

Downtown DC Business Improvement District

ANNUAL REPORT 2008



ABOUT THE DOWNTOWN BID



The Downtown DC Business Improvement District (BID) is a non-profit organization that works to improve Downtown Washington's public environment, economy and social equity. Our goal is to create a vibrant, inviting and smart place where people from all walks of life are able to explore, create and share remarkable urban experiences that inspire and revitalize.

The Downtown BID is funded through a special district, where property owners tax themselves to improve the Downtown BID area and to promote and retain businesses. Established under District of Columbia legislation in 1997, the Downtown BID was renewed for additional five-year terms in 2002 and 2007 through votes of property owners and tenants and actions of the Mayor and City Council.

More than 800 commercial properties comprise the Downtown BID area within the boundaries of the National Mall on the south, Massachusetts Avenue (including the Walter E. Washington Convention Center) on the north, Louisiana Avenue on the east and the White House and 16th Street on the west. The Downtown BID area encompasses the Gallery Place, Chinatown, Federal Triangle, Franklin Square, McPherson Square, Midtown and Penn Quarter neighborhoods.





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A Board of Directors, consisting of 42 business and civic leaders, governs the Downtown BID with an annual budget of \$10 million, the majority of which is spent on maintenance, beautification, safety and hospitality. The Downtown BID employs 140 staff, 105 of whom are safety, hospitality and maintenance workers, known as SAMs, who keep Downtown streets clean, safe and friendly and assist residents, workers and visitors with a variety of needs.

The Downtown BID also provides services in the areas of physical improvements, homeless services, transportation, marketing, special events, planning, economic development and environmental sustainability. In addition, the Downtown BID provides management services to affiliated non-profit organizations: the National Cherry Blossom Festival®, the Downtown Events Corporation, District of Columbia Surface Transit, Inc. (DCST), the Public Space Planning and Management Corporation and the Mount Vernon Triangle Community Improvement District.

The Downtown BID relies upon partnerships with the District of Columbia government, the federal government—especially the General Services Administration (through the Good Neighbor Program, which actively supports urban development through community partnerships), the National Park Service and the National Capital Planning Commission—as well as a variety of other public agencies and private sector organizations, in order to accomplish its work.

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LETTER FROM THE CHAIRMAN AND EXECUTIVE DIRECTOR



As we celebrated the Downtown BID's 10th anniversary, it was clear how far we have come. Since 1997, the organization has helped to revitalize Downtown's urban core, transforming it from "dull, dirty and dangerous" to a "vibrant, inviting and smart" urban enclave. This transformation has brought us full circle, re-establishing Downtown DC as the commercial, cultural and entertainment capital of the region and a national model. Guided by a new brand driving our organizational agenda, we are raising the bar to create added value and benefits through innovative approaches and bold new initiatives.

Consequently, we have reorganized activities around new values and attributes to transform our public environment into a remarkable urban experience, enhance our environment to be measured successfully by any standard of sustainability, maintain the healthy competitive posture of the local economy and execute our brand through effective communication and actions.

Strong partnerships with the federal and municipal governments, and nonprofit organizations and others, will continue to drive our success, as these collaborations help establish winning strategies for a vibrant and attractive Downtown. Thus, working with agencies such as the National Park Service, to restore Reservation 72 (Chinatown Park), and the District Department of Transportation (DDOT), to create new bike lanes and develop a smart parking system, bodes well for Downtown workers, residents and visitors.





We have launched a Greening Downtown DC initiative that has allowed us to serve as a facilitator and catalyst to form partnerships for conducting research, setting measures, communicating information and convening training seminars. Through the “greening” initiative, the Downtown BID promoted LEED standards and Energy Star benchmarks. We held training and education sessions focused on best practices, and we partnered with the Sustainable Business Network of Washington (SB NOW) to test their new green business program and audit our “green” operations.

In partnership with the DC Department of Consumer and Regulatory Affairs (DCRA), other city agencies and the vending community, the Downtown BID helped improve vending offerings through a demonstration program offering unique, convenient and eco-friendly lunchtime options. We helped formulate a transportation agenda and support for the Washington Metropolitan Area Transit Authority (WMATA) that will have an impact on the next generation of transit and better serve the Downtown community. In addition, we produced Leadership Papers on timely topics—the city’s competitive position in the regional office market, strategies for becoming environmentally sustainable and ending homelessness.

It is important that the Downtown BID serves as a leader in everything we do and continues to deliver premier business services, improve economic growth and promote business development creatively and proactively.

As Downtown reaches build out and new development moves to other Center City areas, the Downtown BID will continue to invest in several key priorities to keep the momentum going into the future. We will work to sustain Downtown’s regional, national and global competitiveness by promoting its commercial, cultural and civic assets through branding, place-making and environmental sustainability practices.

By consistently demonstrating Downtown’s role as the economic and fiscal engine of the city, we will help its leaders to push forward an ambitious program of social and environmental transformation that can benefit all DC residents.

Our vision for Downtown’s future is straightforward and bold. Working with partner organizations and agencies, yesterday’s dreams are steadily evolving into realities every day.

Matthew Klein

Chairman
Downtown Business Improvement District Corporation

Richard H. Bradley

Executive Director
Downtown Business Improvement District Corporation

1997 Operations began



TEN-YEAR RETROSPECTIVE

The Downtown BID's roots can be traced back to 1984, when an alliance of dedicated business, government and civic leaders established the DC Downtown Partnership, a public-private collaboration established to help guide Downtown development and create BIDs. After eight years, the group disbanded.

However, all was not lost. A key group of Downtown property owners led by developers Robert Gladstone, Robert Carr and Greg Fazakerley yearned to revitalize Downtown at a time when the city, crippled by day-to-day management and financial woes, was mired in receivership. The property owners glimpsed a ray of hope in a BID and, aided by more than 150 business and civic leaders, planned and pushed for one east of 15th Street that would produce a "living" Downtown replete with housing, retail, restaurants and "walkable streets."

The group had a central motivating factor: Abe Pollin's plans to move his professional basketball team from suburban Maryland to a new arena in Downtown DC. Suddenly, developing BIDs became a top economic development priority. In 1996, Mayor Marion Barry signed into law the Business Improvement Districts Act, which had been drafted by Councilmembers Jack Evans and Councilmember Charlene Drew Jarvis.

Finally, the Downtown BID was launched in 1997 with an initial and immediate goal to make Downtown Washington clean, safe and friendly. The BID had a tall order to fill. Hampered by economic and political stagnation, job losses and crime, litter and contentious public-private relationships, Downtown had languished from years of neglect. Its dull, dirty and dangerous image had fueled massive disinvestment and discontent. Turning it around would require considerable partnerships, leadership and salesmanship.

