



FISCAL YEAR 2020 ANNUAL REPORT



DOWNTOWN BUSINESS IMPROVEMENT
DISTRICT CORPORATION



DOWNTOWNDC
RESILIENT

TRADITIONALLY THE ECONOMIC HUB
OF THE WASHINGTON REGION,
THE DOWNTOWNDC ECONOMY
WAS DEEPLY IMPACTED
BY THE COVID-19 PANDEMIC.

OUR RESTAURANTS, RETAILERS,
HOTELS AND OFFICE BUILDINGS
CONTINUE TO OPERATE AT LIMITED
CAPACITY, AND MOST CULTURAL
DESTINATIONS REMAIN CLOSED.
DESPITE THESE CHALLENGES,
DOWNTOWNDC REMAINS RESILIENT.

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Cranes Spanish Kaiseki



Downtown Holiday Market

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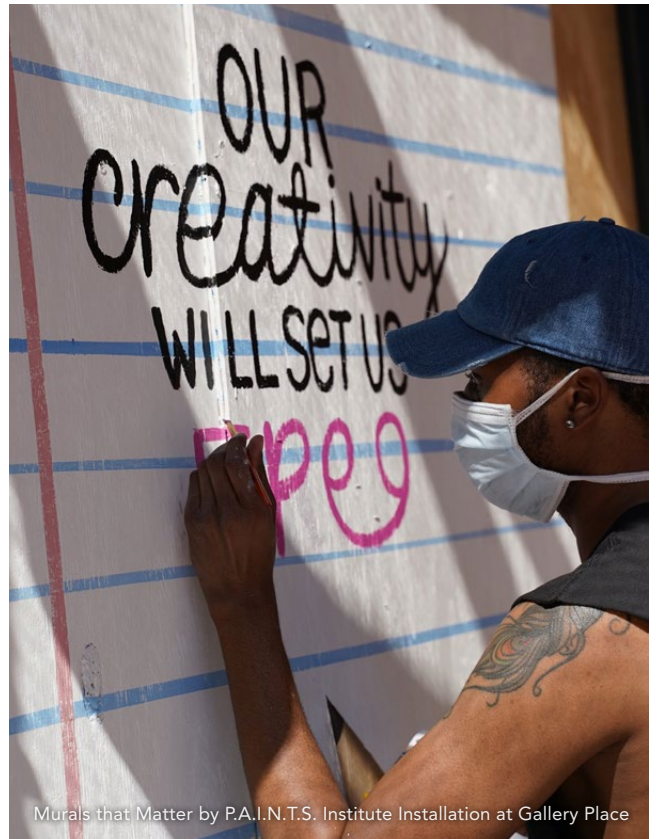
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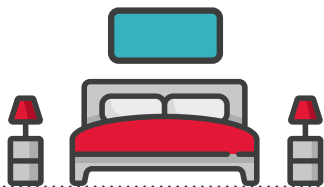
Murals that Matter by P.A.I.N.T.S. Institute Installation at Gallery Place

ABOUT THE BID



7 METRORAIL STATIONS SERVING ALL SYSTEM LINES
WITH AN AVERAGE **88,712**
WEEKDAY RIDERSHIP OF (PRE-PANDEMIC)

1 DAY SERVICES CENTER
FOR INDIVIDUALS
EXPERIENCING HOMELESSNESS



11.9K+
HOTEL ROOMS



12 **MUSEUMS** WITH
4MM ANNUAL VISITORS
(PRE-PANDEMIC)

**WALTER E. WASHINGTON
CONVENTION CENTER**

1MM ANNUAL
VISITORS
(pre-pandemic)

**CAPITAL
ONE ARENA**
2.5 MM
ANNUAL VISITORS
(PRE-PANDEMIC)

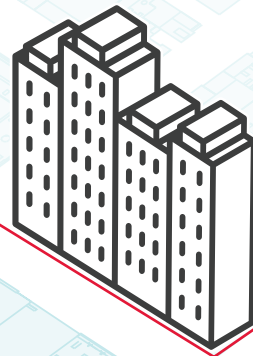
7 PERFORMANCE
VENUES ATTRACTING
725K PATRONS
ANNUALLY
(PRE-PANDEMIC)

