	1801	WYOMING AV	WY 18 RETAIL, LLC	702 H ST NW	WASHINGTON, DC 20	\$	817.61	\$842.14	\$884.25	\$910.78	\$938.10
2553	2077	1801	WYOMING AV	W Y 18 RETAIL, LLC	702 H ST NW	WASHINGTON, DC 20	\$	843.57	\$868.88	\$912.32	\$939.69	\$967.88
2554	0030	2122	18TH ST	OAS LIMITED LIABILITY PARTI	2203 MASSACHUSETTS	WASHINGTON, DC 20	\$	1,277.96	\$1,316.30	\$1,382.11	\$1,423.58	\$1,466.28
2554	0031	2120	18TH ST	JOHN SOULIOTIS	3210 N ST NW	WASHINGTON, DC 20	\$	772.71	\$795.89	\$835.68	\$860.75	\$886.57
2554	0032	2118	18TH ST	2118 FSD PROPERTY LLC	9516 OLD GEORGETOW	BETHESDA, MD 20814	\$	664.44	\$684.37	\$718.59	\$740.15	\$762.35
2554	0033	2116	18TH ST	STEPHEN MAGED TRUSTEE	11700 GLEN CT	POTOMAC, MD 20854	\$	1,427.18	\$1,469.99	\$1,543.49	\$1,589.80	\$1,637.49
2554	0035	2112	18TH ST	A FOTELARGIAS	3210 N ST NW	WASHINGTON, DC 20	\$	1,092.80	\$1,125.58	\$1,181.86	\$1,217.32	\$1,253.84
2554	0093	2110	18TH ST	KAREN GRAY	2110 18TH ST NW	WASHINGTON, DC 20	\$	1,834.06	\$1,889.08	\$1,983.53	\$2,043.04	\$2,104.33
2554	0094	2108	18TH ST	FARSHAD FAKHRIYAZDI	6478 LAKE MEADOW DF	BURKE, VA 22015-393	\$	1,184.07	\$1,219.59	\$1,280.57	\$1,318.98	\$1,358.55
2554	0095	2106	18TH ST	FARSHAD FAKHRIYAZDI	6478 LAKE MEADOW DF	BURKE, VA 22015-393	\$	1,413.75	\$1,456.17	\$1,528.98	\$1,574.84	\$1,622.09
2554	0813	2102	18TH ST	EMIJER ASSOCIATES	PO BOX 53016	WASHINGTON, DC 20	\$	313.04	\$322.43	\$338.56	\$348.71	\$359.17
2554	0814	2100	18TH ST	SMITH & SONS ENTERPRISES	9200 EDWARDS WAY AF	ADELPHI, MD 20783-3	\$	348.50	\$358.95	\$376.90	\$388.20	\$399.85
2554	0815	2104	18TH ST	REVOCABLE LIVING TRUST	7100 BROOKVILLE RD	CHEVY CHASE, MD 21	\$	376.68	\$387.98	\$407.38	\$419.60	\$432.19
2555	0046	2010	18TH ST	JAMES M WASHINGTON	2900 HATBORO PL	UPPR MARLBORO, M	\$	538.13	\$554.27	\$581.98	\$599.44	\$617.42
2555	0047	2008	18TH ST	JAMES M WASHINGTON	2900 HATBORO PL	UPPR MARLBORO, M	\$	529.01	\$544.88	\$572.13	\$589.29	\$606.97
2555	0048	2006	18TH ST	JAMES M WASHINGTON	2900 HATBORO PL	UPPR MARLBORO, M	\$	539.57	\$555.76	\$583.55	\$601.06	\$619.09
2555	0062	2000	18TH ST	MOVING ON UP LLC	1718 CORCORAN ST NV	WASHINGTON, DC 20	\$	1,737.65	\$1,789.77	\$1,879.26	\$1,935.64	\$1,993.71
2555	0065	2002	18TH ST	SHERRY A GORE	31 CHURCHILL RD	CRESSKILL, NJ 0762	\$	937.57	\$965.69	\$1,013.98	\$1,044.40	\$1,075.73
2556	0015	1800	VERNON ST	DONALD L WRIGHT	1712 SWANN ST NW	WASHINGTON, DC 20	\$	1,295.03	\$1,333.88	\$1,400.57	\$1,442.59	\$1,485.87
2556	0016	1802	VERNON ST	DONALD WRIGHT	1712 SWANN ST NW	WASHINGTON, DC 20	\$	1,062.77	\$1,094.65	\$1,149.38	\$1,183.87	\$1,219.38