A corps of dedicated personnel, known as Safety, Hospitality and Maintenance employees (SAMs) were assigned immediately to attend to the many details of making guests in the Downtown feel safer, invited and welcome.

Shortly after the BID was inaugurated and the SAMs hit the streets, the MCI Center (now Verizon Center) opened. It was no coincidence that the two institutions launched within a month of each other. The MCI Center was the first big, transformative project that helped to catalyze more Downtown development. The pivotal opening drew record crowds, attracting sports fans from every ward of the city and suburbanites, who returned to the inner city for the first time in years.



Pollin's investment spurred other early pioneers: Roberto Alvarez, Rob Wilder and Jose Andrés opened Jaleo, Downtown's first destination restaurant in decades; developer Douglas Jemal restored several commercial buildings (known as 7th Street Historic Row) across from the MCI Center, which set the stage for additional retail to revitalize the area; and Greg Fazakerley developed numerous office buildings that became home to associations, law firms and other key tenants that now form the core of Downtown's economy.

1998 *Downtown Services Center opened to serve the homeless
Banner Program introduced to enliven the streetscape
Entered into first GSA contract for BID services*

1999 Led effort to expand Metrorail hours
 245 new trashcans installed
 SAM At-Your-Side service began
 Downtown Soundtracks summer concert series launched



A dramatic change was now underway in people's perceptions of Downtown. An influx of new restaurants gradually began to sprout in previously vacant locations, a number of small galleries opened, the first new residents began to move in and demand for new-style office developments quickly followed.

The Downtown BID's early efforts focused on attending to the physical environment with the goal of moving the needle from a clean Downtown to a beautiful one. New wayfinding signs helped visitors navigate between the various monuments, memorials, museums and other places of interest. Streetscape standards for everything from benches to trashcans, light poles to banners were instituted to promote uniformity and deliver a consistent message that Downtown was being reborn. Since 2000, the Downtown BID has leveraged its initial \$500,000 investment in streetscape-related activities to generate more than \$30 million in total public improvements.

The Downtown BID produced and supported a variety of activities to draw people to the area, including concerts, seasonal celebrations and festivals. In addition, events were used to animate the Downtown and draw attention to the area's vibrancy. As a result, Downtown retail and dining establishments also benefited from the massive crowds drawn to these special events.

Over the years, the BID fine-tuned its core mission to adapt to Downtown's changing needs. For example, the SAMs role has evolved from beautifying and maintaining the pedestrian environment to performing streetscape audits and reporting defects using sophisticated technology to track every element of Downtown space, including lights, trees, trash cans, sidewalks and parking meters. This reporting process has accelerated improvements, leading to a more efficient, effective and attractive Downtown.



- 2000** GIS used to accelerate streetscape improvements
 First annual Momentum Awards
 First Pedestrian Perception Study measured effectiveness of programs
- 2001** Downtown wayfinding signage system initiated
 Provided crucial funding to National Cherry Blossom Festival®
 "Don't Block the Box" public awareness campaign introduced
- 2002** Homeless Outreach Services Team (HOST) launched
 Lobby Fairs began educating workers about safety and homelessness
 Expanded to include north of Union Station
 Legislative charter renewed for additional five years

2003 *Managed public-private partnership to generate \$30 million in Retail Tax Increment Financing*

The BID's efforts to combat homelessness began as a street-oriented approach for engaging those living on the streets. From there, it evolved into the Downtown Services Center, which opened in 1998 to help meet the complex social service needs of those living on the streets. A specialty corps of SAMs, known as the Homeless Outreach Service Team (HOST), were trained to recognize and engage homeless individuals who have psychological and addiction problems. The Downtown Services Center closed in 2007, but the Downtown BID continued to provide services by shifting to an outreach program designed to move the chronically homeless into permanent supportive housing using the Housing First model. Since then, a partnership with Pathways to Housing DC has moved more than 265 people from Downtown streets.

Plans to revive the retail district along F Street led to a comprehensive action agenda for all of Downtown. The city planning document, the 2000 Downtown Action Agenda, helped guide Downtown's transformation into the economic engine of the city and the cultural and entertainment center of the region. Today, the plan's objectives mostly have been achieved, including creating an office, residential, entertainment and retail complex at Gallery Place; strengthening traditional retail along F Street; guiding residential development to Mount Vernon Square and office expansion to Downtown East; and creating the DC Circulator. Throughout this process, the BID assumed a leadership role, from helping to develop key strategic initiatives for maintaining the city's economic momentum to facilitating, catalyzing and building partnerships. Over time, the BID grew from monitoring and maintaining the quality of place to taking a more active role in planning and economic development activities and helping to provide a premiere destination for residents, workers and visitors to share remarkable experiences.

Mayor Williams played a huge role fostering the public-private partnerships that leveraged public funds to invest in private development. First, \$75 million in tax increment financing (TIF)—a public finance tool used for redevelopment and community improvement projects—helped bring the Gallery Place retail, entertainment and residential complex to 7th and H Streets with 80,000 square feet of destination retail. Second, the DC government created the \$30 million Downtown Retail TIF Program, available to retailers not yet in DC that could serve as anchors to attract additional destination retailers to the city. The retail TIF has made it possible for retailers to join forces with developers to reinvigorate vacant land and create more jobs for DC residents.

To foster dialogue and encourage all sides to maintain communication, the Downtown BID also helped staff the Downtown Developers' Roundtable, an informal group of real estate developers from across the city that advises the DC government on development issues and builds critical understanding and neighborhood support for key projects.

- 2004** *With BID's input, city deployed traffic control officers to reduce congestion
Major office study commissioned to identify DC's market competitiveness
Route maps for bus shelters developed with DDOT and WMATA*
- 2005** *Arts on Foot expanded in partnership with Penn Quarter
DC Surface Transit Corp. formed to launch DC Circulator bus
First Holiday Market*
- 2006** *Downtown Events Corp. formed to manage Old Convention Center site
Helped launch goDCgo.com travel information website
Launched comprehensive Tree Management Program*



The Downtown BID has played a key role in stewarding diverse economic development. In particular, residential development, cited in the Downtown Action Agenda as a significant catalyst for urban revitalization, became a major component of Downtown's renewal. Although an early 1990's zoning change required residential development in and around Downtown to create a 24-7 "living" Downtown, the plan did little to jump-start housing because of several impediments, including the high cost of land and capital required for residential development. The Downtown BID worked with private, public and civic interests to encourage the city to use incentives to spur development, pushing hard for constructive zoning changes and tax abatements for Downtown market-rate housing.

These successful initiatives mirror the Downtown BID's leadership role in other areas, including transportation. A collaborative that included the Downtown and other BIDs, the Washington Metropolitan Area Transit Authority, the District Department of Transportation and the National Capital Planning Commission, established the DC Circulator. Similar collaborative efforts resulted in congestion management programs aimed at goods and services delivery and special event transportation demand. These programs have produced measurable reductions in travel times and vehicle emissions.



