

FISCAL YEAR

# 2022 ANNUAL REPORT



# 25



DOWNTOWN BUSINESS IMPROVEMENT  
DISTRICT CORPORATION



**DOWNTOWNDC**

THE YEAR OPENED WITH ANTICIPATION FOR THE START OF A POST-PANDEMIC RECOVERY, BUT THE UNEXPECTED IMPACT OF COVID'S OMICRON VARIANT DELAYED THE RETURN TO OFFICE AND BROADER ECONOMIC GROWTH FOR NEARLY SIX MONTHS. NONETHELESS, THE BID CONTINUED TO FOCUS ON THE FUTURE, INCLUDING SUCCESSFULLY RENEWING ITS FIVE-YEAR CHARTER WITH THE CITY AND HIRING NEW STAFF ACROSS MULTIPLE DEPARTMENTS. THE NAMING OF GERREN PRICE AS PRESIDENT AND CEO BOLSTERED DOWNTOWNDC AS THE YEAR CAME TO A CLOSE.



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# ABOUT THE BID

**M** 7 METRORAIL STATIONS SERVING ALL SYSTEM LINES  
**WITH AN AVERAGE 89,000**  
**WEEKDAY RIDERSHIP OF (PRE-PANDEMIC)**

**1** DAY SERVICES CENTER  
 FOR INDIVIDUALS  
 EXPERIENCING HOMELESSNESS



**12.1K+**  
**HOTEL ROOMS**  
 IN 34 HOTELS



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

**WALTER E. WASHINGTON CONVENTION CENTER** **1.1M** ANNUAL VISITORS (pre-pandemic)

**CAPITAL ONE ARENA**

**2.3M** ANNUAL VISITORS (PRE-PANDEMIC)

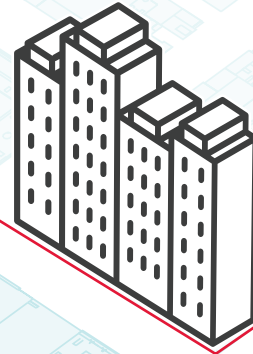
**7** PERFORMANCE VENUES ATTRACTING

**730K** PATRONS ANNUALLY (PRE-PANDEMIC)

# 138

BLOCK AREA

**528**  
 PROPERTIES  
 TOTALING  
**103M SF**

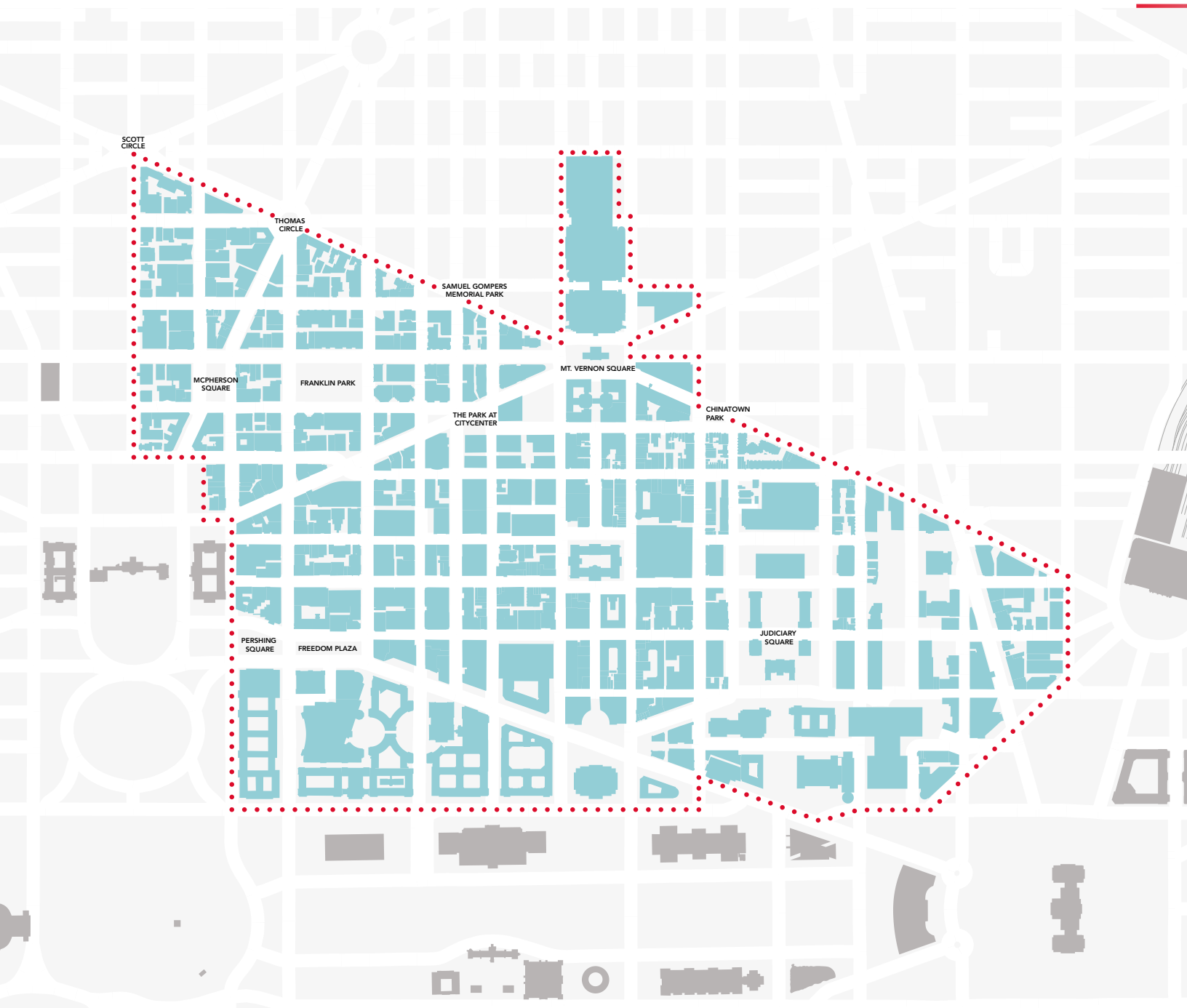


# 79M SF

OF OFFICE SPACE  
 25% FEDERALLY OWNED OR LEASED

**24** ACRES OF PARKS AND OPEN SPACE





**The Downtown 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, including the Walter E. Washington Convention Center at Mount Vernon Square, to Constitution Avenue on the south, and from Louisiana Avenue on the east to 16th Street on the west.

# LETTER

## FROM THE CHAIRMAN OF THE BOARD AND THE PRESIDENT AND CEO

### Dear DowntownDC BID Member,

In 2022, DowntownDC's road to recovery included challenges both expected, such as a necessary renewal of our charter to operate, and unexpected, including a BID leadership transition and a pandemic virus variant that stalled the city's reopening. We also navigated shifts in the economy and in how we all work and live. In short, it was a year of re-evaluating how downtown, and how the BID, functions.

Office vacancies, transit woes, and public safety were all key factors affecting our area. We took heed to the call for action through the beginning frameworks of key planning studies and placemaking projects that engaged diverse stakeholder groups, and assessed their desires for a post-pandemic downtown. We also continued finding new ways to counter COVID's impact and draw people back to the heart of the District.