138

BLOCK AREA

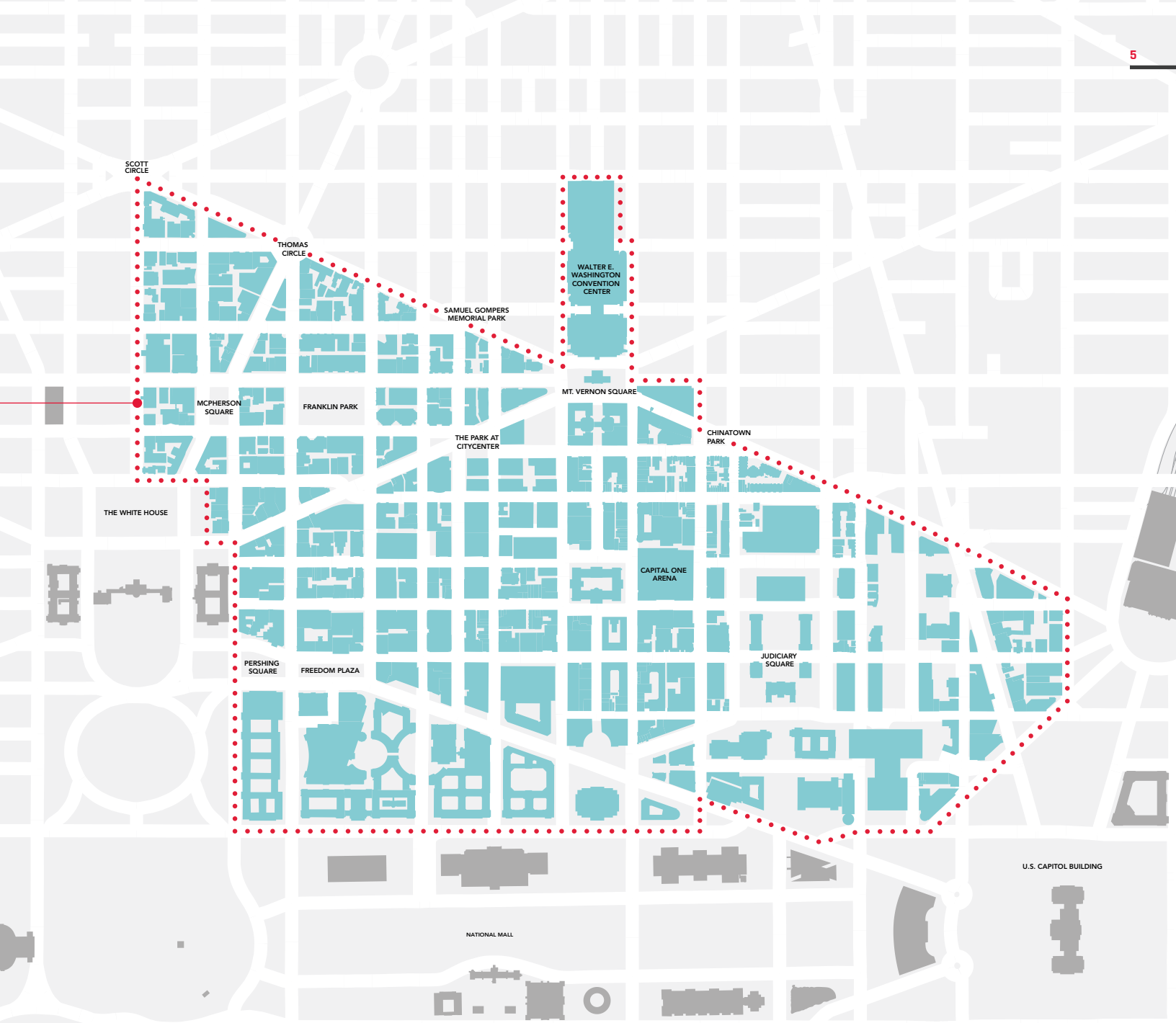
526

PROPERTIES
TOTALING
98MM SF



75MM SF
OF OFFICE SPACE

24 ACRES OF PARKS
AND OPEN SPACE



The DowntownDC Business Improvement District (BID) Corporation

was founded in 1997 and is a private non-profit organization.

This special district, where property owners have agreed to tax themselves to fund services, encompasses a 138-block area of properties from Massachusetts Avenue on the north to Constitution Avenue on the south, and from Louisiana Avenue on the east to 16th Street on the west.

LETTER

FROM THE PRESIDENT & CEO AND THE CHAIRMAN OF THE BOARD

Dear DowntownDC Stakeholder,

Fiscal year 2020 was by far the most devastatingly impactful year in the history of the Downtown Business Improvement District (DowntownDC). The coronavirus pandemic (COVID-19) ushered in unimaginable challenges for DowntownDC businesses, employers, employees, property owners and visitors. The DowntownDC economy, like that of the world, has suffered devastating hits to most sectors that will likely make recovery long and hard.

The arrival of the COVID-19 pandemic in March 2020 necessitated a Public Health Emergency in the District of Columbia, effectively closing all businesses except those few deemed essential. Since that time, restaurants have learned to survive by relying on takeout, delivery and outdoor dining, retailers have enhanced their online shopping experience and offer curbside pickup, museums and entertainment venues offer virtual programming and office workers continue to work from home. These unforeseen circumstances could be enough to bring any organization or economy to a halt, and yet, DowntownDC rose to the occasion in 2020, pivoting priorities and providing the downtown community with an unprecedented level of service.

At the time of this writing, the COVID-19 vaccine distribution has just begun and our country is under new leadership. The fundamentals of DowntownDC remain strong and poised for resurgence.