In addition to working closely with the city, the Downtown BID worked with the federal government and other organizations to support programs that retain and expand businesses. The US General Services Administration (GSA) has participated in the BID through the Good Neighbor Program, which allows the federal government to support urban development through community partnerships. The GSA voluntarily pays its fair share of equivalent tax assessments to obtain Downtown BID services, accounting for 20% to 25% of the BID's budget.

The Downtown BID is the oldest, and today remains the largest, BID in the city. It has been reauthorized through the votes of property owners and tenants and actions of the Mayor and City Council for additional five-year terms in 2002 and again in 2007. Since its founding, six other BIDs have sprung up—Golden Triangle, Georgetown, Capitol Hill, Adams-Morgan, NoMa, Capital Riverfront and Mount Vernon Triangle Community Improvement District. Together, these BIDs have established a BID Council to discuss common plans, concerns and strategies.

2007 *Reauthorized for another five-year term
Began partnership with Pathways to Housing
Launched Leadership Papers series
Celebrated 10th anniversary in November*

2008 *Rebranded Downtown
Launched the Lunch Bunch Vending Demonstration Program
Began Greening Downtown DC Initiative*

Downtown's magnificent transformation is inextricably linked to the Downtown BID's ability to forge critical partnerships, set high standards, provide bold leadership and assemble a professional staff that is dedicated to the organization's ambitious agenda and vision of a world-class, diverse and sustainable Downtown second to none. Going forward, there is an enduring need for the BID to continue guiding Downtown's future economic growth and vitality because it can add value, bring a return on investment to all members and fulfill the promise of a restorative and living Downtown.

Downtown was a series of disconnected destinations that the BID turned into a great place to be," contends Joe Sternlieb, a former BID deputy executive director, who helped draft the legislation that created the BID. "The BID has spent thousands of dollars to get this right. Before that, it was like pushing a boulder up the hill to get things done. What the BID did was flatten the hill."

SAFETY AND HOSPITALITY

The Downtown BID's specially trained cadre of safety and hospitality workers (known as SAMs) provide a reassuring presence on Downtown streets seven days a week. These uniformed, radio-equipped teams help maintain an inviting, comfortable and user-friendly experience by serving as additional "eyes and ears" for local law enforcement agencies. They are the face of Downtown at Metro entrances, key intersections, special events and outdoor major attractions, welcoming and assisting hundreds of thousands of Downtown workers, residents and visitors each year; serving as a first point of contact for emergency needs; and helping maintain order and affecting crime deterrence through consistent coverage and visibility. Seventy percent of SAMs are DC residents, which is reflected in the pride and dedication they exhibit in the course of their work.

ACCOMPLISHMENTS

A wide-ranging crime prevention program, devoted to enhanced safety awareness, shared problem solving and proactive targeted response to crime problems, helped deter crime in the Downtown BID area in 2008. Through weekly BID sponsored lobby safety fairs, the Property Manager Council and Downtown Safety Alliance meetings, the Downtown BID shared timely information and developed comprehensive responses to issues concerning Downtown tenants and patrons. All told, more than 1,600 Downtown workers attended the office building safety fairs. In addition, the SAMs assisted 288,992 citizens by offering directions, handing out maps and notifying police when trouble arose. The SAMs also engaged in 17,126 homeless assists and escorted 205 workers to their vehicles or public transportation in the evening.





To augment the presence of hospitality and guest service personnel during the peak tourist season, four summer hospitality aides staffed information kiosks located near Metro stations and in busy pedestrian areas as part of our continued support of the DC Summer Youth Employment Program. The aides were college students, all DC residents, who received specialized training on visitor service, communication skills and Downtown attractions and services to serve as information ambassadors for the area.

GOALS

SAMs will continue to undergo intensive training to become knowledgeable on issues such as crime prevention and reporting, first aid and first-responder training, communication skills and homeless outreach services. Maintaining valuable partnerships forged with the Metropolitan Police Department (MPD) and other area police agencies helps to sustain low crime levels in Downtown by monitoring and reporting any illegal activity immediately.

The Downtown BID will continue to provide a higher level of hospitality service at every point of contact with patrons, and SAMS will continue to monitor routinely almost every element of the public environment and report problems to appropriate public and private organizations so that improvements can be made expeditiously.

"I just returned from a trip with my daughter to DC. I had a great time. The weather was beautiful and there were amazing people who would come up to us and ask us if they could help us find our way (I think the maps in our hands gave it away). I really appreciated how eager and happy Vivian Brooks was to help us find our way and plan the afternoon without getting lost. Thanks for hiring such great people to make visitors feel welcome."

— Donna Becker, Downtown Visitor



MAINTENANCE AND BEAUTIFICATION



Cleaning, maintenance and beautification SAMs provide vital services to maintain Downtown's welcoming image by picking up litter and trash, sweeping sidewalks, removing gum and graffiti, planting flowers, hanging banners and painting public fixtures. SAMs are in action 362 days a year, working to keep Downtown clean, safe and friendly.

ACCOMPLISHMENTS

To ensure that Downtown offers a remarkable urban experience, the SAM maintenance team kept Downtown streets clean and inviting by collecting more than 14,428 bags of litter and trash monthly, nearly double the 2007 total. Working in a timely fashion, they removed graffiti from 598 locations, stickers from 1,629 sites and illegal posters from 300 locations throughout the Downtown BID area. SAMs identified and reported hazards and defects to the appropriate response team for follow-up and corrective action through collaborative efforts established with city and federal agencies, further allowing the BID to assure consistent service delivery to Downtown stakeholders.

To brighten the Downtown environment and keep up existing landscaping, the Downtown BID continued its supplemental landscaping program with new trees, shrubs and 150 flower baskets. Partnerships with the District Department of Transportation's (DDOT) Urban Forestry Administration, Casey Trees, the National Park Service and area property managers continued as the Downtown BID worked to improve, replace, maintain and monitor the Downtown trees. The third phase of the comprehensive Tree Management Program, which included identifying trees at risk and determining the level of treatment needed, was completed as a select group of SAMs received specialized training in tree preservation from Casey Trees arborists and regularly participated in tree plantings throughout the Downtown BID area. This training ensured that the 2,500 trees thriving Downtown received the highest level of care.



GOALS

To ensure that all elements of the public environment contribute to an enjoyable, pleasant experience, the Downtown BID will continue to perform periodic block ratings and inventories using handheld GPS devices to produce timely information, response and resolution on streetscape issues. We also will continue to use more efficient mechanized equipment, enhance lighting for well-trafficked streets and provide more hanging flower baskets. As the next phase of the Tree Management Program begins, partnerships with city government agencies, property managers and the National Park Service will be essential to maintain the service standards that workers, residents and visitors have come to expect. An expanded partnership with Casey Trees will result in SAMs being responsible for planting new trees, many of which Casey will provide, throughout the Downtown BID.

