



# 2018 Annual Report

## NOMA PARKS FOUNDATION





## Greetings from Charles (Sandy) Wilkes and Robin-Eve Jasper

The NoMa Parks Foundation (NPF) is honored to present its 2018 Annual Report on key accomplishments of the public-private partnership between the D.C. Government and the NPF to bring parks to the NoMa neighborhood. We are proud to be engaged with all of our partners, including neighbors and property owners in NoMa, in this critically important, multiyear endeavor to establish a legacy of parks and great public spaces in NoMa.

The end of Fiscal Year 2018 marks the fifth anniversary of the NoMa Parks Grant Authorization Act and the culmination of nearly five years of work pursuant to the grant agreement between the D.C. Government and the NPF. That grant agreement was founded on years of planning undertaken by the NoMa Business Improvement District in coordination with NoMa community members and D.C. officials. Over the last five years, we have continued to work in close coordination with our District partners and a wide variety of community stakeholders to carefully enumerate and conceptualize neighborhood needs, aspirations, and priorities. Fiscal Year 2018 enabled us to see these efforts begin to manifest, as several projects were under construction, in permitting, or in fabrication. Our ongoing community outreach and engagement generated keen interest as neighbors participated in various planning and naming activities by the thousands.

The near future will bring several active parks and art-oriented public spaces to this community, where none had been planned. We are humbled by the privilege of being able to serve our neighbors in this way and by the trust that has been placed in the NPF. We look forward with excitement to the next several years of park deliveries and developing new creative projects.



**Charles (Sandy) Wilkes**  
Chairman of the Board

A blue ink signature of Charles (Sandy) Wilkes, written in a cursive style.

**Robin-Eve Jasper**  
President

A blue ink signature of Robin-Eve Jasper, written in a cursive style.



# Executive Summary



## Outcomes

Achievements resulting from NoMa Parks Foundation (NPF) efforts in Fiscal Year 2018 (FY18) include: ongoing construction of two projects; finishing the design, hiring a general contractor, and beginning permitting for Tanner Park, the largest park project; and continuing the pursuit of additional land and opportunities to better utilize streets and the Metropolitan Branch Trail (MBT) as linear parks.

Blue Skye Construction, a D.C. Certified Business Enterprise firm, nearly completed **Swampoodle Park** during FY18. Several factors delayed the expected delivery of the park, including weather and nearby construction that prevented Blue Skye from making necessary utility connections. By the end of FY18, however, the NPF was making preparations for a November 2018 ribbon-cutting event with friends, neighbors, and D.C. Council and D.C. Government officials. More than 200 two-legged neighbors and 100 four-legged neighbors joined in the celebration of NoMa's first park, as children waited eagerly to climb the Walholla.

After a lengthy process to secure approvals from Amtrak, NPF's contractor for the underpass art parks, M.C. Dean, was able to mobilize in the M Street underpass to install **Rain**. The construction of **Rain**, the first underpass art park in NoMa, was an engineering feat, and in October 2018, over 100 friends, neighbors, and D.C. Government officials joined the NPF to celebrate the 4,000 LED light rods now providing a safer, more-inspiring pedestrian connection between the east and west sides of the elevated train tracks.

Following an exciting naming process for the "NoMa Green" that included learning about one of Washington, D.C.'s unsung heroes, the community overwhelmingly selected **Alethia Tanner** as the namesake for what will be the neighborhood's largest park. Landscape architecture firm Nelson Byrd Woltz delivered the 100% construction documents for Tanner

Park, and the U.S. Commission of Fine Arts enthusiastically approved the park design with no comments or changes. The NPF hired Maryland-based **Forrester Construction** to build the park. Forrester's Guaranteed Maximum Price proposal was accepted at the end of the fiscal year, as the NPF and Forrester were working with the District to secure permits for park construction.



Notably, in FY18, **Foulger-Pratt deeded the Option Parcel** to the District of Columbia, providing a half-acre parcel of land, valued at \$5.8 million, to the city for essentially no cost. This additional parcel is critical to the design of Tanner Park, providing the needed space to soften the Z-turn in the MBT and residual space that will be used to develop a dog park.

### ALETHIA TANNER

was a slave who purchased her freedom, and that of 20+ other family members, by selling vegetables in Lafayette Square. She started a number of institutions in the District and is considered the mother of the AME Zion church in D.C.

The NPF moved the second underpass art park, **Lightweave**, in the L Street underpass, through fabrication and permitting, securing approval

# Executive Summary

from Amtrak at the end of FY18. With a few more permissions to receive, M.C. Dean anticipated installing the LED lights in early 2019.