Through events and activations, our staff found ways to ignite public spaces with culture and creativity. The Downtown Day Services Center celebrated its third year of serving our unhoused neighbors. And, as ever, our dynamic team of Safety/Hospitality & Maintenance Ambassadors led the charge in keeping the public realm clean and welcoming for everyone. All of these things, and much more — including the incredible work of the DowntownDC Foundation — are showcased in this annual report.

Here, we'd like to highlight some of the year's successes that weren't necessarily as visible as a festival in the gorgeously refreshed Franklin Park.

### A Crucial Renewal

Every five years, BIDs must renew their charter with the District, and 2022 was the year for DowntownDC. Our Board of Directors and staff worked diligently to craft a comprehensive renewal plan that named these goals for the organization over the next five years:

- Develop a refreshed brand and new, compelling narrative for DowntownDC.
- Lead the development of a bold plan for key investments and initiatives downtown.
- Elevate Gallery Place as the region's cultural and entertainment center.
- Catalyze new investments in urban parks and the public realm
- Play a more direct leadership role in moving unsheltered individuals into housing.

We are pleased to say the renewal was approved without issue, and that we are already hard at work on every goal, as you will see in this report.

### New Leadership

Faced with the need to guide the BID through a period of transition and, most important, secure the renewal, the Board







and Gerren Price, who stepped up from being head of public operations to serve as acting President and CEO, worked together closely to keep the organization focused and on track. The partnership proved to be an effective one and demonstrated his leadership abilities in ways no series of interviews could. The Board conducted a search for a new chief executive and, in the end, with full confidence and without hesitation, selected Gerren as the BID's third leader in its 25 years of operation.

### **A Quarter-Century of Service**

As the fiscal year drew to a close, the BID staff and board gathered with our members, partners, business owners, civic and government leaders, and the broader community to celebrate that silver anniversary. It was a moment to reflect on just how much had changed, in so many ways, for the positive since 1997, and to publicly proclaim ourselves as not just the stewards of DowntownDC, but the champions of its recovery.

Our commitment to the betterment of DowntownDC remains unwavering. If anything, it is stronger than ever, and we look forward to working with all of you to achieve greater success in 2023 and beyond. Thanks for everything you have done, and continue to do, to support us in this endeavor. Together, we will build a better downtown, for the benefit of all.