Maintenance SAMs use auto-mated equipment in areas with heavy pedestrian concentration. They regularly power wash sidewalks, remove gum and graffiti and utilize power vacs and riding sweepers in these areas. Expanded use of mechanized equipment has allowed for greater cleaning efficiency and redirecting labor to new initiatives.



PHYSICAL IMPROVEMENTS

Enhancing and improving the physical environment and the pedestrian experience are critical aspects of Downtown's economic development and contribute greatly to the area's quality of life.



ACCOMPLISHMENTS

The Downtown BID launched the Greening Downtown DC Initiative. This comprehensive set of programs and services allows the Downtown BID to form partnerships to conduct research, establish measures, communicate information and convene training sessions. The Initiative targets four inter-related areas: greening new and existing buildings, educating tenants on green best practices, improving public spaces and enhancing transportation options. Along with Cool Capital Challenge and the Environmental Protection Agency's (EPA) Energy Star program, the Downtown BID held five training and education sessions for more than 150 property managers and building engineers on "best practices" related to building energy efficiency and sustainable practices. Helping property owners, businesses, residents and employees become more effective environmental stewards makes Downtown more competitive and attractive to investors and visitors.

During the 10 months ending October 2008, the number of Energy Star labeled properties in the Downtown BID area nearly doubled, from 18 to 32—creating an additional 5.3 million square feet of energy efficient properties. The Downtown BID also became the first participant and active partner in the Sustainable Business Network of Washington's (SB NOW) Green Business Certification Program. The pilot program assesses tenant operations and encourages businesses to quantify and evaluate their impact and find opportunities for improvement.

The Downtown BID partnered with the Department of Public Works and the American Beverage Association to launch Downtown's first public recycling program, which placed 25 blue cans in public spaces. The cans are being tracked to determine their effectiveness.



As part of a \$6 million streetscape design for Downtown, the Downtown BID purchased and prototyped successfully an energy efficient LED light fixture for Chinatown. The pilot program is a partnership with the District Department of Transportation (DDOT), which approved the fixture to replace existing ones, thereby increasing significantly lighting efficiency and standards for pedestrian and vehicular safety. In partnership with the DC Department of Regulatory Affairs, other city agencies and the vending community, the Downtown BID also launched a street vending cluster at 8th & H Streets NW to enhance the consumer experience by offering more options. Called the "Lunch Bunch," the trio of food operators includes On the Fly, DC Central Kitchen's Capital Carts and Dell & Campbell's Halal Luncheonette.

GOALS

Creating a strong physical identity for Downtown and open spaces that have high quality design and event planning are critical to maintaining Downtown's vitality and economic competitiveness. Future plans entail working with city agencies to finish replacing all Cobra head light fixtures with new teardrop fixtures, completing physical improvements at Chinatown Park (Reservation 72) and Indiana Plaza and finalizing streetscape improvements at more than 25 locations in Downtown from Chinatown to Penn Quarter. The Downtown BID also has pledged to help reduce carbon emissions in Downtown by 71 million pounds by 2009, leading to annual energy savings of about \$4 million.

In July, the Downtown BID invited internationally known placemaking expert Fred Kent, president of Project for Public Spaces, to facilitate a day-long workshop with Downtown BID area stakeholders. The place-making workshop was the first step in developing a common framework and shared language about designing and managing public spaces.

"We're beginning to see place-making as a transformative agenda for cities all around the world. In a down economy, the impact of focusing on a series of places that create destinations can have a big impact."

— Fred Kent, President, Project for Public Spaces



HOMELESS SERVICES

The Downtown BID has the only non-governmental, clinically based outreach team for the chronically homeless in Washington, DC. In partnerships with innovative, nationally recognized organizations, the Downtown BID uses best practices and a “Housing First” approach to address homelessness issues. Through strong working relationships with property managers and business and community leaders, as well as collaborations with city officials and leading service providers, the Downtown BID has developed a respected and vital program to facilitate dialogue and build consensus to provide for the housing needs of Downtown’s homeless, while decreasing the number of people living on the streets and in shelters.

ACCOMPLISHMENTS

In 2008, the Downtown BID identified more than 100 homeless individuals for immediate placement into permanent housing. Through a partnership with Pathways to Housing DC, the Downtown BID continued to address homelessness in Downtown. Using the “Housing First” model (which focuses on moving homeless persons into affordable housing first and then connecting them with supportive services that can help them remain housed) and an intensive outreach program, the Downtown BID was able to connect an average of 30 people per month to needed social services. Utilizing the Housing First model, the city housed nearly 200 of Downtown’s homeless and provided them with supportive services, and it is committed to providing more than 100 additional housing units.





Building on the work of the Downtown BID's Downtown Services Center, which closed in 2006, the Downtown BID continued to support service and mental health providers that address the daily needs of the homeless. Six workers—a clinical director, two social workers, a certified addiction counselor, a licensed psychologist and a community support worker—identified and built relationships with the chronically homeless, enabling them to get the assistance they need to lead more stable lives.

Enhancing and maintaining Downtown parks for everyone to enjoy is a priority for the Downtown BID. To reduce the chaos in the parks that street and park feeding programs cause, the Downtown BID continued to work to build a coalition of food service providers, advocates and government agencies to address this issue. Using the Downtown BID's protocol for street feeding, which involves educating and training service providers, these organizations are being encouraged to form a partnership to find solutions to the problem and develop alternatives to serving meals on the streets and in parks.

GOALS

In 2009, the Downtown BID will continue to work with more than 20 partner providers to move Downtown's homeless into services. Continued collaborations with Pathways to Housing DC, Catholic Charities, the DC Departments of Human Services (DHS) and Mental Health (DMH), the Metropolitan Police Department, the District of Columbia Housing Authority, the US Park Police and National Park Service will enable us to identify innovative solutions to the homelessness problem. The significant partnership between the Downtown BID, DMH, DHS and Pathways to Housing DC will continue to allow the Downtown BID Homeless Services Team—the six-person outreach unit—to assist in engaging and moving homeless people from the streets into independent housing.

The Downtown BID's goal is to reduce chronic homelessness through a unified approach involving other local BIDs, the city, service providers and non-profit organizations.

"The Downtown BID offers progressive and comprehensive services to the homeless population in Downtown. Its outreach, engagement and case management have been at the forefront for years, and its staff and leadership have always been strong advocates for the homeless."

— Sue Marshall, Executive Director,
The Community Partnership for the
Prevention of Homelessness



TRANSPORTATION



The Downtown BID's transportation efforts aim to sustain what works, fix what does not and introduce new services. The transportation system creates the platform upon which all other Downtown activities are built. By ensuring a flexible and well-managed transportation environment, the Downtown BID supports a vibrant, growing city.