2556	0017	1804	VERNON ST	1804 VERNON STREET LLC	46482 CAPELWOOD CT	STERLING, VA 20165-	\$	1,555.48	\$1,602.14	\$1,682.25	\$1,732.72	\$1,784.70
2556	0018	1806	VERNON ST	THOMAS F SHERIDAN	1836 VERNON ST NW	WASHINGTON, DC 20	\$	2,067.22	\$2,129.24	\$2,235.70	\$2,302.77	\$2,371.85
2557	0007	1783	FLORIDA AV	BEN LEVENSON TRUSTEES &	4720 CHEVY CHASE DR	CHEVY CHASE, MD 21	\$	428.13	\$440.97	\$463.02	\$476.91	\$491.22
2557	0010	1771	VERNON ST	P M MCLEAN	2100 SANS SOUCI BLVC	NORTH MIAMI, FL 331	\$	815.75	\$840.22	\$882.23	\$908.70	\$935.96
2557	0011	1773	VERNON ST	P M MCLEAN	2100 SANS SOUCI BLVC	NORTH MIAMI, FL 331	\$	892.52	\$919.30	\$965.26	\$994.22	\$1,024.05
2557	0012	2003	18TH ST	WELCH REVOCABLE FAMILY	910 M ST NW APT 1130	WASHINGTON, DC 20	\$	1,054.28	\$1,085.91	\$1,140.21	\$1,174.41	\$1,209.65
2557	0013	2005	18TH ST	THE WELCH FAMILY LIMITED	910 M ST NW APT 1130	WASHINGTON, DC 20	\$	557.87	\$574.60	\$603.33	\$621.43	\$640.07
2557	0014	2007	18TH ST	2007 18TH STREET LLC	PO BOX 21655	WASHINGTON, DC 20	\$	3,550.70	\$3,657.22	\$3,840.08	\$3,955.29	\$4,073.94
2557	0019	2009	18TH ST	JURASSIC PROPERTIES INC	3300 WISCONSIN AVE N	WASHINGTON, DC 20	\$	3,336.19	\$3,436.27	\$3,608.09	\$3,716.33	\$3,827.82
2557	0020	1769	U ST	JOSE I REYES	11105 LUTTRELL LN	WHEATON, MD 20902	\$	1,691.13	\$1,741.86	\$1,828.96	\$1,883.83	\$1,940.34
2557	0800	1724	CALIFORNIA ST	ALTURAS LLC	1029 VERMONT AVE NW	WASHINGTON, DC 20	\$	15,976.09	\$16,455.37	\$17,278.14	\$17,796.48	\$18,330.38
2560	0032	2300	CHAMPLAIN ST	MARGARET A JACKSON	2460 ONTARIO RD NW	WASHINGTON, DC 20	\$	323.50	\$333.21	\$349.87	\$360.36	\$371.18
2560	0045	2437	18TH ST	DEOMAG 18TH STREET LLC	7910 WOODMONT AVE	BETHESDA, MD 20814	\$	2,484.59	\$2,559.13	\$2,687.09	\$2,767.70	\$2,850.73
2560	0046	2439	18TH ST	MALA STIEGLITZ TRUSTEE	201 N PALM DR	BEVERLY HILLS, CA	\$	4,026.52	\$4,147.31	\$4,354.68	\$4,485.32	\$4,619.88
2560	0047	2441	18TH ST	ARIA 18TH STREET LLC	150 E 58TH ST FL 28	NEW YORK, NY 10155	\$	1,415.95	\$1,458.42	\$1,531.34	\$1,577.29	\$1,624.60
2560	0050	1748	KALORAMA RD	JOHN O'LEARY	1607 LAWRENCE ST NE	WASHINGTON, DC 20	\$	1,568.15	\$1,615.20	\$1,695.96	\$1,746.84	\$1,799.24
2560	0051	1746	KALORAMA RD	ALI ABTAHI	1746 KALORAMA RD NV	WASHINGTON, DC 20	\$	1,483.31	\$1,527.81	\$1,604.20	\$1,652.33	\$1,701.90
2560	0061	2337	18TH ST	2337 BOND ST EQUITIES LLC	2120 L ST NW STE 315	WASHINGTON, DC 20	\$	1,661.27	\$1,711.11	\$1,796.66	\$1,850.56	\$1,906.08