The NPF worked with local landscape architecture firm Rhodeside & Harwell to develop a flexible schematic design for the portion of the public right-of-way at Patterson Street NE that will connect private developments along **the Meander**.

Additionally, the NPF continued to pursue opportunities to acquire or partner to develop

a central civic plaza in the commercial core of NoMa. Those conversations occurred throughout FY18 and will continue in the next fiscal year.

## Process

Throughout the year, the NPF continued to work closely with the community and government partners on the development of the underpass art parks, Tanner Park, Swampoodle Park, and others. With design completed on most of the projects, a Community Conversation attended by **more than 80 neighbors** was held to discuss the final design for Tanner Park and to learn about the impacts of construction.

In addition to employing online surveys to solicit feedback from the community, this year, at the suggestion of Ward 5 Councilmember Kenyon R. McDuffie, **the NPF sent a direct mail piece to neighbors of the future Tanner Park**. The direct-mail piece included a self-addressed, stamped return card with a poll for the park's name. The NPF was pleased to receive back roughly 10% of the cards, the overwhelming majority of which supported the Alethia Tanner Park name.

**80** ATTENDEES AT THE  
COMMUNITY CONVERSATION

**12** MONTHLY MEETINGS  
WITH DGS



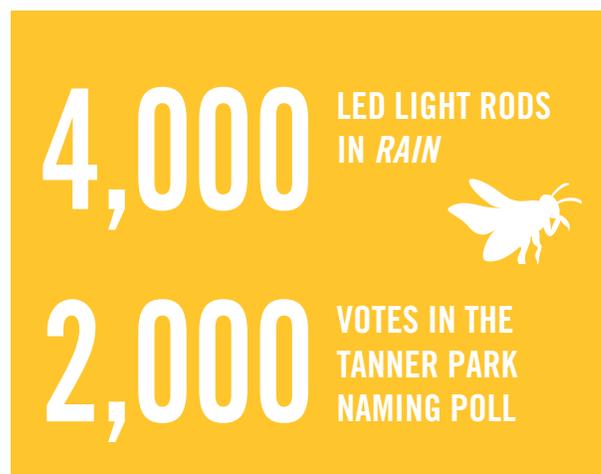
## Executive Summary

The NPF continued to meet regularly with the **ANC 6C Environment, Parks, and Events Committee** as well as the full **ANC 6C**. With work on Tanner Park approaching, the NPF also increased its working relationship with **ANC 5E**, the **Eckington Civic Association**, and the **Washington Area Bicyclist Association (WABA)**, which provided valuable feedback on the design of the MBT through Tanner Park.

The NPF continues to have success in developing these projects in NoMa through its strong relationship with the D.C. Government, particularly the District’s grant oversight agency, the **Department of General Services (DGS)**. As partners on these projects, the NPF and DGS met monthly, and the NPF also provided written monthly reports.

The **D.C. Department of Parks and Recreation (DPR)** was also particularly helpful as construction of Swampoodle Park continued and as Nelson Byrd Woltz finalized the design for Tanner Park, sharing insights into specifications that have worked well for the District and assisting with inspections and construction walks.

What follows are highlights of fiscal year 2018 activities excerpted from the monthly reports submitted to DGS. We have included project design renderings and images, the District-approved Fiscal Year 2018 capital budget, and the NPF-approved Budget for Fiscal Years 2018 through 2021.