Though the challenges presented in 2020 were extreme and unprecedented, a few causes for celebration and glimmers of optimism shone through in DowntownDC.

Supported DowntownDC businesses in new ways

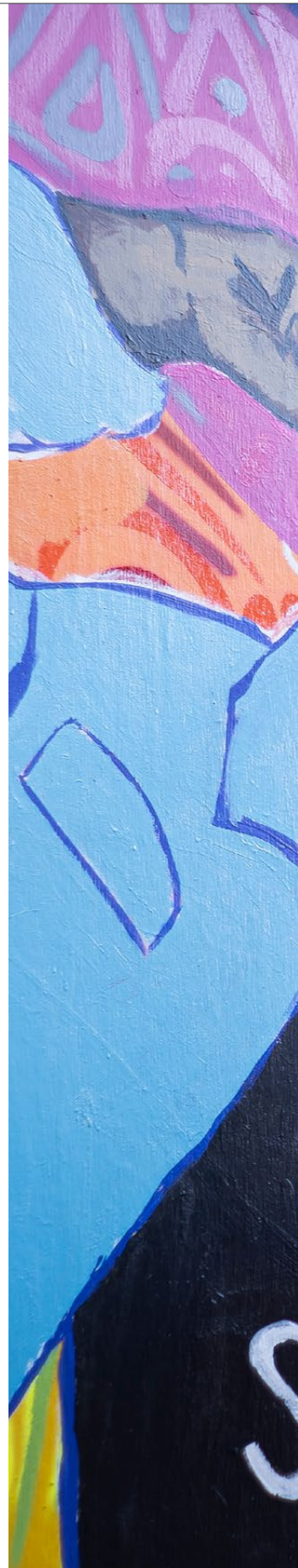
DowntownDC developed many new partnerships to help businesses survive during the COVID-19 pandemic. We partnered with the Office of Mayor Bowser to organize and lead the distribution of personal protective equipment (PPE) to 530 DowntownDC businesses and we distributed heaters to 141 DowntownDC restaurants, supporting their efforts to extend outdoor dining into the fall and winter.

Adapted and expanded Downtown Day Services Center operations

COVID-19 forced us to stop indoor service at the Downtown Day Services Center (The Center), a trusted resource for people experiencing homelessness downtown. Our team moved daily meal service outdoors to the park adjacent to The Center and pivoted to appointment-only indoor services, following the guidance of health experts. Thanks to the fundraising efforts and support of the DowntownDC Foundation, we also expanded to offer weekend meal services and hired a new Director of Homeless Services to manage and evolve our homeless services at DowntownDC.

Embraced diversity and inclusion

DowntownDC was severely impacted by the civil unrest that followed the killing of George Floyd by the police in Minneapolis. Our maintenance ambassadors helped ground floor businesses clean up damage from the unrest, helped building owners board up then remove boards from storefronts, sponsored a mural project (Murals that Matter) that covered plywood on boarded-up storefronts with inspiring works of arts from a diverse crew of muralists and designed and installed street light banners on Black Lives Matter Plaza in support of the struggle for racial justice and equality.





Murals that Matter by P.A.I.N.T.S. Institute Installation at Gallery Place

Board Chair O'Dell and I led two different committees within Mayor Bowser's ReOpen DC advisory group aimed at providing guidance to businesses for a safe reopening. This summer we established the first-of-its-kind multi-restaurant destination outdoor dining experience, Dine Out on 8th Street and in December, we produced our 16th annual Downtown Holiday Market featuring a visit from the Vice President of the United States, Kamala Harris.

Our economic development department pivoted to provide timelier economic data and economy tracking throughout the pandemic. We delivered quarterly economy reports and hosted a series of virtual discussions featuring experts from various sectors affected by COVID-19.

This information demonstrated and supported the need for the city's impactful \$100 million Bridge Fund to assist DC businesses severely impacted by the pandemic.

Initiated Franklin Park reconstruction

The long-awaited renovations to Franklin Park started in July 2020. We have begun planning for August 2021 opening.

FY2020 was unlike any other, but as is often the case, adversity has allowed us to strengthen existing bonds, forge new partnerships and create the opportunity to build back stronger. With your ongoing support, the future remains bright for DowntownDC.