2560	0062	2339	18TH ST	GOLBERS LLC	2339 18TH ST NW	WASHINGTON, DC 20	\$	1,843.55	\$1,898.85	\$1,993.80	\$2,053.61	\$2,115.22
2560	0063	2341	18TH ST	ASZ LLC	7903 JASONS LANDING	SEVERN, MD 21144-21	\$	1,100.24	\$1,133.25	\$1,189.91	\$1,225.61	\$1,262.38
2560	0071	2335	18TH ST	SOLEIMAN ASKARINAM	2317 18TH ST NW	WASHINGTON, DC 20	\$	2,314.22	\$2,383.65	\$2,502.83	\$2,577.91	\$2,655.25
2560	0074	2461	18TH ST	LENJESWIL L L C	2461 18TH ST NW	WASHINGTON, DC 20	\$	1,913.63	\$1,971.03	\$2,069.59	\$2,131.67	\$2,195.62

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2560	0075	2463	18TH ST	TIFFANY J WARD	1925 S FALLSMEAD WA POTOMAC, MD 20854	\$	2,029.86	\$2,090.76	\$2,195.29	\$2,261.15	\$2,328.99
2560	0076	2465	18TH ST	2465 18TH LLC	387 GRAND ST APT K18 NEW YORK, NY 10002	\$	1,539.01	\$1,585.18	\$1,664.43	\$1,714.37	\$1,765.80
2560	0077	2467	18TH ST	JACQUES R MORGAN	2467 18TH ST NW WASHINGTON, DC 20	\$	1,456.72	\$1,500.42	\$1,575.44	\$1,622.71	\$1,671.39
2560	0078	2469	18TH ST	KYONG KIM	12125 HERITAGE PARK SILVER SPRING, MD :	\$	1,030.40	\$1,061.31	\$1,114.38	\$1,147.81	\$1,182.25
2560	0079	2471	18TH ST	HARILAOS LLC	1312 18TH ST NW WASHINGTON, DC 20	\$	1,608.64	\$1,656.90	\$1,739.75	\$1,791.94	\$1,845.70
2560	0085	2319	18TH ST	SOLEIMAN ASKARINAM	2335 18TH ST NW WASHINGTON, DC 20	\$	1,896.03	\$1,952.91	\$2,050.55	\$2,112.07	\$2,175.43
2560	0086	2321	18TH ST	BOURBON TWO REAL ESTATE PO BOX 21655	WASHINGTON, DC 20	\$	2,092.42	\$2,155.19	\$2,262.95	\$2,330.84	\$2,400.76
2560	0087	2323	18TH ST	SOLEIMAN ASKARINAM	2317 18TH ST NW WASHINGTON, DC 20	\$	2,222.26	\$2,288.93	\$2,403.38	\$2,475.48	\$2,549.74
2560	0088	2325	18TH ST	JG 2325 LLC	1924 I ST NW WASHINGTON, DC 20	\$	3,822.90	\$3,937.59	\$4,134.47	\$4,258.50	\$4,386.26
2560	0089	2327	18TH ST	MAHARY WOLDEMARIAM	2327 18TH ST NW WASHINGTON, DC 20	\$	2,467.88	\$2,541.91	\$2,669.01	\$2,749.08	\$2,831.55
2560	0093	2423	18TH ST	A K PARTNERSHIP	2423 18TH ST NW WASHINGTON, DC 20	\$	1,699.36	\$1,750.34	\$1,837.86	\$1,893.00	\$1,949.79
2560	0094	2425	18TH ST	MARTIN L SELDMAN TRUSTEE 3362 TENNYSON ST NW	WASHINGTON, DC 20	\$	1,706.82	\$1,758.02	\$1,845.92	\$1,901.30	\$1,958.34
2560	0095	2427	18TH ST	WALKER H WALKER M WALKER 6408 WINDERMERE CIR	ROCKVILLE, MD 2085	\$	1,498.46	\$1,543.41	\$1,620.58	\$1,669.20	\$1,719.28
2560	0096	2429	18TH ST	PIERRE CHAUVET	2429 18TH ST NW WASHINGTON, DC 20	\$	2,313.13	\$2,382.52	\$2,501.65	\$2,576.70	\$2,654.00
2560	0097	2431	18TH ST	EMILY J PHIFER	PO BOX 53016 WASHINGTON, DC 20	\$	369.97	\$381.07	\$400.12	\$412.13	\$424.49