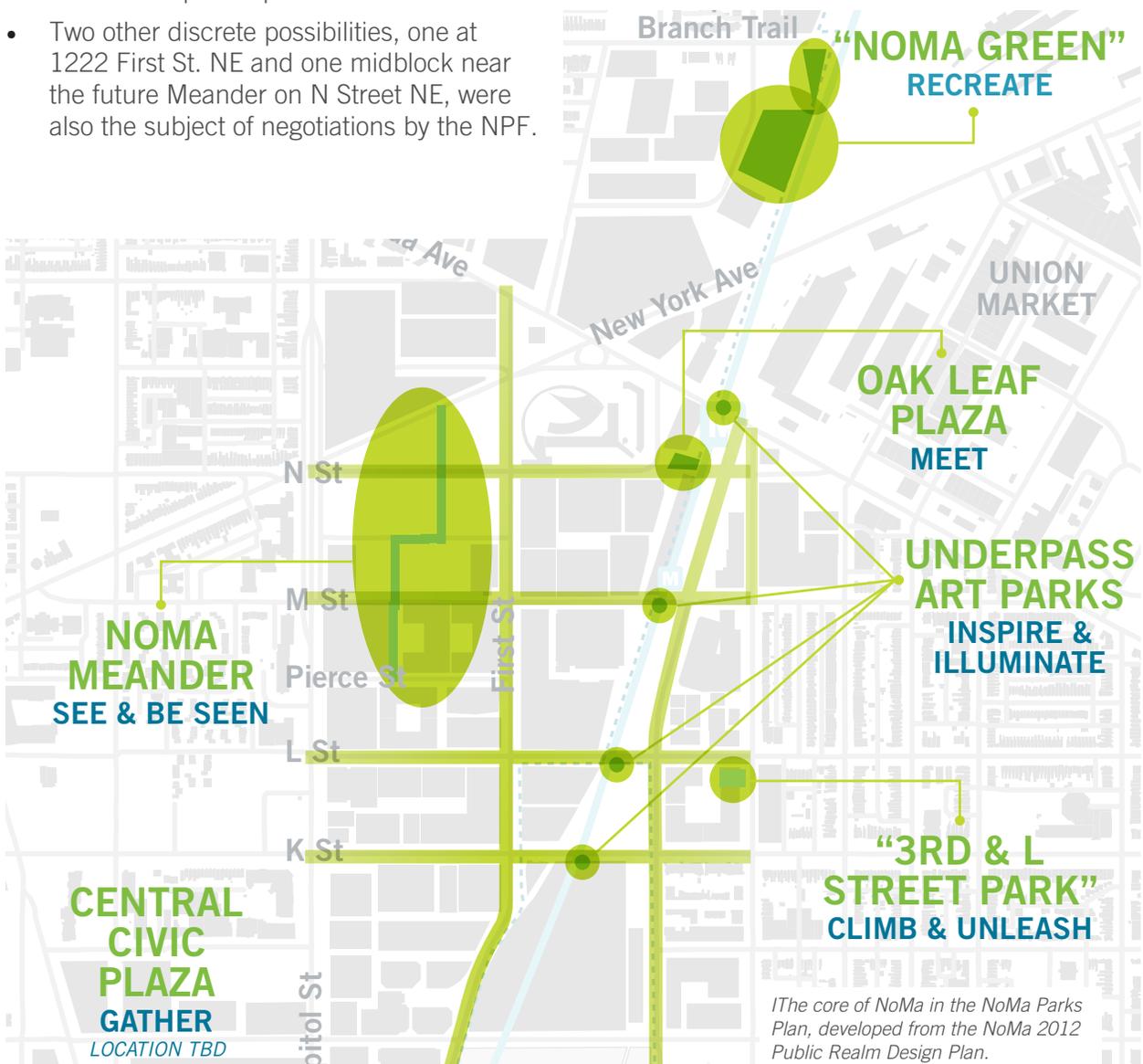
*Above and previous page: Green spaces in the public realm along First Street NE.*

# FY18 Key Accomplishments

## CENTRAL CIVIC PLAZA

Milestones:

- The NPF pursued acquisition discussions for a small parcel that could be developed into a central civic plaza in the core of NoMa.
- The NPF engaged in conversations with Tishman Speyer, the owner of 1150 First St. NE.
- The NPF engaged landscape architecture firm Gustafson Guthrie Nichol (GGN), known internationally for high-quality urban park designs, to develop a preliminary concept and programming ideas for a portion of the 1150 First St. NE site. The NPF shared the concept with Tishman Speyer in March.
- Following the conversations, Tishman Speyer put further discussions on hold pending finalization of its development plans.
- Two other discrete possibilities, one at 1222 First St. NE and one midblock near the future Meander on N Street NE, were also the subject of negotiations by the NPF.



# FY18 Key Accomplishments

## “TANNER PARK” (formerly “NoMa GREEN”)

### Design Milestones:

- Design on the future “NoMa Green” continued in FY18.
- Landscape architecture firm Nelson Byrd Woltz delivered 90% construction documents in May after a concerted value-engineering effort between their designers, the NPF, and Forrester. The NPF worked closely with Forrester Construction and District agency partners to conduct a constructability and design review in June and July.
- In July, the U.S. Commission of Fine Arts approved the final design of the park with no comments or exceptions.
- Nelson Byrd Woltz submitted 100% construction documents in August.