Neil Albert

President & CEO
DowntownDC BID



Greg O'Dell

Chairman,
Board of Directors
DowntownDC BID

PUBLIC SPACE OPERATIONS



FY20 ACCOMPLISHMENTS

Led distribution of free personal protective equipment (PPE) to 530 DowntownDC and DC businesses

Partnered with the P.A.I.N.T.S. Institute to cover plywood on boarded-up storefronts and at the St. John's Episcopal Church with inspiring works of art, which led to the launch of the "Murals That Matter" exhibit at the National Building Museum

Facilitated the relocation of Downtown Day Services Center weekend meal services from Franklin Park to Vermont Avenue, resulting in more than 450 meals served each weekend

Worked with the Department of Human Services to set up, staff, and operate citywide quarantine centers, creating safe spaces for individuals experiencing homelessness who were recovering from or most susceptible to COVID-19

Led distribution of free outdoor heaters to 141 DowntownDC and DC restaurants, providing them with a valuable resource to keep outdoor patios open beyond the summer months



RECRUIT & TRAIN A DEDICATED TEAM TO MAINTAIN & OPERATE FRANKLIN PARK AS IT REOPENS

EXPAND THE DOWNTOWNDC BID'S LANDSCAPING PROFILE

TO FURTHER BEAUTIFY
THE PUBLIC REALM



FY21 OBJECTIVES

Implement new case management and reporting application to improve efficiency and capture real-time data for trash, recycling and other public space defects

Recruit and train a dedicated team of staff to maintain and operate Franklin Park as it reopens

Expand the DowntownDC BID's landscaping profile to further beautify the public realm; this will include increasing the number of hanging baskets by 50% and adding lush and vibrant plantings in several highly visible and well-trafficked areas

Expand the reach of the BID's Safety Alliance group and develop an improved communication protocol for use during public safety emergencies

HOMELESS SERVICES

FY20

ACCOMPLISHMENTS

Established weekend meal services for people experiencing homelessness in DowntownDC

Served over 49,800 guests at The Downtown Day Services Center (The Center), providing over 7,000 showers, 3,800 loads of laundry, 38,000 meals and over 24,000 items of clothing

Adapted operations at The Center to provide continued service throughout the pandemic including outdoor meal service, appointment-based indoor services and the addition of a socially-distanced indoor Warming Center

SERVED
OVER

49,800
GUESTS



**AT THE
DOWNTOWN
DAY
SERVICES
CENTER**





Outdoor meal service provided by Downtown Day Services Center

FY21 OBJECTIVES

Expand essential services at The Center to include mental health and dental support

Establish new and strengthen existing collaborative community partnerships to increase services at The Center

Expand and organize volunteer support for The Center

Increase the number of homeless individuals in temporary or permanent housing

EXPAND ESSENTIAL SERVICES AT THE CENTER TO INCLUDE



**MENTAL
HEALTH
SUPPORT**



**DENTAL
SUPPORT**

MARKETING & COMMUNICATIONS

FY20 ACCOMPLISHMENTS

Launched digital marketing strategies to directly support DowntownDC businesses during the COVID-19 related shutdowns, leveraging email, social media and the web

Hosted the BID's first virtual Momentum Awards event, highlighting the accomplishments and contributions of DowntownDC stakeholders in a new and meaningful format

Successfully reformatted and hosted the Downtown Holiday Market, achieving a 221% increase in media coverage over 2019, generating foot traffic in DowntownDC and supporting local businesses

Hosted DowntownDC Virtual Discussions, a panel discussion series focused on sharing industry-specific tools and trends in a pandemic environment

FY21 OBJECTIVES

Implement programs and activities with the objective of driving foot traffic and sales for DowntownDC businesses, in a safe and socially distanced way

Create and implement a strategic content strategy including social media, digital advertising, email marketing and a new website

Lead implementation of Return to Office campaign in partnership with Golden Triangle BID

**DRIVING FOOT
TRAFFIC AND SALES
FOR DOWNTOWNDC
BUSINESSES,
IN A SAFE AND SOCIALLY
DISTANCED WAY**





2020 Downtown Holiday Market

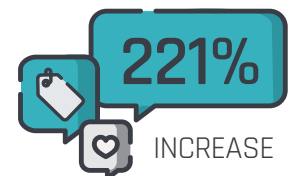
HOSTED THE
BID'S FIRST VIRTUAL
MOMENTUM
AWARDS EVENT



HIGHLIGHTING
**THE ACCOMPLISHMENTS
AND CONTRIBUTIONS**
OF DOWNTOWNDC
STAKEHOLDERS

SUCCESSFULLY
REFORMATTED
AND HOSTED
**THE DOWNTOWN
HOLIDAY MARKET**

ACHIEVING A



IN MEDIA COVERAGE
OVER 2019



ECONOMIC DEVELOPMENT

FY20 ACCOMPLISHMENTS

Supported Mayor Bowser's ReOpen DC Retail Advisory group

Published quarterly reports on the DowntownDC economy (using surveys and proprietary data collection) to report the pandemic's impact on the DowntownDC economy

Began planning for a future Return to Office campaign to be deployed when the health data allows for a safe return of office workers

Partnered with the Developer Roundtable to establish the City's Middle Income Housing Program

Hired Retail Strategy Manager and established retail attraction infrastructure

FY21 OBJECTIVES

Implement a \$1 Million Pandemic Assistance Grant program for BID businesses (completed Feb. 2021)

Select a restaurant operator for the Franklin Park Restaurant

Produce the 20th annual State of Downtown report

Launch an initiative to revitalize the 7th Street Corridor, focusing on Chinatown/Gallery Place