**Michael McCarthy**

Chairman,  
Board of Directors  
DowntownDC BID



**Gerren Price**

President & CEO  
DowntownDC BID





# PUBLIC SPACE OPERATIONS

Public Space Operations oversees the Safety/Hospitality and Maintenance (SAM) Ambassador team and works 365 days a year to ensure that the public realm is clean, safe and welcoming.





## FY22

### ACCOMPLISHMENTS

Removed **109K+ bags of trash** and **39K+ bags of recycling**

Expanded landscaping program that included **300 hanging baskets** and **100+ planters** and incorporated more sustainable planting material



Coordinated the installation of **14 new signature planters**

**Added dedicated areas for scooters and bikes** where there was an increased need and sufficient space

**Helped manage the District Department of Transportation's 1.5 mile long Open Streets event** on 7th Street NW between Pennsylvania and Florida avenues



## FY23

### OBJECTIVES

**Expand SAM Ambassador team and management personnel**

**Improve graffiti removal service delivery**

**Pilot and reevaluate mobile field services application** needed to track real-time data, maintenance stats, stakeholder requests and other defects in the public realm



# HOMELESS SERVICES



## FY22 ACCOMPLISHMENTS

Launched the inaugural **Community Convening on Homelessness** event, bringing together stakeholders, service providers, community members, and civic and industry leaders to discuss issues facing individuals experiencing homelessness

Hosted **weekend services** at various locations to provide food and services and reestablished Saturday hours at the DDSC

Expanded outreach services to provide increased direct support through the addition of one staff person







The BID invests in support and resources for individuals experiencing homelessness through a housing first approach. A core component of homeless services is the operation and management of the Downtown Day Services Center, funded in part by the D.C. Department of Human Services.



## FY23 OBJECTIVES

**Secure new 5-year District government grant to support the Center's continued operations**

**Upgrade registration and queuing system, and streamline service delivery for guests of the Downtown Day Services Center**

**Create and staff a new facility operations manager position for the Center**





# PLANNING & PLACEMAKING

The Planning and Placemaking department focuses on public space, including infrastructural changes, increased mobility and safety, analyses of use, and recommendations for activations.

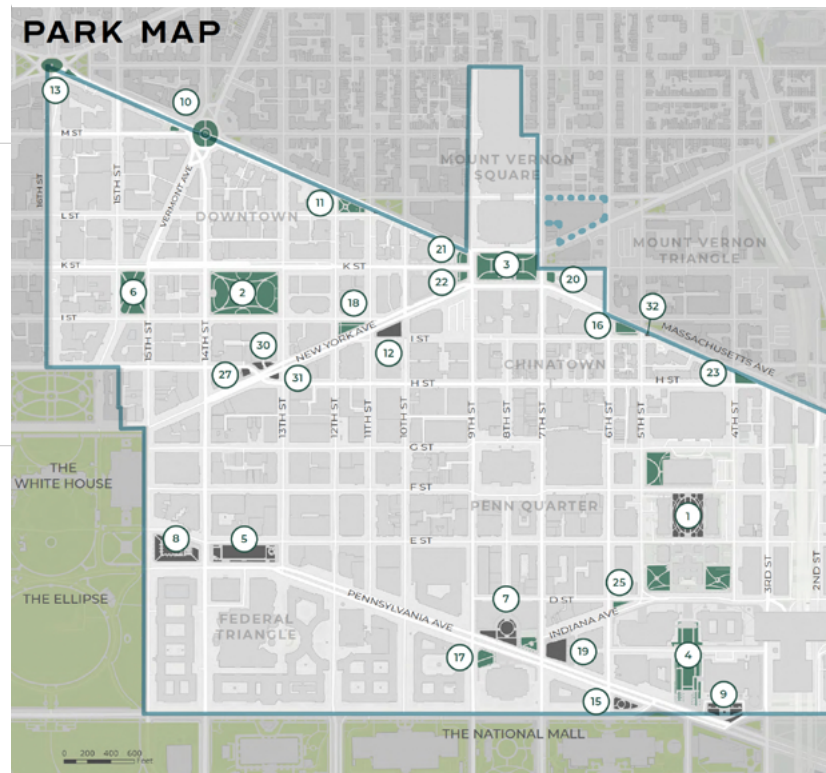
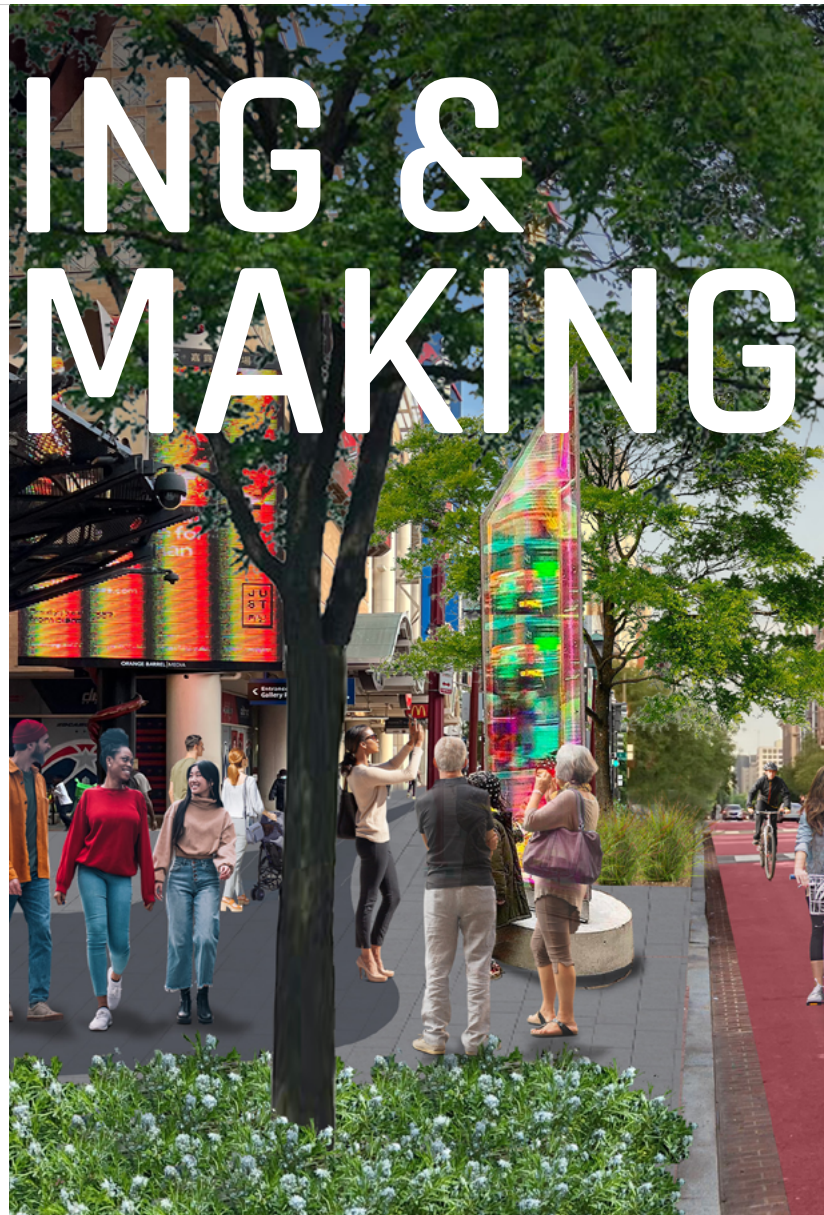


