



MURIEL BOWSER
MAYOR

December 13, 2023

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 205 of the Washington Convention Center Authority Act of 1994, effective September 28, 1994 (D.C. Law 10-188; D.C. Official Code § 10-1202.05), which established the Washington Convention and Sports Authority Board of Directors, I am pleased to nominate the following person for appointment:

Mr. Leif Dormsjo
39th Street, NW
Washington, DC 20007
(Ward 3)

as a public member and chairperson of the Washington Convention and Sports Authority Board of Directors, replacing Linda Greenan, for a term to end May 16, 2026.


Enclosed, you will find biographical information detailing the experience of the above nominee, together with proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser
Mayor


Chairman Phil Mendelson
at the request of the Mayor

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A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the appointment of Leif Dormsjo as a member and chairperson of the Washington Convention Center Sports Authority Board of Directors.

RESOLVED, BY COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution may be cited as the “Washington Convention and Sports Authority Board of Directors Leif Dormsjo Confirmation Resolution of 2023”.

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Mr. Leif Dormsjo
39th Street, NW
Washington, DC 20007
(Ward 3)

as a public member and chairperson of the Washington Convention Sports Authority Board of Directors, established by section 205 of the Washington Convention Center Authority Act of 1994, effective September 28, 1994 (D.C. Law 10-88; D.C. Official §10-1202.05), replacing Linda Greenan, for a term to end May 16, 2026.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

LEIF DORMSJO

Executive with an exemplary record of leading complex organizations and delivering innovative projects and programs. Ability to generate successful outcomes through stakeholder involvement, solid execution, motivating others, and building trust. Fluency with urban policy, community-based initiatives, political and business imperatives, and external communications. A reputation for getting tough things done and done well.

REDGATE

Bethesda, MD

Executive Vice President

May 2021 – Present

Lead the firm's Mid-Atlantic market and direct all business development, client relations, project management and investment activities. Redgate is comprised of Redgate Real Estate Advisors, an advisory practice serving institutions, investors and corporations, and Redgate Capital Partners, a development fund investing in ground-up residential, industrial, and life-science projects. Redgate has managed the delivery of over 27M square feet of real estate program.

- **New Jersey Transit (NJT), Hoboken Terminal and Yards Redevelopment, Hoboken, NJ** – Leif and the project team are advising NJT on the market feasibility and commercial value of a master developer proposal to deliver 1.5M SF of office, residential and retail within the footprint of the historic landmarked train and ferry station. The project includes affordable housing, minority business participation, resiliency upgrades and open space.
- **Traville Life Science Campus, Rockville, MD:** Building on life science project experience in Boston-Cambridge and Research Triangle Park, our team was brought on to manage the permitting, design development and construction of a five-building campus in the heart of the I-270 Life Science Cluster.
- **BWI Business Park Industrial Complex, Hanover, MD:** Leif and subject matter experts performed investor due diligence and feasibility analysis for a 600K SF warehouse complex, adjacent to BWI Thurgood Marshall Airport. The input on permitting, land use, transportation, environmental impacts, and construction helped support the investor's decision to close on the property.
- **University of Maryland – College Park, Office of Real Estate, College Park, MD:** Located in Prince George's County, College Park is the flagship institution of the University of Maryland System. Leif led the effort to secure a 5-year on-call real estate services contract.
- **Washington Metropolitan Area Transit Authority (WMATA), Washington, DC:** Leif leads an interdisciplinary team selected by WMATA's Office of Real Estate and Development to provide strategic and financial advice, developer solicitation and negotiation support, and project management for the agency's Transit-Oriented Development (TOD) program.

LOUIS BERGER SERVICES

Washington, DC

Senior Vice President

September 2017 – April 2021

Served as the executive in charge of the firm's transportation asset management business. Louis Berger Services provides operations and maintenance services to government and commercial clients in the transportation, utility, military, and power sectors. Responsible for managing 175 employees and \$195 million of contract backlog. Under Leif's leadership, the division focused on partnering with local cities and townships, large employers, civic associations, bicycle and pedestrian safety advocates, hotel and tourism operators, small businesses, freight carriers, law enforcement, social service providers, and environmental groups.