ACCOMPLISHMENTS

DC Circulator ridership continued to grow in its fourth year of operation by an average of 16% a month over the previous year. In August, the Circulator carried its six-millionth customer. Customer satisfaction remains strong, with more than 90% of survey respondents stating they would recommend the service to others.

The Downtown BID organized a symposium on DC's Transit Future that engaged transit and urban design experts from France and Portland, Oregon, as well as local transit agencies. Elected officials, civic leaders and concerned citizens participated in a series of programs ranging from modern streetcar systems to new trends in bus transit, with emphasis on local opportunities for replication.





DC's bike sharing program was launched in Greater Downtown, with four of the 10 bike kiosks located in the Downtown BID area. SmartBike DC is an alternative transportation network using the latest technologies to facilitate user access and is structured to enhance the city's public transportation system.

Throughout the year, the Downtown BID used several events to inform Downtown workers, residents and visitors of transportation options for getting to and around Downtown. Car Free Day, a new event held on September 22, encouraged more than 5,000 area residents to go carless.

In 2008, the number of Downtown travelers choosing Metrorail increased, setting an all-time record in July. Gallery Place and Metro Center stations, both located in the Downtown BID, are among the top five busiest stations in the system.

The Downtown BID worked to promote smart parking, which involves communicating real-time parking availability through a variety of outlets, including computers, hand-held devices, cell phones, outdoor signage or in-dash navigation systems. Two seminars were held on the technology and costs involved to use smart parking in commercial building applications and individual consultations also were provided. In addition, a Smart Parking Issue Brief was published to provide technical resources for transportation officials, property owners and parking industry representatives.

GOALS

The District Department of Transportation (DDOT) will install new bus shelters in the Downtown BID in 2009. The Downtown BID will collaborate with DDOT to provide excellent transit information in each shelter to encourage more people to use public transportation.

Delivering goods and services in Downtown is an essential commercial activity, but insufficient loading zones along the curb and inadequate regulation enforcement create congestion and impede deliveries. The Downtown BID will launch a pilot program in 2009 to address these congestion problems. The Downtown BID also will continue to focus on on-and-off-street parking in Downtown. Multi-space meters will be introduced and, to ensure the smooth transition from conventional to more technologically advanced meters, the Downtown BID will conduct a public education program. The Downtown BID also hopes to launch a smart parking garage demonstration.

The Downtown BID will continue to provide leadership on Downtown's transportation future through research and dialogue with the community, public officials and urban transportation experts.

SmartBikes had 900 subscribers and averaged 150 trips per day within 60 days of the program's launch.

ECONOMIC DEVELOPMENT

The Downtown BID promotes Downtown's economic growth and diversification through research and public/private partnerships. Monitoring, collecting and distributing information about the Downtown economy assists investors, developers and stakeholders in their decision-making. This information helps educate policymakers about Downtown's strong performance as the city's economic engine and tracks results of previous policy decisions and potential outcomes of future decisions. The Downtown BID's participation in many public/private partnerships assures broad distribution of our research information, and helps bring the talents and experience of the Downtown BID's members to work on the economic development challenges and opportunities that have an impact on Downtown DC.



ACCOMPLISHMENTS

The Downtown BID provided data on Downtown's economic growth and diversification by producing reports and participating in citywide discussions about economic development:

Quarterly Development Reports—provide comprehensive information on development in and around the Downtown BID

Annual State of Downtown Report—delivers a summary of all major sectors of the Downtown economy

Bi-annual Downtown Economy/Employment Report—tracks growth and change in Downtown's workforce profile and economy

Bi-annual Downtown Net Fiscal Impact Report—presents Downtown's strong fiscal contribution to city neighborhoods

Some of the year's research efforts focused on retail attraction, particularly at the Old Convention Center site, now called CityCenter DC, and on Downtown's competitive position in the regional economy. The Downtown BID also provided research assistance for the DC Office of Planning's 2008 Center City Action Agenda and helped to project the impact of an investment program to implement the plan.

The Downtown BID fostered discussion on issues that impact Downtown, Center City and DC economies by participating on public/private task forces and in groups that discussed economic and development issues including transportation infrastructure needs and financing, cultural capital needs, commercial linkage fees, city debt limits and improving tax revenue information.



GOALS

The Downtown BID will continue research on, and public/private partnerships regarding, economic and development issues to maintain Downtown's growth and its position as the economic and fiscal engine of the city. As a result of the current economic downturn, the Downtown BID will engage in public/private collaborations to explore ways of stimulating job growth and development. In particular, the BID will work to make sure that the federal government's expanded role in the national and global economies results in Downtown and DC getting a fair share of office space absorption due to a projected increase in federal hiring.

"Like all world class downtowns, Downtown DC not only provides places for residents to work and shop but its tax revenues support services that also help make DC neighborhoods viable and successful."

— Richard H. Bradley, Executive Director, Downtown Business Improvement District Corporation

For the longer term, the Downtown BID will work to turn the framework provided by the Center City Action Agenda (CCAA) into concrete plans and programs to maintain the momentum that the Downtown economy has enjoyed over the past 11 years. The specific goals in the CCAA for the Downtown BID over the next five years are:

- Creating a critical mass of 750,000 to 1,000,000 square feet of destination retail
- Retaining existing office tenants and attracting new office tenants to maintain annual office absorption of 1 million to 2 million square feet in the Center City
- Sustaining annual groundbreakings for 2,000 to 3,000 residential units in and around the Downtown BID area
- Assisting cultural institutions in making important investments in and around the Downtown BID
- Monitoring multiple data sources to keep city policy makers and stakeholders current on changes in the regional competitive landscape, including office space under construction or renovation that is pre-leased, office and residential groundbreakings, tenant movement into and out of DC, commercial and residential property values, and comparative regional costs of doing business



PLANNING



Although much of the Downtown BID's work focuses on the here and now — picking up litter, helping the homeless, reducing traffic congestion — we also concentrate on planning for Downtown's future.

ACCOMPLISHMENTS

Working with the DC Office of Planning, the Downtown BID helped produce and complete the 2008 Center City Action Agenda. The economic and placemaking plan builds on the 2000 Downtown Action Agenda's achievements, which helped to guide Downtown DC's transformation into the city's economic engine and the region's cultural and entertainment center. The Center City Action Agenda, released by Mayor Fenty, recognizes the need for Downtown to grow and expand into a larger Center City area to accommodate new office and residential markets. The plan creates new development and placemaking goals and extends the city's urban core into emerging areas that can absorb the growth needed to sustain DC's economic momentum and fiscal stability.