### Permitting & Construction Milestones:

- In late FY17, the NPF requested Statements of Qualifications from 15 general contractors based in D.C., Maryland, and Virginia.
- Following an invitation to select firms to submit proposals, the NPF reviewed proposals and interviewed team members from HRGM, KADCON, Forrester Construction, and a partnership between Fort Myer Construction Company and Scott-Long Construction.
- The NPF selected Forrester Construction as the general contractor and began structuring the relationship in two phases, starting with a preconstruction phase that began in December. Forrester assisted the NPF with value engineering the 100% design development drawings to an acceptable cost of work and assisted the NPF with filing for permits.
- Forrester submitted an updated GMP proposal following value engineering and receipt of 100% construction documents for \$11.4 million in September.
- The NPF continued to work with the D.C. Department of Energy & Environment to develop a plan for site remediation to address the site’s former industrial and railroad past.
- The NPF met with the Joint Development and Adjacent Construction (JDAC) office of WMATA to initiate approval to construct near WMATA property.
- With civil engineer Bowman Consulting Group and DGS, the NPF coordinated discussions with D.C. Water on the terms and requirements of an easement across the park for a combined sewer line that



*The Tanner Park site before construction began.*

## FY18 Key Accomplishments

spans the property. The NPF investigated the conditions of the sewer line and explored options and costs for minimizing the potential need for future maintenance and interference with park operations.

### Acquisition Milestones:

- Foulger-Pratt, the NPF, and the D.C. Government continued to work toward transfer of the Option Parcel directly to the District. The Option Parcel is a portion of the original Pepco lot purchased in partnership with Foulger-Pratt. As part of the terms of purchase, Foulger-Pratt subdivided the northern half of the site and deeded approximately 20,000 s.f. to the District to allow for the softening of the Z-turn in the MBT and the creation of a dog park.
- After negotiating terms of construction agreements and the single lot covenant, the Option Parcel was closed in late September, with the deed to the portion of the park holding the dog park recorded to the District on September 26, 2018.



*Top: Aerial rendering of Tanner Park, December 2018.*

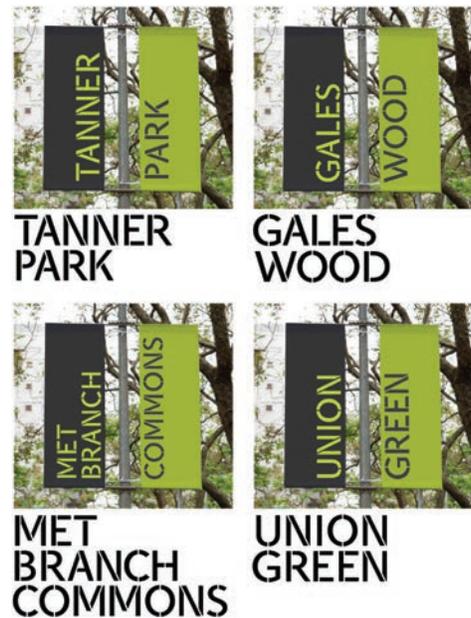
*Above: Rendering of the Metropolitan Branch Trail path through Tanner Park, April 2017.*

# FY18 Key Accomplishments



## Community Engagement:

- With approximately 125 names suggested by the community, the NPF shared the four top names with the community to choose the final name for the park: Gales Wood, Union Green, Met Branch Commons, and Tanner Park. The NPF released a mail-in survey to nearby park residents and an online survey for any park enthusiasts. Collectively, over 2,000 votes were cast for the park name; the name Tanner Park received approximately 65% of the votes. NPF staff worked with a community historian affiliated with Howard University as well as living relatives of Alethia Tanner to learn more about her that could be shared with the community and memorialized in the park. Alethia Tanner was a slave who purchased her freedom by selling vegetables in Lafayette Square. She subsequently purchased the freedom of over 20 family members and friends and used her earnings and influence to help family members start a number of institutions in the District. She is considered the mother of the AME Zion church in D.C.
- The NPF shared the final park design and proposed name with the community at a well-attended Community Conversation in August. The community was incredibly supportive of both the design and the name of the park, with many people writing notes on their surveys that strongly endorsed the name.
- The NPF coordinated with WABA on the design of the improved MBT as well as the temporary rerouting of the trail during construction.
- The Eckington Civic Association and ANC 5E continue to support NPF's efforts to develop the park.



Top: Community outreach on potential names for what is now Tanner Park.  
Above: Rendering of the "NoMa Green" Cafe Pavilion, April 2017.

# FY18 Key Accomplishments

## SWAMPOODLE PARK

Milestones:

- In December, the NPF, along with DPR and Ward 6 Councilmember Charles Allen, revealed the community-selected name for the new park, formerly known as “3rd and L Park.” Garnering almost 70% of the 1,500 votes received, Swampoodle Park was the clear favorite and a reference to the historical name of the area. Councilmember Allen introduced legislation to make the name official, and in April 2018, the D.C. Council Committee of the Whole voted in favor of naming the park Swampoodle Park (D.C. Act 22-330, Swampoodle Park Designation Emergency Act of 2018).
- Construction began in late FY17 and continued in FY18. The Wallholla, the large play structure for children, arrived with some nonstructural damage received during shipping. The NPF



*Top: The project team and a number of VIPs cut the ribbon to open Swampoodle Park in November 2018.  
Above: Swampoodle Park under construction.*

## FY18 Key Accomplishments

worked with the manufacturer, vendor, installer, and a local metal and artwork expert to make quick repairs.