Launch an initiative for new "Downtown Action Agenda," following the process for the 2000 Downtown Action Agenda



SELECT A RESTAURANT OPERATOR FOR THE **FRANKLIN PARK RESTAURANT**



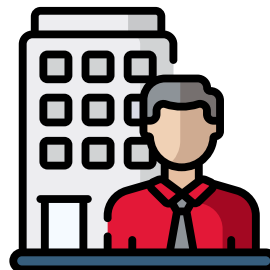
DowntownDC Dine Out on 8th Street



PARTNERED

WITH THE DEVELOPER
ROUNDTABLE

TO ESTABLISH
THE CITY'S MIDDLE INCOME
HOUSING PROGRAM



BEGAN PLANNING
FOR A FUTURE
**RETURN TO
THE OFFICE
CAMPAIGN**

PLANNING & PLACEMAKING

FY20 ACCOMPLISHMENTS

Finalized agreements with National Park Service for the maintenance of park spaces in DowntownDC

Finalized critical design elements for Franklin Park

Installed the "Plants of Indiana" at Indiana Plaza in partnership with the Indiana Society. This installation showcases native plant species from the 5 eco-regions of Indiana

Partnered with the District Department of Transportation to advance the design of the streetscape for the K Street Transitway

Placed eight new micromobility corrals (on-street parking zones for dockless bikes and scooters) throughout DowntownDC

INSTALLED THE "PLANTS OF INDIANA"



at Indiana Plaza in partnership with the Indiana Society



"Plants of Indiana" Installation at Indiana Plaza



FY21 OBJECTIVES

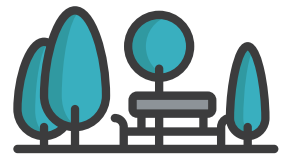
Open a fully refurbished Franklin Park with the management structure, contracting and staffing necessary to be a destination public space for the entire region

Complete the planning, fundraising and design required to extend the New York Avenue Sculpture Project three more blocks to stretch from 13th Street to 9th Street NW

Complete a Master Plan for DowntownDC Parks that expands and enhances the public space offering in DowntownDC

Define a signature element for plantings in the public realm throughout DowntownDC

**OPEN
A FULLY
REFURBISHED**



FRANKLIN PARK

WITH THE MANAGEMENT STRUCTURE
CONTRACTING AND STAFFING



**COMPLETE
THE PLANNING
FUNDRAISING
AND DESIGN
REQUIRED TO EXTEND**

THE NEW YORK AVENUE SCULPTURE PROJECT



FINANCE & ADMINISTRATION

FY20 ACCOMPLISHMENTS

Completed a refresh of the BID's Maintenance and Hospitality Ambassador's office

Organized and hosted over 100 hours of virtual training for corporate and operations staff

Ensured financial activities of the organization were conducted in accordance with generally accepted accounting principles and practices by maintaining sound financial processes, procedures and other controls

FY21 OBJECTIVES

Reduce cost and increase benefits by identifying new service providers in health care, insurance premiums, overall employee benefits service providers

Create BID Training Video library for staff

Recruit, interview and hire needed staff for the newly renovated Franklin Park

Maintain highest possible audit rating

Begin funding the maintenance and operation services for Franklin Park

Downtown Holiday Market

LETTER

FROM THE TREASURER OF THE BOARD

Downtown BID Corporation (the BID) ended its 23rd year of operation on solid financial footing, despite the challenges presented by operating during a pandemic. The pages that follow provide the BID's audited Consolidated Financial Statement for fiscal year 2020 (FY20), which covers the period from October 1, 2019 through September 30, 2020. Throughout this period, the BID maintained a strong financial position, collecting 100 percent of projected revenue and spending well below the expense budget.

During FY20, the BID implemented use of Blackbaud Financial Edge software and provided scenario-based analyses for the duration and potential revenue impacts of COVID-19.

In FY20 the BID maintained the commercial tax rate at \$0.1697 cents per square foot, the hotel tax rate at \$95.48 per room and residential apartment properties for \$120 per unit. Throughout the year, the BID maintained regular contact with the DC Office of Tax and Revenue, which resulted in greater

cooperation and communication towards receiving disbursements and delinquent assessment payments in a timely manner.

The prudent financial management of the BID in FY2020 allowed for implementation of the \$1 Million Pandemic Assistance Grant Program in FY2021.

The auditors, Baker Tilly Virchow Krause, LLP, issued an unqualified opinion on the FY20 financial statements. The DowntownDC BID earned the highest possible audit rating for FY2020. Following a year of strong fiscal performance despite challenging circumstances, I am pleased to present these statements for public review. If you have any questions or would like to obtain copies of this statement, please feel free to contact the BID directly.