## FY22 ACCOMPLISHMENTS

### Developed a DowntownDC Parks Master Plan

Obtained funding to conduct a **pedestrian safety and experience study** in an effort to create safe and accessible streets with dynamic walking spaces

Developed the **Gallery Place - Chinatown Corridor Study** through community engagement to understand and rethink the needs of the area







## FY23 OBJECTIVES

**Publish the Parks Master Plan**

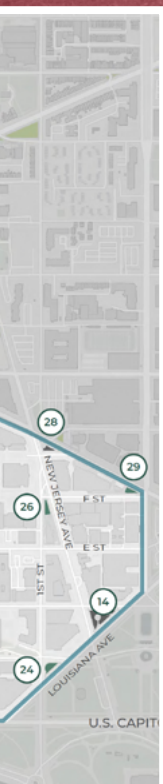
**Create a visionary art plan and solicit recommendations for art specific placemaking**

**Create landscape and design guidelines**

**Secure funding to activate additional park spaces**

**Create an art walk activation incorporating the BID's signature planters**

**Establish clear planning and placemaking zones and corridors**







# ECONOMIC DEVELOPMENT

The Economic Development department conducts comprehensive data gathering and analysis for all sectors of the DowntownDC economy.





## FY22 ACCOMPLISHMENTS

Assisted in the development of **Mayor Muriel Bowser's 5-year economic strategy**

**Redeveloped retail strategy** in anticipation of post-pandemic recovery

**Developed the Streatery Assistance Grant Program, and awarded more than \$30,000 in grants to restaurants for assistance with streatery creation or improvement**



## FY23 OBJECTIVES

**Help facilitate the launch and completion of the Downtown Action Plan**

**Create a retail attraction and retention plan and a retail committee**

**Assess internal economic development efforts and develop strategic approach to report ideation, development creation, and delivery**





# EVENTS & PARTNERSHIPS

Events and Partnerships was established as an independently functioning department to strategically increase programming occurrences, expand event types, and increase the scale and scope of events.