2560	0098	2433	18TH ST	PATEL PRAFUL C	PO BOX 11088 WASHINGTON, DC 20	\$	1,362.55	\$1,403.42	\$1,473.59	\$1,517.80	\$1,563.34
2560	0099	2435	18TH ST	2435 18TH STREET LLC	4732 MASS AVE NW WASHINGTON, DC 20	\$	2,042.57	\$2,103.84	\$2,209.03	\$2,275.31	\$2,343.56
2560	0100	2333	18TH ST	IRAJ & SOLEIMAN CORPORAT	2335 18TH ST NW WASHINGTON, DC 20	\$	2,371.43	\$2,442.57	\$2,564.70	\$2,641.64	\$2,720.89
2560	0101	2405	18TH ST	SPEROS P LOUKAS	PO BOX LL MC LEAN, VA 22101-0	\$	1,262.13	\$1,299.99	\$1,364.99	\$1,405.94	\$1,448.12
2560	0102	2407	18TH ST	SPEROS P LOUKAS	PO BOX LL MC LEAN, VA 22101-0	\$	894.05	\$920.88	\$966.92	\$995.93	\$1,025.80
2560	0103	2409	18TH ST	SAMUEL Z TEKLU	730 24TH ST NW STE 19 WASHINGTON, DC 20	\$	1,695.81	\$1,746.69	\$1,834.02	\$1,889.04	\$1,945.71
2560	0104	2411	18TH ST	OSCAR GUARDADO	4208 MILITARY RD NW WASHINGTON, DC 20	\$	2,043.34	\$2,104.64	\$2,209.87	\$2,276.17	\$2,344.46
2560	0110	2457	18TH ST	2459 18TH STREET JOINT VEN 8900 SEVEN LOCKS RD	BETHESDA, MD 2081	\$	2,449.19	\$2,522.66	\$2,648.80	\$2,728.26	\$2,810.11
2560	0113	2316	18TH ST	GELEDA LLC	2425 PARSONS BLVD FLUSHING, NY 11357-	\$	1,234.21	\$1,271.24	\$1,334.80	\$1,374.84	\$1,416.09
2560	0114	2317	18TH ST	SOLEIMAN A SKARINAM	2317 18TH ST NW WASHINGTON, DC 20	\$	2,019.02	\$2,079.59	\$2,183.57	\$2,249.08	\$2,316.55
2560	0120	2481	18TH ST	MCDONALDS CORPORATION	2275 BEL PRE RD STE 2 SILVER SPRING, MD :	\$	3,732.02	\$3,843.98	\$4,036.17	\$4,157.26	\$4,281.98
2560	0121	2447	18TH ST	EL MERCADITO INC	222 SPRINGLOCH RD SILVER SPRING, MD :	\$	5,255.02	\$5,412.67	\$5,683.30	\$5,853.80	\$6,029.42
2560	0122	1792	COLUMBIA RD	SPIRIT INVESTMENT GROUP L 8206 LEESBURG PIKE S	VIENNA, VA 22182-26	\$	4,909.53	\$5,056.81	\$5,309.65	\$5,468.94	\$5,633.01
2560	0124	2473	18TH ST	SHOWBOAT 2473 LLC	PO BOX 224 GREAT FALLS, VA 22	\$	3,768.31	\$3,881.36	\$4,075.42	\$4,197.69	\$4,323.62
2560	0127	2390	CHAMPLAIN ST	ADAMS MORGAN HOTEL OWN 30 W 26TH ST FL 12	NEW YORK, NY 10010	\$	5,020.39	\$5,171.00	\$5,429.55	\$5,592.43	\$5,760.21
2560	0128	1782	COLUMBIA RD	FIRST CHURCH OF CHRIST SC 1770 EUCLID ST NW	WASHINGTON, DC 20	\$	2,546.53	\$2,622.93	\$2,754.07	\$2,836.70	\$2,921.80
2560	0801	2311	18TH ST	H D GEORGE	5500 33RD ST NW WASHINGTON, DC 20	\$	1,516.55	\$1,562.04	\$1,640.14	\$1,689.35	\$1,740.03
2560	0803	2479	18TH ST	LUO L LIN	13405 COACHLAMP LN SILVER SPRING, MD :	\$	1,793.88	\$1,847.70	\$1,940.08	\$1,998.29	\$2,058.24
2560	0839	2445	18TH ST	2445 18TH STREET DC LLC	4801 SAINT ELMO AVE I BETHESDA, MD 20814	\$	1,519.83	\$1,565.43	\$1,643.70	\$1,693.01	\$1,743.80