Scott Frisch

Treasurer of the Board of Directors



CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

ASSETS	AT 9/30/2020	AT 9/30/2019
Cash and Cash Equivalents	\$ 9,236,405	\$ 5,873,169
Contract Receivable	\$ 322,594	\$ 328,594
Grant Receivable	\$ 425,572	\$ 314,488
Deposits	\$ 91,515	\$ 91,515
Property and Equipment, Net	\$ 1,369,515	\$ 1,669,826
TOTAL ASSETS	\$ 11,445,601	\$ 8,277,592
LIABILITIES AND NET ASSETS		
Accounts Payable and Other Liabilities	\$ 4,030,835	\$ 4,674,035
UNRESTRICTED NET ASSETS		
Undesignated	\$ 4,045,251	\$ 1,233,731
Capital Replacement and Park Improvements Reserves	\$ 1,000,000	\$ 700,000
COVID-19 grant reserve	\$ 1,000,000	\$ -
Property and Equipment, net	\$ 1,369,515	\$ 1,669,826
Board Designated	\$ -	\$ -
TOTAL UNRESTRICTED NET ASSETS	\$ 7,414,766	\$ 3,603,557
TOTAL LIABILITIES AND NET ASSETS	\$ 11,445,601	\$ 8,277,592

CONSOLIDATED STATEMENTS OF ACTIVITIES

	AT 9/30/2020	AT 9/30/2019
SUPPORT AND REVENUES	\$ 15,248,707	\$ 14,259,354
EXPENSES:		
Administration	\$ 1,487,294	\$ 1,265,706
Marketing	\$ 1,088,043	\$ 1,437,151
Safety	\$ 1,317,729	\$ 1,980,101
Maintenance	\$ 3,704,214	\$ 4,113,845
Homelessness	\$ 2,378,113	\$ 2,146,235
Infrastructure and Sustainability	\$ 703,275	\$ 814,682
Economic Development	\$ 758,830	\$ 676,199
Special Project - DC Circulator	\$ -	\$ -
TOTAL EXPENSES	\$ 11,437,498	\$ 12,433,919

Net Increase in Unrestricted Net Assets Before Board Designated Expenses and Other

NET INCREASE IN UNRESTRICTED NET ASSETS	\$ 3,811,209	\$ 1,825,435
UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD	\$ 3,603,557	\$ 1,778,122
UNRESTRICTED NET ASSETS, END OF PERIOD	\$ 7,414,766	\$ 3,603,557