The Downtown BID also partnered with the federal government to plan Downtown parks, streets and public spaces. In 2008, the Downtown BID continued to participate actively in the National Capital Planning Commission's National Capital Framework and CapitalSpace plans and the National Park Service's National Mall Plan—all designed to create vibrant and accessible destinations and open space. In addition, the Downtown BID collected data on the 33 National Park Service parks and reservations that comprise 22 acres of the Downtown BID area, and continued to plan improvements to Reservation 72 (Chinatown Park) and Indiana Plaza, under a general partnership agreement with NPS.

Working with city officials and area stakeholders, the Downtown BID is helping to facilitate a sub-area plan for Mount Vernon Square, as well as participating in an initiative to create a Chinatown Cultural Development Strategy to position Chinatown as the region's top destination for Chinese-Asian cultural businesses, projects, services, events and festivals.



GOALS

In these uncertain economic times, the Downtown BID will partner with the city to create an investment agenda that will help sustain the revitalization that has resulted in significant economic and fiscal gains for the city. Maintaining strong job growth, office development and revenue generation is key to DC retaining its regional competitive edge.

The Downtown BID also will continue to target area parks for improvements that will enhance the physical space and create remarkable urban environments. An ambitious initiative to take inventory of conditions at a dozen parks in the Downtown BID area has begun already. This needs assessment is the first step toward revitalizing local parks, with the goal of also strengthening the Downtown BID's partnership with its park neighbors, the city and the National Park Service.

In addition, the Downtown BID will continue to partner with the DC Office of Planning in widely distributing the Center City Action Agenda, monitoring its implementation and keeping a scorecard of developments. A top priority is to create a critical mass of shoppers' good retail in an emerging Downtown shopping district that will include both local and national high-end retailers.



MARKETING AND COMMUNICATIONS

The Downtown BID promotes Downtown DC as the economic heart of the city, the region's premier urban gathering place and the center of the nation's capital city through an integrated program of communications and public relations activities.



ACCOMPLISHMENTS

On November 13, 2007, the Downtown BID celebrated 10 years of service and transformation with an anniversary event held at the new Harman Center for the Performing Arts. The event recognized key contributors and Downtown champions, such as former Mayors Anthony Williams and Marion Barry, Councilmember Jack Evans and former Councilmember Charlene Drew Jarvis, all of whom were instrumental in drafting the legislation that created the Downtown BID. Mayor Adrian Fenty delivered remarks at the event. The affair highlighted the remarkable journey that first began in November 1997, when our Downtown SAMs hit the streets to begin Downtown BID operations.

In 2008, the Downtown BID also implemented a repositioned brand that provides a new vocabulary for conveying Downtown's unique character and identity. A comprehensive branding platform for Downtown and for the Downtown BID set high standards for marketing and promoting the area and its assets. All print and electronic materials were redesigned to reflect the transition to the new Downtown BID logo.

A Downtown Pedestrian Perception Study, published by the Downtown BID every two years to measure attitudes about the area's vibrancy, safety and attractiveness, showed nearly all the attitudes that pedestrians hold about Downtown DC are positive. An impressive 71% or more said it is safe, has a variety of things to do, has great people watching and is clean and attractive. In keeping with the new branding vision, there also is strong agreement that Downtown DC is "vibrant" (77%) and "a leading urban environment" (67%).



The Downtown BID continued its series of working papers that foster dialogue about critical issues affecting Downtown's economic, social and physical development with three new Leadership Papers focused on the city's competitive position, Downtown's fiscal impact and a new Greening Downtown DC Initiative.

GOALS

In the coming fiscal year, the Downtown BID will continue to brand and promote the Downtown BID and BID area as vibrant, inviting and smart and institutionalize the brand in all aspects of the organization, including publishing a brand book and a style guide to assist staff and stakeholders in properly using graphic elements, and to set standards for Downtown BID publications and documents. In addition, the Downtown BID will develop a brand website to provide access to a brand toolkit of images, messaging and resources.

Other measures entail developing public outreach campaigns to publicize Downtown BID services, programs and accomplishments, as well as expanding outreach capabilities and maximizing organizational efficiencies by using electronic technologies.



SPECIAL EVENTS



The Downtown BID's annual events calendar provides inviting and smart programming that brings diverse communities together showcasing Downtown DC as the region's premier cultural and entertainment destination.

ACCOMPLISHMENTS

Washington, DC, hosted the popular National Cherry Blossom Festival® with unprecedented success. The Downtown BID provides a home and critical staffing support for the Festival, which draws international attention to the community every year. In 2008, media coverage soared—the event's annual fundraiser, the Pink Tie Party, debuted on the Food Network's "Dinner: Impossible" and the parade was nominated for a Chesapeake Bay Chapter Emmy. Family Day and the Opening Ceremony attracted 10,000 visitors, while the Sakura Matsuri Japanese Street Festival welcomed 140,000 guests; both record attendances. More than 1 million attendees generated about \$100 million in direct spending for the city during the two-week event.





The third annual Capital Fringe Festival brought three weeks of innovative, risk-taking theater arts to Downtown. More than 21,000 tickets were sold to “urban pioneer” culture seekers for 724 performances, featuring 123 artists and groups in 21 different venues throughout the city. The Downtown BID provides strategic guidance and resources to this festival. The largest Fringe to date featured an expansive “Fort Fringe,” a multi-purpose working space that included two performance venues, a café and bar, workshop, box office and production offices.

The 16th annual Arts on Foot Festival celebrated the fall arts season’s opening in Downtown, attracting more than 25,000 patrons. Nearly 40 organizations held feature programming to mark the Neighborhood Showcase. The juried Art Market added nearly 20% more space for visual artists at the Outdoor Festival, new dance and music stages were added as well as an Art on the Carpet street performance area. The result was triple the number of live performances! The Washington Post, Zagat Buzz and other media coverage showcased the event. More than 40% of visitors surveyed reported learning about a new cultural venue during the festival, and 98% said they plan to attend the festival again. The Downtown BID produces Arts on Foot in partnership with the Pennsylvania Quarter Neighborhood Association.



The Downtown BID’s Holiday Market, located adjacent to the Donald W. Reynolds Center for American Art and Portraiture, offered Downtown residents, workers and visitors 19 days of shopping bliss. The Downtown BID produces and manages the Market in partnership with Diverse Markets Management (DMM), to provide shoppers with a high-quality retail experience featuring local artisans and retailers. Strong media partnerships allowed the Downtown BID to promote this event to a wide audience with resounding success.

The BID continues to administer event programming on the City Center Lot—the former Washington Convention Center site. The successful DC Chili Cook Off benefit for the National Kidney Foundation returned to the location, as did Hollywood film-makers. The Washington Kastles, DC’s World Team Tennis franchise, held its inaugural season in a temporary stadium constructed on the lot, drawing national attention to Downtown with matches featuring world-class athletes.