## FY22 ACCOMPLISHMENTS

Activated F Street for a **10-day Pop of Spring event**, which was included as one of the official events of the **National Cherry Blossom Festival**

Successfully hosted the **17th season of Downtown Holiday Market** on F Street between 7th and 9th streets

**Creatively activated Franklin Park** with signature events, including **Rock the Park, Petals in the Park, the DowntownDC Live Music Series, Can I Kick It Movie Series, Los Trompos, the annual Block Party, and more**



## FY23 OBJECTIVES

**Develop a comprehensive event strategy to expand geographical footprint, increase community buy-in and elevate signature events**

**Expand event programming into various green spaces and engage a broader demographic of stakeholders, residents, workers, and visitors**

**Amplify fresh and innovative programming efforts through new and noteworthy partnerships**







# MARKETING & CC

Marketing and Communications creates and amplifies the voice of the organization and the Downtown D.C. area through digital communications, branding, reports and publications, marketing materials, public relations and social media.



## FY22 ACCOMPLISHMENTS

Increased overall media coverage of the organization and new president and CEO

Began efforts to **refresh the organization's brand** and repositioning for a post-pandemic future

**Redefined communication priorities to better align with department initiatives and organizational direction**





## **FY23** OBJECTIVES

**Finalize and launch a refreshed brand for the organization**

**Redesign and restructure the organization's website**

**Broaden the organization and leadership's presence in the media and generate positive press about the area**



# FINANCE & ADMINISTRATION

Finance and administration provide oversight of daily operations, financial management, strategic planning and human resource needs.



## FY22 ACCOMPLISHMENTS

Completed the **five-year financial plan for the BID's application renewal**

Completed a **building audit** to update BID tax billing data

Maintained the **highest possible audit rating**



## FY23 OBJECTIVES

Complete organizational strategic plan with **5-year outlook**

Implement a **new automated accounts payable system**

Complete **Downtown Day Services Center's five-year financial plan** for renewal

**Update** internal finance and governance policies





# LETTER

## FROM THE TREASURER OF THE BOARD

### **The DowntownDC Business**

**Improvement District** (BID) ended its 25th year of operation on solid financial footing, despite the challenges presented by operating during a pandemic.

Baker Tilly, the BID's auditors, issued an unqualified opinion on the BID's financial statements for fiscal year 2022, which covers the period of October 1, 2022 through September 30, 2022, earning the highest possible audit rating.

The pages that follow present a summary of the BID's audited Consolidated Financial Statements for FY22. Throughout this period, the BID maintained a strong financial position, and its operating revenue and expenses were on budget. However, overall spending was slightly over budget mainly due to \$1,053,454 of funds reserved for BID Board Designated Expenses. These expenses were to cover unexpected, one-time special legal and consulting services. There are no pending, ongoing or threatened legal matters related to these expenses and none of these funds were paid to any current or former Downtown Business Improvement District Corporation employee(s).

In FY22, there was no change in BID taxes and no change is budgeted for FY23. The last BID tax increase was in FY2019. The FY22 BID tax rates were: commercial property at \$0.1697 cents per square

foot, hotels at \$95.48 per hotel room, and apartment properties at \$120 per apartment. 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.

In FY2022, the BID's grant revenue was the result of several DC Government grants:

- Downtown Day Services Center
- Streets for People
- Pedestrian Safety Study
- Open Streets
- Community Restroom Pilot Study

Following a year of strong fiscal performance despite challenging circumstances, I am pleased to present a summary of the BID's audited financial statements for public review. If you have any questions or would like to obtain copies of the complete financial statements, please contact the BID directly.

Sincerely,



**Chris Mundy**  
Treasurer,  
Board of Directors  
DowntownDC BID

**DOWNTOWN DC BID CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**

<b>ASSETS</b>		<b>9/30/2022</b>		<b>9/30/2021</b>
Cash and Cash Equivalents	\$	12,631,403	\$	10,596,126
Contract Receivable	\$	545,727	\$	564,711
Grant Receivable	\$	364,519	\$	612,442
Deposits	\$	107,265	\$	107,265
Prepaid Expenses	\$	70,204	\$	211,250
Property and Equipment, Net	\$	1,032,783	\$	1,487,124
<b>TOTAL ASSETS</b>	<b>\$</b>	<b>14,751,901</b>	<b>\$</b>	<b>13,578,918</b>

**LIABILITIES AND NET ASSETS**

Accounts Payable and Accrued Expenses	\$	737,953	\$	519,031
Deferred BID Assessments	\$	4,516,741	\$	3,214,389
Other Liabilities	\$	1,235,691	\$	956,304
<b>TOTAL LIABILITIES</b>	<b>\$</b>	<b>6,490,385</b>	<b>\$</b>	<b>4,689,724</b>