- Throughout FY18, construction on Swampoodle Park suffered a variety of holdups, including weather delays that impeded weather-dependent installations; competing utility work in the adjacent roadway that prevented Blue Skye Construction from making the needed connections for the park; and quality issues with the concrete, dog park turf, and fence. The NPF worked closely with landscape architect Lee and Associates, Inc., and representatives from DGS and DPR to ensure the final park installations were of suitable quality.
- Excessive rain delayed the final improvements to the park before the end of September, but the NPF was able to open the park in November 2018, with more than 200 human neighbors and 100 canine neighbors at the celebration.



*Top: The ribbon-cutting for Swampoodle Park attracted several hundred people and dogs in November 2018.*

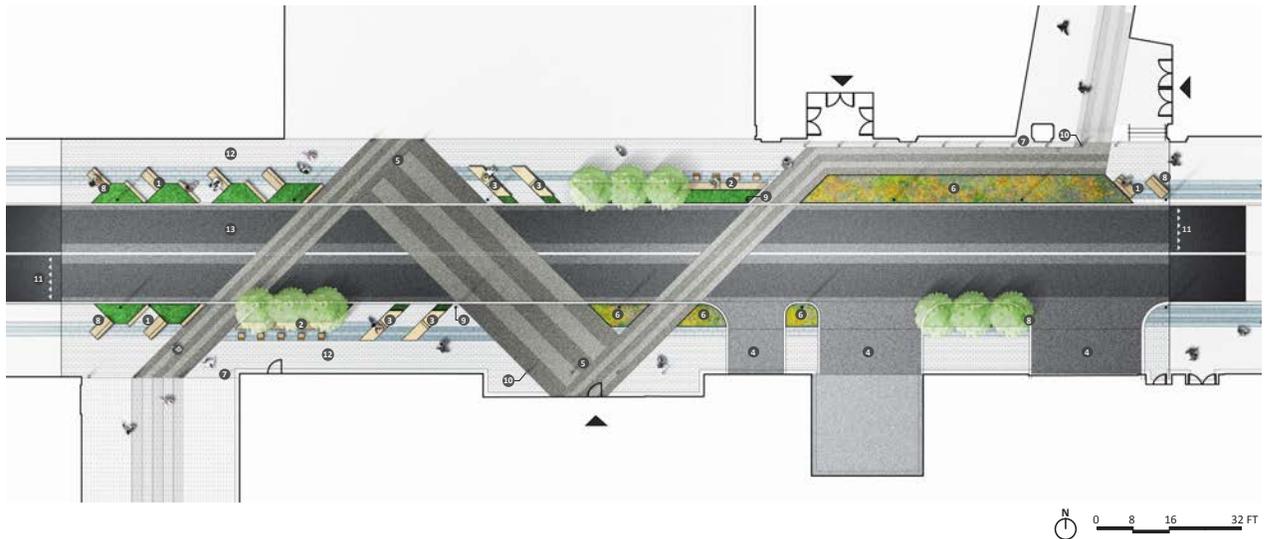
*Above: Hardy canines and their owners enjoy the park in the snow.*

# FY18 Key Accomplishments

## NOMA MEANDER

### Milestones:

- The NPF enlisted Rhodeside & Harwell to further its concept design for the Meander to a scalable schematic design for Patterson Street NE. In response to comments from the D.C. Department of Transportation (DDOT), various vehicle turning and stormwater-management analyses were procured from civil engineer VIKA.
- In light of the uncertain plans for some parcels along the Meander, the schematic design was developed to be flexible and in concert with the NoMa Streetscape Guidelines. The NPF hopes that through public coordination with developers along the Meander and review by D.C. agencies of the public space plans for future developments, the design can be realized.
- Due to high costs and concerns about maintenance responsibility, the NPF removed a fountain on a small District-owned portion of the Meander from the scope of the public portion of the project.
- The owners of parcels at 35 New York Ave. NE and 39 New York Ave. NE have approached the NPF about the possibility of locating the N Street NE-to-New York Avenue segment of the NoMa Meander at 37 New York Ave. NE. The NPF began evaluating the economics of the suggestion and agreed that it would be a good alignment for the Meander overall.