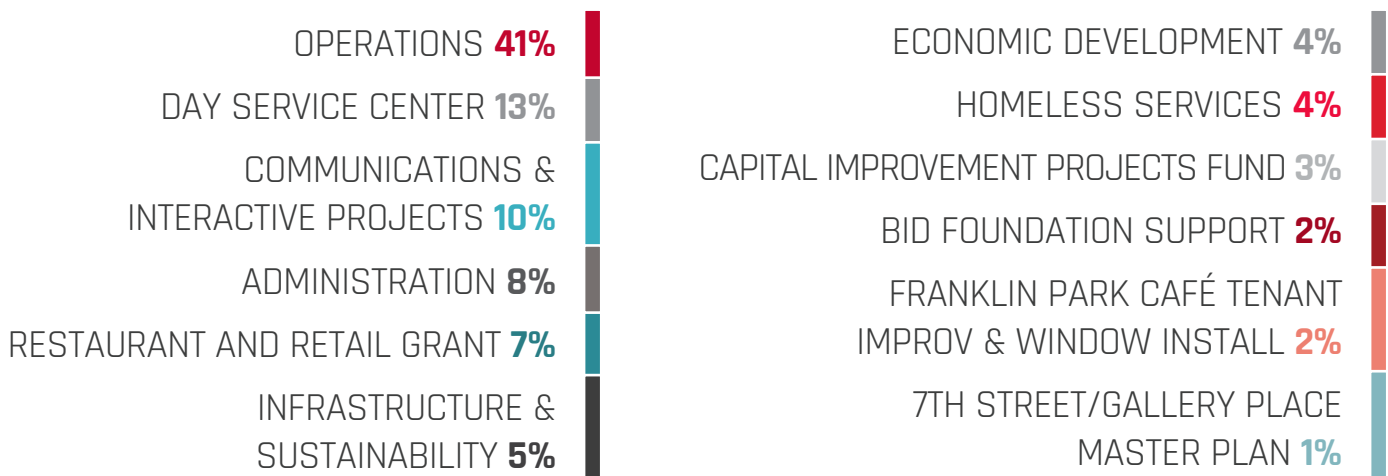
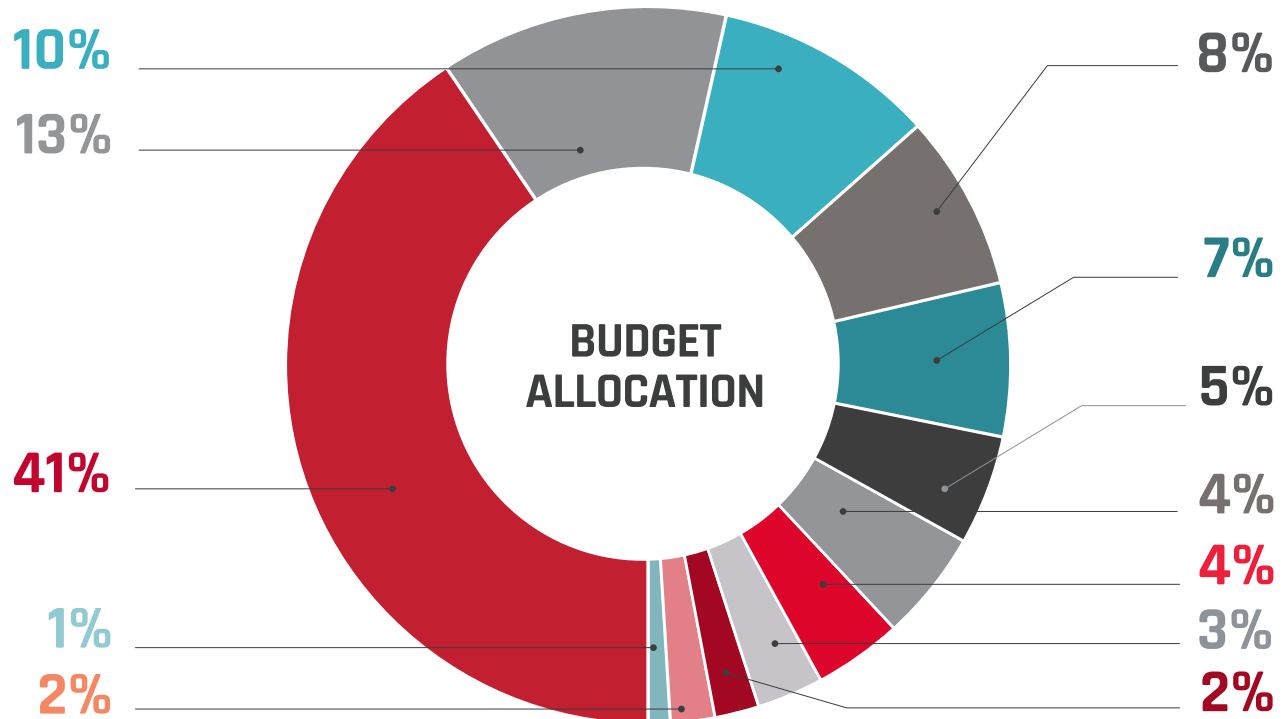
CONSOLIDATED STATEMENTS OF CASH FLOWS

	FISCAL YEAR 2020	FISCAL YEAR 2019
Net Cash provided by Operating Activities	\$ 3,643,163	\$ 1,899,472
Net Cash used in Investing Activities	\$ (126,544)	\$ (1,647,010)
Net Cash Provided By Financing Activities	\$ (153,383)	\$ 550,067
NET INCREASE IN CASH AND CASH EQUIVALENTS	\$ 3,363,236	\$ 802,529
CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD	\$ 5,873,169	\$ 5,070,640
CASH AND CASH EQUIVALENTS, END OF PERIOD	\$ 9,236,405	\$ 5,873,169

This information has been derived from the financial statements audited by Baker Tilly Virchow Krause, LLP. The complete set of audited financial statements are available upon request from Lulu Liu of the Downtown Business Improvement District Corporation.

**FY2021
BUDGET**

\$ 15,011,089



STAFF (AT 12/31/20)

EXECUTIVE

Neil Albert, President &
Chief Executive Officer

ADMINISTRATION

Nabavi Oliver, Director of Administration

Delores M. Dickens,
Administrative Assistant

Christian Romero, Human
Resources Manager

Jalal Chaoui, Payroll Manager

Tyrell Thomas, IT Associate

ECONOMIC DEVELOPMENT

Gerry Widdicombe, Director
of Economic Development

FINANCE

Lulu Liu, Senior Accountant

Innes Noel-Jeune, Staff Accountant

Darius Beslow, Junior Staff Accountant

HOMELESS SERVICES

Debra Kilpatrick Byrd, Director
of Homeless Services

Michael Bunn, Facility Assistant

Jeremiah DeSousa, Facility Assistant

Lorenzo Sanders, Facility Assistant

Montee "Angel" Saunders,
Facility Assistant

PLANNING AND PLACEMAKING

Galin Brooks, Director of
Planning And Placemaking

Maria Espinoza, Planning Associate

MARKETING & COMMUNICATIONS

Emily Mooney, Director of
Marketing And Communications

Roquois Clarke, Digital Content
and Design Associate

Remi Wallace, Events and
Strategic Partnerships Manager

Narreon Marsden, Marketing and
Communications Assistant

PUBLIC SPACE OPERATIONS

Gerren G. Price, Director of
Public Space Operations

Ellouise Johnson, Maintenance
Services Manager

Ebony Walton, Senior
Operations Administrator

AMBASSADORS (AT 12/31/20)