2560	0840	2443	18TH ST	GEORGE S DRAVILLAS	1830 COLUMBIA RD NW WASHINGTON, DC 20	\$	743.96	\$766.28	\$804.59	\$828.73	\$853.59
2560	0841	2455	18TH ST	SHIRLEY J MORGAN TRUSTEE 2 EXODUS CT	GAITHERSBURG, MD	\$	1,423.93	\$1,466.64	\$1,539.98	\$1,586.18	\$1,633.76
2560	0868	2309	18TH ST	PARK PLACE PROPERTIES LL 7819 NORFOLK AVE	BETHESDA, MD 20814	\$	1,363.89	\$1,404.81	\$1,475.05	\$1,519.30	\$1,564.88
2560	0869	2307	18TH ST	AM HOLDINGS LLC	6663B OLD DOMINION C MC LEAN, VA 22101-4	\$	3,497.66	\$3,602.58	\$3,782.71	\$3,896.20	\$4,013.08
2560	0872	1770	EUCLID ST. NW	ADAMS MORGAN HOTEL OWN 30 W 26TH ST FL 12	NEW YORK, NY 10010	\$	8,034.41	\$8,275.44	\$8,689.22	\$8,949.89	\$9,218.39
2560	0875		CHAMPLAIN ST	ADAMS MORGAN HOTEL OWN 30 W 26TH ST FL 12	NEW YORK, NY 10010	\$	3,477.56	\$3,581.88	\$3,760.98	\$3,873.81	\$3,990.02
2560	0879	1790	COLUMBIA RD	1790 COLUMBIA ROAD LLC	4901 FAIRMONT AVE S1 BETHESDA, MD 20814	\$	1,706.12	\$1,757.31	\$1,845.17	\$1,900.53	\$1,957.54
2560	2016	2305	18TH ST	MUZE LLC	11305 COLEBROOK TEF POTOMAC, MD 20854	\$	429.28	\$442.16	\$464.27	\$478.20	\$492.54
2560	2017	2305	18TH ST	MUZE LLC	11305 COLEBROOK TEF POTOMAC, MD 20854	\$	1,180.83	\$1,216.25	\$1,277.07	\$1,315.38	\$1,354.84
2560	2018	2305	18TH ST	4728 CORPORATION	6409 33RD ST NW WASHINGTON, DC 20	\$	789.56	\$813.24	\$853.91	\$879.52	\$905.91
2560	2019	2305	18TH ST	KUBERAA LLC	17315 JEFFERSON DAV DUMFRIES, VA 22026-	\$	1,566.87	\$1,613.88	\$1,694.57	\$1,745.41	\$1,797.77
2560	2020	2305	18TH ST	HADDAD MUHSEN A	2305 18TH ST NW STE 2 WASHINGTON, DC 20	\$	911.30	\$938.63	\$985.57	\$1,015.13	\$1,045.59
2560	2022	1745	KALORAMA RD	PHYLLIS ZHANG	900 N STAFFORD ST AF ARLINGTON, VA 2220	\$	708.18	\$729.43	\$765.90	\$788.88	\$812.54
2560	2051	2421	18TH ST	ADAMS MORGAN 18TH STREE	4725 WISCONSIN AVE N WASHINGTON, DC 20	\$	2,213.74	\$2,280.15	\$2,394.16	\$2,465.98	\$2,539.96
2563	0103	2329	CHAMPLAIN ST	KINGS CREEK LLC	1420 KING ST STE 411 ALEXANDRIA, VA 223	\$	3,819.90	\$3,934.50	\$4,131.22	\$4,255.16	\$4,382.81
2563	0816	2335	CHAMPLAIN ST	KING'S CREEK LLC	1420 KING ST STE 411 ALEXANDRIA, VA 223	\$	318.13	\$327.67	\$344.06	\$354.38	\$365.01
2563	0887	2337	CHAMPLAIN ST	2337 CHAMPLAIN STREET LLC PO BOX 96503	WASHINGTON, DC 20	\$	2,647.49	\$2,726.92	\$2,863.26	\$2,949.16	\$3,037.63
2564	0020	2501	CHAMPLAIN ST	YANKO BACHVAROV	3800 FAIRFAX DR APT 3 ARLINGTON, VA 2220	\$	1,071.65	\$1,103.80	\$1,158.99	\$1,193.76	\$1,229.57