GOALS

The Downtown BID will continue to create, support and invite exceptional events to Downtown to position the area as an international cultural and entertainment destination. Supporting BID-produced and nationally recognized BID-based events will reinforce our vibrant, inviting and smart brand and contribute to the Downtown community artistically, economically and aesthetically.

ADMINISTRATION

To operate the Downtown BID effectively, financial and administrative staff has primary responsibility for budget and financial matters, human resources management, Board relations, business and contract management and policy implementation.



ACCOMPLISHMENTS

The Downtown BID's assessment collection reached a rate of 98% in 2008. By re-establishing and maintaining effective working relationships with key city officials, the Downtown BID was able to update information about Downtown properties, establish realistic payments schedules and resolve issues that interfered with established payment schedules.

The Downtown BID achieved maximum performance by managing its financial assets and activities and that of subsidiary and affiliate corporations, such as those focused on events and surface transportation, in a way that ensured financial stability throughout the fiscal year. Each entity has its own assets, liabilities, equity, revenues and expenditures. Established internal controls were maintained to ensure adequate accounting data was summarized, allowing financial statements to be prepared in conformity with Generally Accepted Accounting Principles (GAAP). Such controls also ensured compliance with expenditure limitations that each entity's Board sets.

Appropriate protections for the Downtown BID were executed and monitored, including adherence to financial and personnel policies and procedures, insurance, risk management, compliance, legal matters and contract reviews. The administration department administered the Downtown BID's service contract with the GSA and fostered partnerships with the DC Department of Employment Services (DOES) and other local workforce programs that assist DC residents. Board reporting, information technology and office management services, equipment and inventory, meetings support and other administrative activities were centralized for all programs.

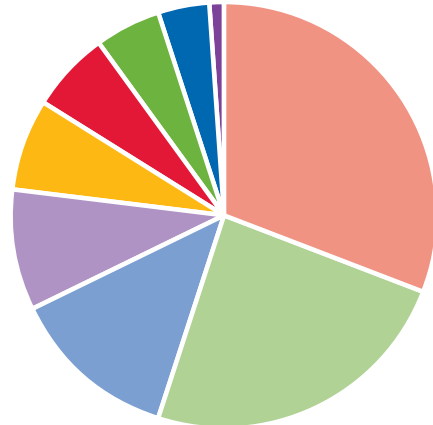


Human resources services included effective recruitment and employment functions, staff training and development, attractive benefits packages, competitive compensation structures and supportive employee relations for 140 staff members. Supervisory skills development and sexual harassment prevention training and other compliance programs helped ensure a safe and professional work environment for all employees. In 2008, the BID recruited, screened, and selected and retained well-qualified candidates for staff and SAM positions within the parameters of the compensation budget and maintained a turnover rate well below 20%.

In 2008, Administration also supported the BID's internal Green Initiative by using fewer products made of paper and plastic, converting information and communications to online processes and by introducing variable scheduling to reduce the impact of commuting.

GOALS

Continuing to collect revenue, manage and control expenditures and oversee financial and administrative planning will be a priority for the upcoming year. The Downtown BID will continue to attract and support a highly qualified staff for all programs and provide a safe and professional work environment for employees, clients and guests, while ensuring regulatory compliance and appropriate protections for the organization in all employment, corporate and contractual matters.



FY 2008 ALLOCATION

| | |
|-----------------------|-----|
| Safety | 31% |
| Maintenance | 24% |
| Marketing | 13% |
| Administration | 9% |
| Physical Improvements | 7% |
| Homeless Services | 6% |
| Economic Development | 5% |
| Transportation | 4% |
| Special Projects | 1% |



LETTER FROM THE TREASURER

We are pleased to present the Downtown Business Improvement District (BID) Corporation audited Consolidated Financial Statement for FY2008 on the facing page, which covers the period from October 1, 2007 through September 30, 2008.



Our budget remained in balance again this year and key fiscal indicators continued to improve due in large part to the leadership provided by our Board of Directors and Executive Committee and by the unremitting efforts of our Executive Director, Richard H. Bradley, and the Downtown BID staff.

As Treasurer during 2008, I worked with staff to manage the organization's financial affairs. Over the past year, the Downtown BID operated within set budgets and met its monetary obligations in a timely manner. The staff continues to focus on improving financial controls so the receivables, payables, expenditures and working capital can be managed efficiently.

An accomplishment this year has been greater cooperation and communication between the Downtown BID and the DC Office of Tax and Revenue to receive disbursements and delinquent assessment payments in a timely and efficient manner.

The Downtown BID maintained the commercial tax rate at 14.9835 cents per square foot and increased the hotel tax rate from \$64.215 to \$74.215 in FY2008.

Our audit firm, Beers & Cutler, oversees financial reporting for the Downtown BID and issued an unqualified opinion on the financial statements.

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

Brad Edwards

Treasurer

Downtown Business Improvement District
Corporation



| CONSOLIDATED STATEMENTS OF FINANCIAL POSITION | 2008 | 2007 |
|--|---------------------|---------------------|
| ASSETS | | |
| Cash and cash equivalents | \$ 752,107 | \$ 487,353 |
| Cash reserve account | 350,000 | 350,000 |
| TOTAL CASH AND CASH EQUIVALENTS | 1,102,107 | 837,353 |
| Accounts receivable, net | 232,420 | 404,529 |
| Deposits | 61,353 | 61,353 |
| Property and equipment, net | 212,055 | 344,545 |
| TOTAL ASSETS | \$ 1,607,935 | \$ 1,647,780 |
| LIABILITIES AND NET ASSETS | | |
| Accounts payable and other liabilities | \$ 289,873 | \$ 359,051 |
| Unrestricted net assets: | | |
| Undesignated | 816,840 | 853,216 |
| Property and equipment, net | 212,055 | 344,545 |
| Board designated | 289,167 | 90,968 |
| Total Unrestricted Net Assets | \$ 1,318,062 | \$ 1,288,729 |
| TOTAL LIABILITIES AND NET ASSETS | \$ 1,607,935 | \$ 1,647,780 |

CONSOLIDATED STATEMENTS OF ACTIVITIES

| | | |
|--|---------------------|---------------------|
| SUPPORT AND REVENUES | | |
| Assessment revenues | \$ 7,450,437 | \$ 7,649,945 |
| Contributions and other revenues | 2,702,445 | 2,962,584 |
| TOTAL SUPPORT AND REVENUES | \$10,152,882 | \$10,612,529 |
| EXPENSES | | |
| Administration | \$ 895,269 | \$ 900,326 |
| Marketing | 1,215,234 | 1,295,573 |
| Physical Improvements | 595,317 | 626,429 |
| Safety | 3,043,528 | 3,114,230 |
| Maintenance | 2,467,217 | 2,491,993 |
| Homelessness | 560,550 | 609,452 |
| Transportation | 354,379 | 342,221 |
| Economic Development | 581,466 | 558,467 |
| Special project — DC Circulator | 149,960 | 150,000 |
| Special project — TDM | — | 186,450 |
| TOTAL EXPENSES | \$ 9,862,920 | \$10,275,141 |
| Net increase in unrestricted net assets before board designated expenses | 289,962 | 337,388 |
| Board designated expenses | 260,629 | 372,740 |
| NET INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS | \$ 29,333 | \$ (35,352) |