- **Texas Department of Transportation, SH 130 Concession Company, Austin, TX:** Led the operations and maintenance (O&M) functions for this 41-mile privately-operated toll road. His team was responsible for adherence to the performance standards articulated in the P3 agreement, covering the entire range of roadway, bridge, traffic, and toll systems.
- **P3 Program Management Advisory Services, Maryland State Highway Administration| Baltimore, MD:** As the P3 Advisory Lead, Leif was responsible for the establishment of the procurement, regulatory, policy, communications, and community relations workstreams for the state's managed lane program. The team developed submittals for the Maryland General Assembly and Board of Public Works, coordinated the production of solicitation documents, evaluated market participants, generated policy briefs and analysis, and directed all external relations with stakeholders.
- **Project Development Advisory Services, Northwest Indiana Regional Development Authority and South Shore Line | Gary, IN:** As the subject matter expert, Leif was responsible for advising the client on due diligence, financial feasibility, funding strategy and regulatory approval for a \$945M commuter rail extension and transit-oriented development in the greater Chicago region.
- **South Carolina Department of Transportation (SCDOT), Bridge Asset Management Services, District 5&6, Charleston, SC:** This asset management contract provides professional and technical staffing, maintenance, operation, warranty protection, on-call engineering, and rehabilitation for nine (9) fixed structures (including the iconic Arthur Ravenel Jr. Bridge) and eight (8) movable bridges.

DISTRICT DEPARTMENT OF TRANSPORTATION

Washington, DC

Director

January 2015- August 2017

Served as the Chief Executive Officer for the District Department of Transportation (DDOT), the agency responsible for capital infrastructure delivery, local transit services, roadway asset management, customer service, bicycle and pedestrian programs, and parking operations. The DDOT Reorganization Amendment Act of 2016 was adopted to better align programs and personnel to deliver multi-modal and neighborhood-enhancing projects and services. Under Leif's direction, DDOT supported the planning phases of Hill East, Walter Reed, Union Market and the construction logistics and public space oversight for the Wharf and the Virginia Avenue Tunnel.

- Member of the WMATA Board of Directors. Serve as the Vice-Chair of the Safety Committee and sit on the Finance and Capital Program Committees.
- Led the permitting, community relations, and public infrastructure oversight of the infill redevelopment Capitol Crossing project. This 2.2M SF air-rights project was built over Interstate 395, just three blocks from the Capitol. It consists of five buildings, reinstating the street grid of the L'Enfant Plan, the original urban design for the nation's capital.
- Acted as the project executive for the Frederick Douglass Memorial Bridge project. The project was behind schedule and at risk of cancellation. A newly constituted project team achieved an environmental record of decision, won financial plan approval, acquired critical rights of way, set aggressive DBE goals, completed a design-build process, and received competitive design-build proposals. Opened to service in 2021, the bridge is both a physical and symbolic uniter of our community.
- Launched the DC Streetcar service, a fixed guideway rail system. After a complete reboot, the project was turned around in 12 months, opening in 2016. Proper safety oversight and

operations management was established. The new team completed an environmental study and set the stage for a major extension to Benning Road Metro, intending to reach residents historically under-served by reliable transit.

- Represented the Mayor of the District of Columbia on the executive committees responsible for Federal Railroad Administration's Long Bridge project and National Park Service Arlington Memorial Bridge project. These Potomac-crossing projects required extensive coordination and partnership with Amtrak, VDOT, Virginia Railway Express and Virginia Department of Rail and Public Transportation.

MARYLAND DEPARTMENT OF TRANSPORTATION

Hanover, MD

Deputy Secretary

August 2012- December 2014

Served as the Chief Operating Officer for the Maryland Department of Transportation (MDOT) and the Maryland Transportation Authority (MDTA). MDOT has over 10,000 employees and a six-year capital budget of \$15.4 billion. The agency's portfolio includes the BWI Marshall Airport (BWI), the Port of Baltimore, the Maryland Motor Vehicle Administration, two large metropolitan transit systems, and statewide highway network. MDTA is a self-funded toll authority, operating four bridges, two tunnels, and two turnpikes. MDOT also administers the state's Minority Business Certification program, one of the most successful programs in the country.