SUPERVISORS

Ethel Frye

Alfreda Mintah

Blanca Ramirez

Crystal Saunders

Dion Simmons

Michael Williams

Ronald Lloyd

Okumu Oyoo

Donna Riley

Robert Toney

MAINTENANCE TEAM

Jose Tomas Avelar

Rico Bailey

Timothy Bolden,

Bernard Bond

Michael Brown

Wayne Cain

Norma Canales

Lurie Carlton

Joe Cunningham

Rodolfo Custodio

Raymond Dantzler

Anthony Davenport

Keith Dorsey

Michael Franklin

Marcus Gethers

Nelson Giron

King Godi El

John Griffin

Tyrell Hale

DeMarco Head

Charles Jackson

James Jackson III

Ernest Johns

Manuel Loza

Jessie Marlow

Julio Martinez

Frank McCoy

Kevin McKinley

Julio Mendez

Quentin Murchison

Nicole Parker

Lakia Robinson

Roderick Robinson

Sarvelio Rodas

Rosa Rosales

Harold Royal

Lorenzo Sanders

Hector Segura

Lorine Simon

Jermaine Simpson

Charles Stroud

Gregory Timmons

Jaylon Whack

Famela Wolf

Phillip Wright

Marcus Young



BOARD OF DIRECTORS (FOR FY2021)

EXECUTIVE COMMITTEE

Gregory A. O'Dell, Chairman
President and Chief Executive
Officer, Events DC

Peter D. Johnston, First
Vice Chair
Senior Vice President
& Regional Manager,
Boston Properties

Michael McCarthy, Second
Vice Chair
Vice President/Director of
Acquisitions, Quadrangle
Development Corporation

Scott Frisch, Treasurer
Chief Operating Officer,
American Association of
Retired Persons Federation

Donna Cooper, Secretary
Region President, PEPCO

Chase Rynd, Past Chair
Retired

Kingdon Gould III, Past Chair
Vice President, Gould
Property Company

Matthew Klein, Past Chair
President, Akridge

Robert H. Braunohler,
Member
Real Estate Development
Consultant, RB Advisors LLC

Yeni Wong, Member
President, Riverdale
International

BOARD OF DIRECTORS

Jeffrey Bank, Member
Chief Executive Officer,
The Alicart Restaurant
Group (Carmine's)

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

David Touhey, Member,
President, Venues,
Monumental Sports
& Entertainment

Jackie S. Duke, Member
Regional Vice President
of Operations, Brookfield
Properties

Thomas E. Finan, Member
Managing Director,
Trammell Crow Company

Shantelle George, Member
Vice President & General
Manager, Macy's

Brian Grant, Member
1st Vice President,
Equity Residential

Kathy Guy, Member
Vice President, JBG Smith

Thor C. Headley, Member
Managing Director, Hines

Norman Jemal, Member
Principal & Senior Vice
President, Douglas
Development Corporation

Chris Jennings, Member
Managing Director, The
Shakespeare Theatre Company

Carol Lascaris, Member
President Emeritus & Executive
Director, National Museum
of Women in the Arts

Gregory Leinweber, Member
Area Director of Sales
and Marketing, Kimpton
Hotels Mid-Atlantic & SE

Eric Martino, Member
Chief Operations Officer,
ThinkFoodGroup

Robin McClain, Member
Vice President, Marketing
and Communications,
Destination DC

Jon "J.R." Meyers, Member
Senior Partner, The
Meyers Group LLC

John McDonnell, Member
CEO & President, Clyde's
Restaurant Group

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

Christopher P. Mundy,
Member
Manager & Senior
Vice President, Oxford
Properties Group

Todd Payne, Member
Government Affairs
Manager, Microsoft

Kim Sajet, Member
Director, National
Portrait Gallery &
Smithsonian Institution

Kenneth Schwartz, Member
Partner, Arnold & Porter
Kaye Scholer LLP

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

Paul R. Tetreault, Member
Producing Director,
Ford's Theatre

Dean Viologis, Member
Vice President, Research,
CoStar Group, Inc.

Matthew August, GSA Liaison
Director, Facilities
Mgmt, PBS, NCR

PHOTO CREDITS

Everette Wilson, The
Interstellar Studio

**Government of the
District of Columbia**,
Office of the Mayor

Kea Taylor, Imagine
Photography

Phelan Marc, Phelan
Marc Media

Tina Staffieri, TA Photo

CREATIVE DIRECTION AND EDITORIAL DESIGN

Moya Design Partners



SAM Ambassador



DOWNTOWNDC

**DOWNTOWN BUSINESS IMPROVEMENT
DISTRICT CORPORATION**

1275 K STREET NW
SUITE 1000
WASHINGTON, D.C. 20005

WWW.DOWNTOWNDC.ORG