CONSOLIDATED STATEMENTS OF CASH FLOWS

| | | |
|--|---------------------|-------------------|
| Net cash provided by operating activities | \$ 284,828 | \$ 225,173 |
| Net cash used in investing activities | (20,074) | (99,083) |
| NET INCREASE IN CASH AND CASH EQUIVALENTS | 264,754 | 126,090 |
| Cash and Cash equivalents, beginning of year | \$ 837,353 | \$ 711,263 |
| CASH AND CASH EQUIVALENTS, END OF YEAR | \$ 1,102,107 | \$ 837,353 |

This information has been derived from the financial statements audited by Beers & Cutler PLLC. The complete set of audited financial statements is available upon request from Bertha Gaymon of the Downtown Business Improvement District Corporation.

BOARD OF DIRECTORS

(OCTOBER 1, 2007 – SEPTEMBER 30, 2008)



Howard Riker

PAST CHAIR

Vice President
Hines

Kingdon Gould III

PAST CHAIR

Vice President
Gould Property Company

Richard H. Bradley

Executive Director
Downtown BID Corporation

Dean Cinkala

Chief Development Officer
(Partner)
JBG Companies

Robert Cohen

President
Perseus Realty, L.L.C.

Rev. Msgr. Salvatore A. Criscuolo

Pastor
St. Patrick's Catholic Church

EXECUTIVE COMMITTEE

Matthew Klein

CHAIRMAN

President
Akridge

Bradley Edwards

FIRST VICE CHAIR & TREASURER

General Manager
Renaissance Washington
DC Hotel

Peter Johnston

SECOND VICE CHAIR

Senior Vice President/
Regional Manager
Boston Properties

Jane Taylor

SECRETARY

Vice President, Marketing
Washington Sports &
Entertainment

MEMBERS

Joseph L. Askew, Jr.

Vice President Government
Relations
Verizon

David Bender

President
Blake Real Estate, Inc

Donald Borut

Executive Director
National League of Cities

Robert H. Braunohler

Vice President of Operations
& Development
Louis Dreyfus Property Group

Philip Carr

President
Preferred Offices

Charles A. Docter

President
Penn Quarter Neighborhood
Association

Thomas E. Finan

Managing Director
Trammell Crow Company

Christopher Gladstone

Vice President
Quadrangle Development
Corporation

Nicholas T. Goldsborough

Managing Director
Shakespeare Theatre Company

William A. Hanbury

President/CEO
Destination DC

Hervé Houdré

General Manager
The Williard
InterContinental Hotel



Douglas Jemal
CEO/President
Douglas Development

Christopher Jennings
General Manager
Shakespeare Theatre Company

Steven Jumper
Director, Public Affairs
Washington Gas

Helen Kelly
Director of Administrative Services
Howrey

John Kyle
Senior Managing Director
Studley

Barbara Lang
President & CEO
DC Chamber of Commerce

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

Arturo Lawson
Director, Policy and
Intergovernmental Relations
Washington Area Metropolitan
Transit Authority

Ron Linton
Representative
Downtown Cluster of
Congregations

Richard Lucas
Partner
Arnold & Porter

Joel Manion
Managing Director
Washington Court Hotel

Tom Meyer
Executive Vice President
Clyde's Restaurant Group

Wallace J. Mlyniec
Lupo-Rici Professor of Clinical
Legal Justice
Director, Juvenile Justice Clinic
Georgetown University
Law Center

Jerry A. Moore III
Partner
Venable LLP

Vincent B. Orange, Sr.
Regional Vice President,
Washington, DC
PEPCO

Tony Reed
Regional Administrator
General Services
Administration, NCR

Amy Rifkind
Counsel
Arnold & Porter

Stanley W. Slotter
President
Paradigm

Paul R. Tetreault
Producing Director
Ford's Theatre

Robert Thompson
Regional Director
Manulife Financial

Patrick J. Tyrrell
Chief Operating Officer
Vornado/Charles E. Smith

Reba Pittman Walker
CEO & General Manager
Washington Convention
Center Authority

Rob Wilder
CEO
Think Food Group

Yeni Wong
President
Riverdale International



STAFF

(AS OF SEPTEMBER 30, 2008)

EXECUTIVE OFFICE

Richard H. Bradley
Executive Director

Frank Russo
Deputy Executive Director,
Programs and Services

Richard T. Reinhard
Deputy Executive Director,
Planning and Development

DeLores M. Dickens
Executive Assistant/Office
Manager

ADMINISTRATION

Eileen O. Andary
Director of Administration

Dennis McCarthy
Information Systems Manager

Jalal Chaoui
Administrative Specialist

Rebecca Igwe
Human Resources Assistant

Angela T. Jones
Receptionist/Office Assistant

FINANCE

Bertha A. Gaymon
Chief Financial Officer

Lulu Liu
Staff Accountant

Charles McFadden
Administrative Assistant

HOMELESS SERVICES

Chet Grey
Director of Homeless Services

ECONOMIC DEVELOPMENT AND PLANNING

Gerry Widdicombe
Director of Economic
Development

Rebecca White
Research Associate

William McLeod
Executive Director,
Mount Vernon Triangle

MARKETING AND COMMUNICATIONS

Karen M. Sibert
Director of Marketing
and Communications

Claire Carlin
Director of Special Events

Desiree French
Public Relations Writer

Wayne Nicolosi
Electronic Media Specialist

Emily Todd
Special Events Coordinator

Ebony P. Walton
Production Specialist





NATIONAL CHERRY BLOSSOM FESTIVAL

Diana Mayhew
Executive Director

Lillian Iversen
Program Manager

Soyini George
Program Coordinator

OPERATIONS

Everett D. E. Scruggs
Director of Operations

Hiram K. Brewton
Director of Environmental
Services

Anna Standard
Safety/Hospitality Manager

Ronald E. Jones
Maintenance Services
Manager

PHYSICAL IMPROVEMENTS

Lito Tongson
Streetscape Manager

Scott Pomeroy
Environmental Programs Manager

Brian Gober
Program Assistant, GIS

TRANSPORTATION

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Director of Transportation

Kelly Peterson
Program Coordinator

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Pensaré Design Group

Printing
Stephenson Printing





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