- Directed the 10-person government affairs unit responsible for the passage of the Maryland Transportation Infrastructure Investment Act of 2013, raising \$4.4 billion in new revenues over six years for major capital and system preservation projects. Organized support from key legislative districts, transit advocates, industry associations, chambers of commerce, environmental organizations, labor unions and safety groups. Represented the administration before the legislative budget committees and handled bill negotiations with the presiding officers of the Maryland General Assembly.
- Developed the statutory framework for HB 560 (Public-Private Partnerships - P3) and oversaw the adoption of the relevant agency regulations. Enacted in 2013, the new state law streamlined the legislative oversight of P3 projects, created enhanced legal authority for project sponsors and established predictable rules for solicitations.
- Co-led the 20-member senior management team responsible for the New Starts transit projects: Baltimore's Red Line light rail (\$2.9 billion) and the DC Region's Purple Line light rail (\$2.5 billion). Direct the work of in-house project managers, engineers, financial professionals, and policy staff as well as outside technical consultants, business transaction advisors, legal counsel and economists. Partnered with the University of Maryland, small business groups and housing advocates for both projects.
- Established partnerships across jurisdictional, political and organizational lines to advance regional and national interests. Participated in the bipartisan House Transportation and Infrastructure Committee's Special Panel on Freight Transportation. Formed consensus on cost-sharing with the Amtrak NEC commissioners and safety.

Senior Advisor to the Secretary

January 2011–August 2012

Responsible for public-private partnerships and infrastructure investment. Focused on real estate, port-related and transit-oriented development (TOD) projects. Engaged with investors to develop sound financial and operating plans, leveraging public and private sources of capital.

- Directed the solicitation, evaluation, and approval of a 35-year lease and concession agreement to redevelop the MDTA's two travel hospitality plazas on Interstate 95. The project was completed early and within budget. In addition to obtaining \$56 million in

upfront private investment, the Design-Build-Finance-Operate-Maintain project will generate over \$400 million in state revenue.

- Represented the Secretary during commercial negotiation, contract approval and implementation of a 50-year revenue concession agreement for the Seagirt Marine Terminal. The project was enabled by a \$245 million Private Activity Bond (PABs) issuance for berth construction, container cranes and highway projects. Fostered the hiring of 30 displaced crane mechanics and preserved their collective bargaining rights. With the facility commissioned in 2013, Baltimore is now one of only two East Coast ports with the capacity to receive larger, post-Panamax vessels.
- Created the MDOT Office of Project Delivery, hiring staff and consultants to support the screening, solicitation, and implementation of public-private partnerships and tax-increment finance (TIF). Researched best practices in innovative finance and privatization and established the office structure.

Chief of Staff

January 2007- December 2010

Managed the department's interaction with the Governor's Office, federal, state, and local partners, businesses, stakeholder groups and labor unions. Prepared all transportation-related briefing memoranda and presentations for the Governor and senior staff. Coordinated the Secretary's calendar of internal briefings, external meetings, and public events. Directed the press and communications personnel. Recruited executives for senior-level agency positions.

- Co-led the agency's selection, implementation and oversight of projects funded by the American Recovery and Reinvestment Act (ARRA), representing over \$650 million in highway, transit, and airport investment. Chaired bi-weekly meetings with representatives of the highway, transit, and airport agencies to fast track the deployment of stimulus funds. MDOT was recognized by the national policy resource center Good Jobs First for the most transparent reporting program in the country.
- Negotiated major land acquisitions for the \$2.6 billion Inter-County Connector (ICC) toll road facility, funded in part by a \$500 million TIFIA loan. Led the team responsible for settling a \$75 million condemnation case and acquiring critical parcels needed for ICC access to Interstate 95.
- Administered the selection of more than 40 appointees to six state and regional transportation governing boards, including WMATA, the State Roads Commission, the Maryland Aviation Commission, and the Metropolitan Washington Airports Authority (MWAA). Interviewed candidates for vacant board and commission positions.

BALTIMORE DEPARTMENT OF TRANSPORTATION

Baltimore, MD

Chief of Staff

June 2005- January 2007

Directed and supervised the financial management, information technology, contract administration, human resource and capital planning functions for the Baltimore Department of Transportation, the agency responsible for roadway maintenance and construction, street lighting, traffic control, parking enforcement, snow removal and towing operations. The agency has over 1,200 employees and a combined operating and capital budget of \$250 million.

- Led the retooling of the department's Division of Engineering and Construction by establishing new project management principles, milestone tracking systems and training requirements. As a result, the capital program accelerated the delivery of nearly \$100 million in unspent federal aid for major highway reconstruction and bridge projects.

- Negotiated an agreement with Trigen Energy to invest \$6.6 million into steam pipe replacements in the business district. Prior to this deal, the utility's deferred maintenance and poor insulation practices caused major damage to high- volume roadways.