- |                          |                              |                         |            |
|--------------------------|------------------------------|-------------------------|------------|
| ① BENCHES WITH HIGH BACK | ⑤ OPEN SPACE & ACTIVITY ZONE | ⑨ LIGHT COLUMNS         | ⑬ DRIVEWAY |
| ② BAR TABLES & CHAIRS    | ⑥ BIORETENTION AREAS         | ⑩ LIGHT COLUMN BOLLARDS |            |
| ③ BENCHES & TABLES       | ⑦ WAYFINDING FEATURE         | ⑪ TRAFFIC CALMING RAMPS |            |
| ④ SERVICE AREAS          | ⑧ INTERPRETATION ELEMENT     | ⑫ SIDEWALK              |            |

*Draft concept plan rendering of Patterson Street  
NoMa Meander, July 2018.*

# FY18 Key Accomplishments

## CORRIDORS AND POCKET PARKS

Milestones:

- A four-page summary of the Streetscape Guidelines — which establish design and planting criteria that treat streets as linear parks and was developed in FY17 — was shared with active developers in NoMa and landscape architects working on existing NPF parks projects. NoMa Business Improvement District (NoMa BID) staff also worked with the D.C. Office of Planning and DDOT to include the plans as a reference during the Development Review process undergone by all new projects.
- The NPF partnered with the NoMa BID to apply for a grant through the D.C. Department of Energy & Environment made available to BIDs, Main Streets, and similar organizations to design and construct stormwater-management demonstration projects. The NoMa BID and the NPF applied for a pilot project to demonstrate the NoMa Streetscape Guidelines on a single block face of First Street NE. Private funding will also be sought for the financing of the project.



*Protected cycle track on First Street NE.*

# FY18 Key Accomplishments

## METROPOLITAN BRANCH TRAIL

Milestones:

- Alta Planning and Design completed a wayfinding package for the MBT.
- The NoMa BID and DDOT entered into an agreement wherein DDOT funded the implementation of wayfinding signs within the BID area. The wayfinding signs will direct users to parks and public, culturally significant destinations along the trail, as well as directing people in the neighborhood to trail entrances. The NoMa BID funded signs in adjacent neighborhoods.



Above left: New signage on the Metropolitan Branch Trail.  
Above right: A mural along the MBT.



# FY18 Key Accomplishments

## UNDERPASS ART PARKS

### M Street Milestones:

- After many months of review, Amtrak granted formal approval to the NPF for the installation of *Rain* in the M Street underpass at the end of October. Additionally, the NPF secured the necessary permits from DDOT.
- Following receipt of the final Amtrak permit in December, M.C. Dean remobilized in mid-January.
- During installation, DDOT inspectors advised that the traffic signal on the south side of the M Street underpass, which was temporarily relocated during construction, needed a new permanent location. Additionally, the two traffic signals on the north side at the intersection of M Street and Delaware Avenue NE needed to be relocated to allow for the installation of the frames for the piece. DDOT, HNTB, and M.C. Dean worked together on a solution for both temporary relocation of the signals as well as a permanent location, with DDOT assisting by funding the permanent relocation.
- M.C. Dean worked through the summer and into early fall to complete the installation of *Rain*, and the NPF hosted over 100 neighbors for a ribbon-cutting with District partners in October 2018.
- The NPF is reconsidering designs submitted previously for the K Street underpass. Design and construction of that project was placed on hold pending completion of the M and L street underpasses.
- M.C. Dean has completed installation of all of the LED lights and civil repairs to the sidewalks on both sides of the M Street underpass. Final programming and light level testing has also been completed. The NPF has reached out to District partners to schedule a ribbon-cutting event.
- Amtrak approved final plans for the L Street underpass and is processing M.C. Dean's application for a temporary Permit to Enter.



*The ribbon-cutting for the M Street underpass installation *Rain*, by Thurlow Small Architects and NIO architecten, was held in October 2018.*

## FY18 Key Accomplishments

### L Street Milestones:

- The NPF began applying for permits to install *Lightweave* in the L Street underpass.
- Working with Amtrak during the course of FY18, the NPF quickly responded to design comments and concerns. Amtrak approved the final plans for the installation in September and anticipated processing M.C. Dean's temporary permit to enter in fall 2018.



*Lightweave under construction.*

# FY18 Key Accomplishments

## COMMUNITY OUTREACH

Milestones:

- The NPF continued to maintain strong relationships with ANC 6C; the ANC 6C Environment, Parks, and Events Committee; ANC 5E; the Eckington Civic Association; and the D.C. Council, particularly our councilmembers for NoMa, Charles Allen and Kenyan McDuffie.
- The NPF held a large NoMa Parks Community Conversation on August 28. More than 80 community members came out to receive an update on projects under way, learn about the final design of the future “NoMa Green,” meet Forrester Construction as the general contractor for the “NoMa Green” project, and discuss related construction impacts of the project.