**UNRESTRICTED NET ASSETS**

Undesignated	\$	6,228,733	\$	6,402,070
Capital Replacement and Park Improvements Reserve	\$	1,000,000	\$	1,000,000
Property and Equipment, Net	\$	1,032,783	\$	1,487,124
<b>TOTAL UNRESTRICTED NET ASSETS</b>	<b>\$</b>	<b>8,261,516</b>	<b>\$</b>	<b>8,889,194</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$</b>	<b>14,751,901</b>	<b>\$</b>	<b>13,578,918</b>

**CONSOLIDATED STATEMENT OF ACTIVITIES**

		<b>10/1/21--9/30/22</b>		<b>10/1/20--9/30/21</b>
<b>TOTAL SUPPORT AND REVENUES</b>		<b>16,606,749</b>		<b>15,645,117</b>
<b>EXPENSES</b>				
Administration	\$	2,661,668	\$	1,982,086
Marketing, Communications & Events	\$	1,877,073	\$	1,566,392
Public Space Operations: Safety/Hospitality Services	\$	1,605,685	\$	1,453,735
Public Space Operations: Maintenance Services	\$	4,191,671	\$	4,123,700
Homeless Services	\$	2,646,340	\$	2,369,564
Planning & Placemaking	\$	1,469,540	\$	780,923
Economic Development	\$	937,921	\$	788,778
Franklin Park Operations	\$	791,075	\$	--
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>16,180,973</b>	<b>\$</b>	<b>13,065,178</b>
<b>BOARD DESIGNATED EXPENSES</b>	<b>\$</b>	<b>1,053,454</b>	<b>\$</b>	<b>1,105,511</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$</b>	<b>(627,678)</b>	<b>\$</b>	<b>1,474,428</b>
<b>NET ASSETS, BEGINNING</b>	<b>\$</b>	<b>8,889,194</b>	<b>\$</b>	<b>7,414,766</b>
<b>NET ASSETS, ENDING</b>	<b>\$</b>	<b>8,261,516</b>	<b>\$</b>	<b>8,889,194</b>

**CONSOLIDATED STATEMENT OF CASH FLOWS**

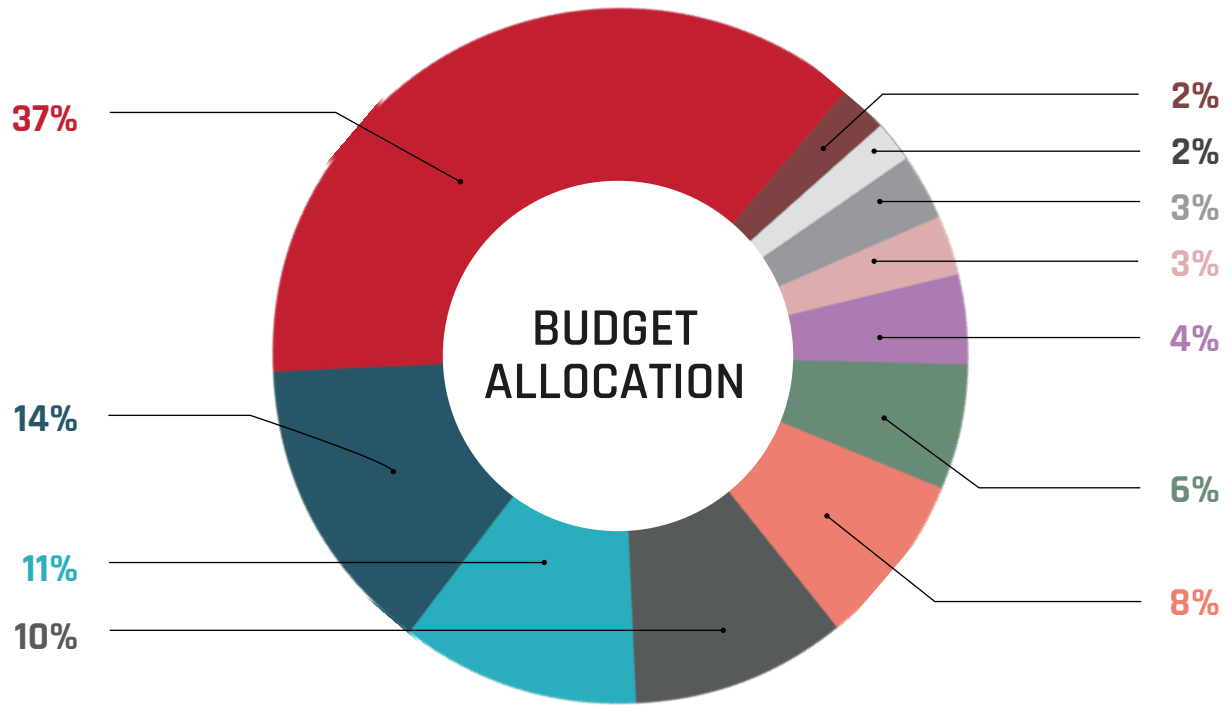
Net Cash Provided by Operating Activities	\$	2,116,101	\$	2,448,261
Net Cash Used in Investing Activities	\$	(80,824)	\$	(576,098)
Net Cash Provided By Financing Activities	\$	-	\$	(512,442)
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>\$</b>	<b>2,035,277</b>	<b>\$</b>	<b>1,359,721</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING</b>	<b>\$</b>	<b>10,596,126</b>	<b>\$</b>	<b>9,236,405</b>
<b>CASH AND CASH EQUIVALENTS, ENDING</b>	<b>\$</b>	<b>12,631,403</b>	<b>\$</b>	<b>10,596,126</b>