BALTIMORE MAYOR'S OFFICE

Baltimore, MD

Operations Analyst, CitiStat Program

August 2001- August 2003

Responsible for delivering recommendations to the Mayor and senior staff for bi-weekly performance management meetings. The portfolio covered transportation, general services (fleet and facilities), water and wastewater utilities, and sanitation departments. CitiStat achieved aggregate citywide savings of \$100 million over the program's first four years of existence through personnel cost reductions, new revenue streams and competitive outsourcing. In 2004, CitiStat won the Harvard Kennedy School Innovations in American Government Award.

- Chaired ProjectStat, a program designed to track schedule milestones and funding decisions during the capital delivery process. Supported by a small consulting staff, this program pushed project teams to shorten task durations, perform concurrent reviews and heighten quality control.

ST. PAULS SCHOOL FOR BOYS

Brooklandville, MD

High School History Instructor

August 1998 – August 2001

WILLIAMS & CONNOLLY

Washington, DC

Legal Assistant

August 1997 – August 1998

LEADERSHIP

DC Water Northeast Boundary Tunnel Dispute Resolution Board (2018-Present) • Association for Management and Operations of Transportation Infrastructure Assets (AMOTIA) Board of Directors (2017-2021) • District of Columbia Public Library (DCPL) Board of Trustees (2018-Current) • Washington Metropolitan Area Transit Authority (WMATA) Board of Directors (2015-2017) • Union Station Redevelopment Corporation (2015-2017) • AASHTO Board of Directors (2015-2017) • Amtrak Northeast Corridor Commission (2014-2017) • B&O Museum Board of Directors (2014-2016) • World Trade Center Institute – Baltimore (2012-2014) • Maryland Economic Development Corporation Board of Directors (2012-2014) • AASHTO Center for Excellence– Wharton Transportation Executive Program (2011) • Leadership Maryland (2008) • American-Swiss Foundation Young Leaders (2007) • Harvard Kennedy School Admissions Committee (2005) • Rappaport Public Policy Fellowship – Boston Public Schools (2004) • Wesleyan University Varsity Lacrosse (1994, 1995, 1997) • Swedish Program (1996) • Internship Senator Bill Bradley (1992)

EDUCATION

HARVARD UNIVERSITY

Cambridge, MA

M.P.P. Transportation, Housing and Urban Development

2005

WESLEYAN UNIVERSITY

Middletown, CT

B.A. History

1997

PHILLIPS ACADEMY

Andover, MA

1993



Executive Office of the Mayor – Mayor’s Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Leif Dormsjo



Leif Dormsjo is a real estate, infrastructure, and urban policy professional. He is the Executive Vice President and Mid-Atlantic Market Leader for Redgate Real Estate Advisors, an investment and advisory firm serving institutional, investor and corporate clients and partners.

Prior to Redgate, he ran the infrastructure asset management business unit for a major US engineering firm. His background includes executive leadership positions with the District Department of Transportation, Maryland Department of Transportation, and Baltimore Department of Transportation.

He has served on the boards of the Washington Metropolitan Area Transit Authority, Union Station Redevelopment Corporation and Maryland Economic Development Corporation. Currently, he serves on the District of Columbia Public Library Board of Trustees, where he provided oversight for the Martin Luther King Jr. Central Library renovation project.

Early in his career, Mr. Dormsjo interned for United States Senator Bill Bradley. He holds a master’s degree in transportation, housing, and urban development from the Harvard Kennedy School, where he was a Rappaport Fellow, and a bachelor’s degree in history from Wesleyan University.

Mr. Dormsjo and his family live in Glover Park. They explore many DC playgrounds and parks, where among other things they examine and discuss butterflies, moths, bees, and bugs. His sons are both native Washingtonians and eager enrollees in DCPL’s Books from Birth program.

A Ward 3 resident, Mr. Dormsjo earned his Bachelor of Arts in History from Wesleyan University and his Master of Transportation, Housing, and Urban Development from the Harvard Kennedy School, where he was a Rappaport Fellow.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Tomas Talamante, Steve Walker
From: Betsy Cavendish
Date: December 12, 2023
Subject: Legal sufficiency review of Resolutions nominating Alan Bubes and Brian Kenner as members and Leif Dormsjo as a member and chairperson of the Washington Convention and Sports Authority Board of Directors

This is to Certify that this office has reviewed the above-referenced resolutions and found them to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Erika Satterlee, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

A handwritten signature in black ink that reads 'Elizabeth A. Cavendish'. The signature is written in a cursive style with a large, flowing 'E' and 'C'.

Elizabeth A. (Betsy) Cavendish