*Top & Above Left: NoMa Summer Screen, the NoMa BID's longest-running event, in 2018.  
Above Right: A Feel Good Friday event in 2018.*

# Financial & Operations Summary

## **D.C. CAPITAL BUDGET FY18–FY23**

Set forth below is the D.C. Capital Budget for the NoMa Parks Foundation for years FY 2018 through FY 2023.

(Dollars in Thousands)

<b>Funding By Phase - Prior Funding</b>						
Phase	Allotments	Spent	Enc/ID-Adv	Pre-Enc	Balance	
(01) Design	9	5	0	0	5	
(02) SITE	18,400	17,235	0	0	1,165	
(04) Construction	10,266	3,214	5,760	0	1,293	
<b>TOTALS</b>	<b>28,676</b>	<b>20,453</b>	<b>5,760</b>	<b>0</b>	<b>2,463</b>	

<b>Funding By Source - Prior Funding</b>						
Source	Allotments	Spent	Enc/ID-Adv	Pre-Enc	Balance	
GO Bonds - New (0300)	28,676	20,453	5,760	0	2,463	
<b>TOTALS</b>	<b>28,676</b>	<b>20,453</b>	<b>5,760</b>	<b>0</b>	<b>2,463</b>	

<b>Proposed Funding</b>						
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	6 Yr Total
0	0	0	0	0	0	0
0	0	0	0	0	0	0
8,300	3,350	3,350	5,000	0	0	20,000
<b>8,300</b>	<b>3,350</b>	<b>3,350</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>

<b>Proposed Funding</b>						
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	6 Yr Total
8,300	3,350	3,350	5,000	0	0	20,000
<b>8,300</b>	<b>3,350</b>	<b>3,350</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>20,000</b>

<b>Additional Appropriation Data</b>	
First Appropriation FY	2012
Original 6-Year Budget Authority	40,126
Budget Authority Through FY 2022	48,676
FY 2017 Budget Authority Changes	0
6-Year Budget Authority Through FY 2022	48,676
Budget Authority Request Through FY 2023	48,676
Increase (Decrease)	0