This information has been derived from the financial statements audited by Baker Tilly. The complete set of audited financials are available upon request.



# FY2023 BUDGET

# \$ 16,076,559



OPERATIONS	<b>37%</b>	<span style="color: red;">■</span>
MARKETING, COMMUNICATIONS & EVENTS	<b>14%</b>	<span style="color: darkslategray;">■</span>
DOWNTOWN DAY SERVICE CENTER	<b>11%</b>	<span style="color: cyan;">■</span>
ADMINISTRATION	<b>10%</b>	<span style="color: gray;">■</span>
FRANKLIN PARK OPERATIONS	<b>8%</b>	<span style="color: orange;">■</span>
PLANNING & PLACEMAKING	<b>6%</b>	<span style="color: green;">■</span>
ECONOMIC DEVELOPMENT	<b>4%</b>	<span style="color: purple;">■</span>
HOMELESS SERVICES	<b>3%</b>	<span style="color: lightcoral;">■</span>
DUPONT UNDERGROUND	<b>3%</b>	<span style="color: gray;">■</span>
CAPITAL IMPROVEMENTS	<b>2%</b>	<span style="color: lightgray;">■</span>
DOWNTOWNDC FOUNDATION	<b>2%</b>	<span style="color: brown;">■</span>

# DOWNTOWNDC FOUNDATION

The DowntownDC Foundation is a 501c3 charitable organization launched by the BID in 2019. Its mission is to serve and celebrate the vibrant and diverse DowntownDC community by providing homeless services, revitalizing parks, and enhancing public spaces and experiences.



## FY22 IMPACT

Established dental services at the **Downtown Day Services Center** through a pilot program made possible by **CareFirst BlueCross BlueShield**. Dental services through the **Terrell A. Waters Impact Clinic** are now a weekly offering.

**Funded and served over 500 hot, restaurant-quality holiday meals for Thanksgiving and Christmas and distributed 804 overnight kits with hygiene items, winter gear, blankets, and nutritious snacks and water.**

Through grant funding from **Coca-Cola Consolidated**, distributed "Welcome Home Kits" (valued at \$500) to individuals transitioning from homelessness to housing. Foundation

staff receive wish lists from individuals and send kitchenware, bedding, linens, cleaning products, small appliances, grocery cards, and other items. The packages are customized for each individual and delivered to their doorstep.

Funded a crucial homelessness survey in downtown that identified urgent needs and challenges for individuals experiencing homelessness. These findings were presented during the first annual **Community Convening on Homelessness** in September.







**12,750**

individuals served at DDSC



**58,000**

LUNCHES PROVIDED

**500+**

CATERED HOLIDAY MEALS SERVED



**804**

OVERNIGHT KITS DISTRIBUTED

**204**

DENTAL TREATMENTS PERFORMED



**12,000+ monthly** Franklin Park visitors

## TOP FY22 CORPORATE AND FOUNDATION FUNDERS\*

Amazon

Ann B. and Thomas L. Friedman Family Foundation

AARP

Coca-Cola Consolidated

Comcast

Gensler

Gilbane

Lime

Metro K Shipping LLC

Metropolitan AME Church

UnitedHealthcare

Whole Foods Market

\*Over \$5,000

## STAFF

(as of September 30, 2022)