2564	0021	2503	CHAMPLAIN ST	2503 CHAMPLAIN STREET LTC 2503 CHAMPLAIN ST NW	WASHINGTON, DC 20	\$	1,693.48	\$1,744.29	\$1,831.50	\$1,886.45	\$1,943.04
2564	0022	2505	CHAMPLAIN ST	TSUEY NGOR LIM TRUSTEE	12030 SAW MILL CT SILVER SPRING, MD :	\$	1,233.15	\$1,270.15	\$1,333.65	\$1,373.66	\$1,414.87
2564	0023	1774	COLUMBIA RD	QUANG LE	1774 COLUMBIA RD NW WASHINGTON, DC 20	\$	1,368.34	\$1,409.39	\$1,479.86	\$1,524.25	\$1,569.98
2564	0025	1770	COLUMBIA RD	1770 & 1768 COLUMBIA ROAD	1664 COLUMBIA RD NW WASHINGTON, DC 20	\$	950.59	\$979.10	\$1,028.06	\$1,058.90	\$1,090.67



**APPENDIX C:  
PROJECTED  
EXPENSES**

## Appendix C: Projected Expenses

	FY2017 budget	FY2018 budget	FY2019 budget	FY2020 budget	FY2021 budget
<b>Income</b>					
Assessment Income budgeted	471,000	485,000	509,000	525,000	540,000
BID Litter clean up grant	140,000	145,000	152,000	160,000	165,000
<b>Total Income</b>	<b>611,000</b>	<b>630,000</b>	<b>661,000</b>	<b>685,000</b>	<b>705,000</b>
<b>Expense</b>					
<b>Admin</b>					
Accounting, Audit & Legal	8,500	8,500	9,000	9,500	10,000
Copying/Printing, Office Supplies, Postage	5,500	5,500	6,000	6,500	6,500
Dues/Membership	2,000	2,000	2,500	3,000	3,500
Internet/email hosting	2,000	2,200	2,500	2,500	3,000
Rent	12,000	12,000	14,500	14,500	14,500
Other Admin Expenses	2,000	2,000	2,500	2,500	2,500
Transportation	3,000	3,500	3,500	3,500	4,000
Annual report	3,000	3,500	3,400	3,500	4,000
Insurance	10,000	11,000	12,500	14,000	15,000
Executive Director Salary and Taxes	105,600	108,000	113,000	117,500	121,000
ED Consulting Services	700	1,600	2,000	2,000	2,500
Health Insurance	15,000	15,000	17,000	18,500	19,000
Payroll Processing Fee	3,500	3,500	4,000	4,500	4,500
<b>Total Admin</b>	<b>172,800</b>	<b>178,300</b>	<b>192,400</b>	<b>202,000</b>	<b>210,000</b>
<b>Program Expense</b>					
Operations Manager	57,000	59,500	63,000	67,000	70,000
Marketing	85,000	87,000	91,000	95,000	95,000
Maintenance & Repair	2,200	2,200	3,000	3,000	3,000
Cleaning Team	220,000	227,000	235,600	241,000	250,000
Cleaning Team Related Costs	3,000	3,500	3,500	3,500	3,500
Security - Police	20,000	20,000	20,000	20,000	20,000
Security - Director	40,000	40,000	40,000	40,000	40,000
Safety Ambassadors	-	-	-	-	-
Cellphones	4,000	4,500	4,500	5,000	5,000
Contribution to DC BID Council	2,000	2,500	2,500	3,000	3,000
Contribution to DC Surface Transit	5,000	5,500	5,500	5,500	5,500
<b>Total Program Expense</b>	<b>438,200</b>	<b>451,700</b>	<b>468,600</b>	<b>483,000</b>	<b>495,000</b>
<b>Total Expense</b>	<b>611,000</b>	<b>630,000</b>	<b>661,000</b>	<b>685,000</b>	<b>705,000</b>