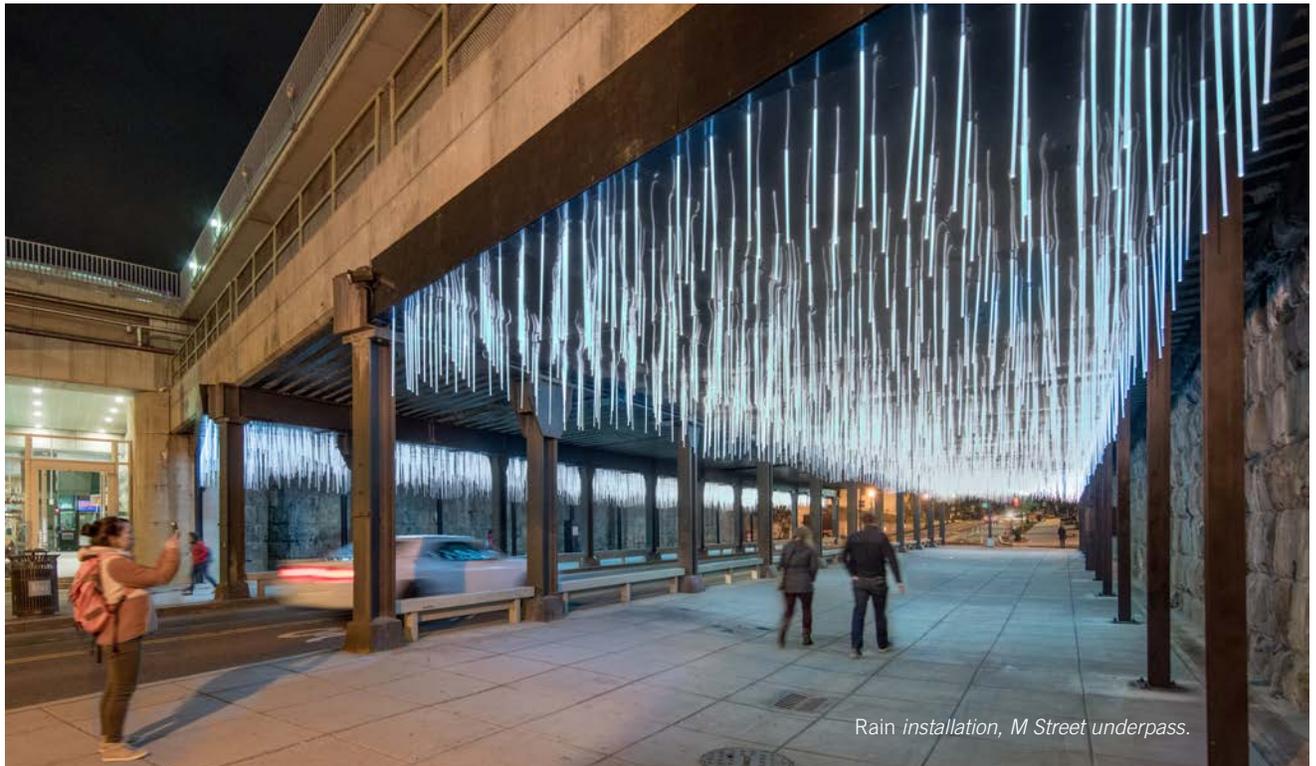
# Financial & Operations Summary



## NoMa Parks Foundation Approved Budget FY18-FY22

Set forth below is spent through 2018 and approved FY19–FY22 budget information concerning the NoMa Parks Foundation’s grant with the District of Columbia.

Project Costs	Actuals		NoMa Parks Approved Budget FY19-FY22			
	Spent thru FY18	2019 Budget	2020 Projected	2021 Projected	2022 Projected	Total Project
Corridors	119,993	20,000				139,993
NoMa Meander	89,356	7,000				96,356
Tanner Park	15,781,669	12,600,000				28,381,669
Civic Plaza Acquisition			2,800,000	4,350,000		7,150,000
Civic Plaza Design/Construction	58,767	50,000				108,767
3rd & L Street/Swampoodle	5,006,789	261,000				5,267,789
Underpasses	147,702					147,702
M Street	784,634	85,000				869,634
L Street	382,463	348,000				730,463
K Street		50,000	350,000	50,000		450,000
Florida Ave			100,000			100,000
<b>Total Direct Project Costs</b>	<b>22,371,373</b>	<b>13,421,000</b>	<b>3,250,000</b>	<b>4,400,000</b>		<b>43,442,373</b>
Contingency - Construction Costs		1,718,000	67,500			1,785,500
Contingency Other Costs		2,500	140,000	200,000		342,500
Total Project Management Costs	3,325,542	762,000	500,000	300,000	130,000	5,017,542
<b>Total Project Costs</b>	<b>25,696,915</b>	<b>15,903,500</b>	<b>3,957,500</b>	<b>4,900,000</b>	<b>130,000</b>	<b>50,587,915</b>
<b>DC Authorized Funding</b>	<b>38,300,000</b>	<b>3,350,000</b>	<b>3,350,000</b>	<b>5,000,000</b>		<b>50,000,000</b>
Carryover from Prior Fiscal year		12,633,085	599,585	42,085	142,085	
Total Available Funding From \$50M Grant	38,300,000	15,983,085	3,949,585	5,042,085		50,000,000
Other Funding	30,000	520,000	50,000			600,000
Expenditures	25,696,915	15,903,500	3,957,500	4,900,000	130,000	50,587,915



Rain installation, M Street underpass.

# Financial & Operations Summary

## **NoMa Parks Foundation Personnel**

### **Principal Staffing for NoMa Parks Activities**

<b>Title</b>	
Robin-Eve Jasper	President
Stacie West	Director of Parks Projects

### **Additional NoMa BID Staff Engaged in NoMa Parks Activities\***

<b>Title</b>	
Galin Brooks	Vice President, Planning & Economic Development
Braulio Agnese	Director of Marketing & Events
Dave Webb	Director of Public Space Operations
Rachid Rabbaa	Business Manager
Otavio Thompson	Administrative Director
Tanneka Jones	Finance Director
Lia Seremetis	Marketing & Events Manager
Jesse London	Planning & Economic Development Manager
Terri Brooks	Block by Block Clean Team Supervisor

### **Board of Directors**

Charles (Sandy) Wilkes, Chairman	The Wilkes Company
Sunny Alsup	Landscape Architecture Consultant
Uwe Brandes, Secretary	Urban and Regional Planning Graduate Program, Georgetown University
Steven Chad, Treasurer	Deloitte (Retired)
Douglas Firstenberg	StonebridgeCarras
Stephen Marcus	The Marcus Firm, PLLC
Michael Smith	The Washington Center (Retired)

\*To promote efficiency and reduce costs, staffing, and supporting services for the NoMa Parks Foundation are provided by the NoMa Business Improvement District, the neighborhood economic development organization that has facilitated the growth of NoMa since 2007, on a reimbursable basis.

Photo on page 19: courtesy Future Cities Lab. All other photos: NoMa Parks Foundation/Sam Kittner.





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