**Gerren Price**  
President & CEO

**Braulio Agnese**  
Director of Interactive Marketing  
& Communications

**Michael Bunn**  
Lead Facilities Assistant

**Britney Chang**  
Operations Assistant

**Jalal Chaoui**  
Payroll & Benefits Manager

**DeLores Dickens**  
Administration Assistant

**Maria Espinoza**  
Planning Manager

**Susan Hampton**  
Deputy Director of Public  
Space Operations

**Ellouise Johnson**  
Maintenance Manager

**Debra Kilpatrick Byrd**  
Director of Homeless Services

**Lulu Liu**  
Senior Accountant

**Valencia Long**  
Digital Communications  
& Design Assistant

**Narreen Marsden**  
Social Media Associate

**Cecily Mendie**  
Franklin Park Manager

**Innes Noel-Jeune**  
Senior Finance Assistant

**Melanie Nwosu**  
Director of Events & Partnerships

**Nabavi Oliver**  
Director of Administration

**Christian Romero**  
Human Resource Manager

**Montee Saunders**  
Facilities Assistant

**Mark Smith**  
Facilities Assistant

**Latasha Stiger**  
Partnership & Events Associate

**Tyrell Thomas**  
IT Associate

**Muhammed Vohra**  
Finance Assistant

**Remi Wallace**  
Events & Strategic  
Partnership Manager

**Ebony Walton**  
Associate Director of  
Stakeholder Engagement

**Gerard Widdicombe**  
Director of Economic Development

**Famela Wolf**  
Facilities Assistant Engagement

## DOWNTOWNDC FOUNDATION

**Rachel Rose Hartman**  
Executive Director

**Jana Krien**  
Development Operations Manager

## SAFETY/HOSPITALITY AND MAINTENANCE AMBASSADORS

(as of September 30, 2022)

Jose Avelar  
Timothy Bolden  
Bernard Bond  
Martin Brown  
Michael Brown  
Wayne Cain  
Norma Canales  
James Edward Caviness Bey  
Phillip Crooms  
Rodolfo Custodio  
Raymond Dantzler  
Anthony Davenport  
John Davis  
Rene Diaz-Morales  
Phillip Dukes  
Alyce Easterling  
Ethel Frye  
Marcus Gethers  
Nelson Giron-Mendoza

Tyrell Hale  
LaShawn Hawkins  
Darryl Haywood  
Joseph Johnson  
Cedric Johnson  
Michael Johnson  
Darwin Jones  
Manuel Loza  
Julio Martinez  
Frank McCoy  
Kevin McKinley  
Terrence McNeal  
Malik McSwain  
Julio Mendez Arevalo  
Alfreda Mintah  
Phillip Mitchell  
Justin Monroe  
Tremaine Moore  
Fred Peele

Blanca Ramirez  
Donna Riley  
Kevin Robinson  
Rosa Rosales De Velado  
Harold Royal  
Lorenzo Sanders, Sr.  
Crystal Saunders  
Dion Simmons  
Lorine Simon  
Jermaine Simpson  
Derrick Streeter  
Charles Stroud  
Edward Pernel Taylor  
Robert Toney  
Alonzo Williams  
Michael Williams  
Philip Boyd Wright



## BOARD OF DIRECTORS

(as of September 30, 2022)

### EXECUTIVE COMMITTEE

**Gerren Price (President)**  
President & CEO,  
DowntownDC BID

**Michael McCarthy (Chairman)**  
Vice President/Director of  
Acquisitions, Quadrangle  
Development Corporation

**Scott Frisch (Treasurer)**  
COO, American Association of  
Retired Persons Foundation

**Donna Cooper (Secretary)**  
Region President, PEPCO

**Chase Rynd (Past Chair)**

**Kingdon Gould III (Past Chair)**  
Vice President, Gould Property  
Company

**Matthew Klein (Vice Chair)**  
President, Akridge

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

**Yeni Wong**  
President, Riverdale International

### MEMBERS

**Jeffrey Bank**  
Chief Executive Officer, The  
Alicart Restaurant Group

**Ann Chisholm**  
D.C. Government Relations  
Officer, Washington Metropolitan  
Area Transit Authority

**Monica Dixon**  
Chief Administrative  
Officer/President External  
Affairs, Monumental Sports  
& Entertainment

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

**Shantelle George**  
Vice President/Store  
Manager, Macy's, Metro  
Center Downtown DC

**Brian Grant**  
First Vice President,  
Equity Residential

**Kathy Guy**  
Vice President, JBG Smith

**Thor C. Headley**  
Managing Director, Hines,  
Columbia Square

**Norman Jemal**  
Principal/Senior Vice President,  
Douglas Development

**Chris Jennings**  
Managing Director, Shakespeare  
Theatre Company

**Robin A. McClain**  
Senior Vice President, Marketing/  
Communications, Destination DC

**John McDonnell**  
President, Clyde's  
Restaurant Group

**J.R. Meyers**  
Senior Partner, The  
Meyers Group LLC

**Rev. Dr. Ianther M. Mills**  
Senior Pastor, Asbury United  
Methodist Church

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

**Christopher P. Mundy**  
US Head of Life, Science and  
Office, Oxford Properties

**Marshall McNair**  
Vice President, Asset  
Management – US Office Division,  
Brookfield Properties

**Pete Otteni**  
Senior Vice President,  
Development, Boston Properties

**Todd Payne**  
Government Affairs Manager,  
Microsoft

**Kim Sajet**  
Director, National Portrait Gallery/  
Smithsonian Institution

**Kenneth Schwartz**  
Partner, Arnold & Porter Kaye  
Scholer

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

**Dean Viologis**  
Senior Vice President, Portfolio  
Research, CoStar Group, Inc.

**Matthew August (GSA liaison)**  
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