



2019 GEORGETOWN BID

Five Year Renewal Plan

FY2020-2024



GEORGETOWN
BUSINESS IMPROVEMENT DISTRICT



GEORGETOWNDC.COM

INTRODUCTION

It has been a busy and seemingly quick five years at the Georgetown BID. Since releasing the Georgetown 2028 strategic plan, and being renewed for another five years by the Mayor in 2014, the Board and staff have been working to implement a broad range of programs and projects to enhance Washington’s most historic and diverse commercial district.

The casual observer might notice additional street furniture in newly activated plazas, more festive holiday decorations, an increasingly popular winter light art experience, better maintained sidewalks, and a new cycle track on K Street.

Those more engaged with the BID know our work went far beyond those highly visible improvements. We reorganized the Clean Team schedule to provide more coverage with the same budget, met with office tenants to ensure any issues discouraging them from renewing their leases were addressed, and made huge progress planning for and implementing the revitalization of the C&O Canal.

Now it’s time to focus on the next five year plan that will carry the BID through FY 2024. It is the product of a five-month facilitated planning process that involved the entire staff, and 28 board members who each served on at least one of four working groups. These Board working groups dove into all 84 of the BID’s current programs and projects during seven marathon meetings and came up with 27 new programs to consider. The Board and Staff then held two retreats to prioritize the 111 committee-recommended items and organized the list into four categories:

1. **GAME CHANGERS** – big ideas that, if implemented, would have a transformative impact on Georgetown
2. **TOP PRIORITIES** – programs that are critical to the effective operations of the neighborhood and provide the greatest value to BID members on a daily basis
3. **REGULAR PROGRAMS** – those that add value to members
4. **LOW PRIORITIES** – programs and projects the organization can end because they don’t meet the BID’s strategic criteria




The take-away from this exercise is that the Georgetown BID has evolved from our early years of providing primarily “clean, safe, and friendly” programs. Today, we are an organization that coordinates the planning for, and management of, the public environment, while making Georgetown a more interesting and accessible place to visit that will actively attract businesses and customers. In the coming years members will see more emphasis on park and public space planning, maintenance and programming, public arts events, helping homeless people transition off the streets, and trash and pest elimination - while continuing to deliver the core programs that have defined the BID for the last 20 years.

Georgetown’s commercial district operates in a vastly more competitive market than existed in 1999. Today, there are safe, clean, and interesting commercial districts in almost every corner of the region. Online retail has changed the way retailers and customers use commercial spaces.

Additionally, densification of office space (companies designing offices to host more workers in fewer square feet) is also causing investors and businesses to rethink how they lease spaces to each other.

This Georgetown BID five year plan is a road map for how we will meet new challenges in the coming years. We renew our commitment to create value for a diverse membership by keeping the neighborhood clean, safe, comfortable, diverse, vibrant, fun, interesting, and—most importantly—economically successful.


Bruce Baschuk, Chair
Board of Directors


Joe Sternlieb, CEO
Georgetown BID

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I. GEORGETOWN BID ORGANIZATION OVERVIEW



1.1 Legal Description

The Georgetown Business Improvement District, Inc. is a publicly chartered, private, non-profit corporation. It is registered by Mayor's Order under the District of Columbia Business Improvement District Act and incorporated as a 501 (c)(6) organization under the IRS Code. Prior to 2006, the organization was incorporated as the "Georgetown Partnership Incorporated." The organization is exempt from federal income taxes (IRS) and local sales taxes (DC Law).

1.2 Boundaries

The Georgetown BID covers approximately 35 blocks of the Georgetown commercial district. It includes all of the commercial properties on M Street between Canal Road to the west and Rock Creek Parkway to the east; the 3200 block of Prospect Street; and all commercial properties south of M Street to the Potomac River. It also includes all of the properties on Wisconsin Avenue south of R Street, and all the commercial properties on the blocks that intersect M Street to the north; and the east/west blocks intersecting Wisconsin Avenue. A detailed description and map can be found in exhibit A.

1.3 Management Team and Staff

The Georgetown BID employs 13 full-time professional staff as of 2019. The organization will add two half-time positions in FY 2020 to address Board priorities, described below:

Chief Executive Officer

Overall responsibility for the strategic direction of the organization, its financial and operational performance, and management of staff. Ensures that the GBID programs are fully supported by the Board of Directors and represents the organization to the members, the community, media, and government.

Vice President and Director of Marketing

Responsible for the design of the marketing, communications, public relations, and events program and plan. Manages the marketing staff and executes all programs in this area including promotional programs and events, media and public relations campaigns, signature community events, and cross-promotional events with local retailers, restaurants, entertainment, and dining venues. Oversees all

electronic and social media communications of the organization. Works with CEO on overall GBID staff team building and development.

Director of Operations

Responsible for overseeing the work of the GBID contractors - representing over one-third of the BID's annual budget, including all street programs, public safety issues, and homeless programs. Directly administers the landscape contract (and consultant), and all initiatives with the Metropolitan Police Department. Manages homeless services and contributions. Manages the BID's leases.

Director of Planning and Economic Development

Responsible for overseeing strategic development and project implementation for the economic development, transportation, and placemaking programs. Collects, analyzes, and distributes data on the Georgetown economy to help stakeholders make informed decisions about doing business in Georgetown. Maintains relationships with and regularly convenes brokers, property owners, property managers, tenants, community leaders, and city partners to ensure the Georgetown economy remains strong. Oversees special economic development projects.

Chief Financial Officer

Responsible for maintaining all financial records, developing reports, preparing bill payment, interfacing with banks, the DC OCFO, and BID staff to ensure seamless fiscal operations of the organization. Also manages in-house HR functions. Manages the BID's office space, technology and equipment.

Events Director

Responsible for helping develop and manage all BID-sponsored events under the direction of the VP and Director of Marketing. Events include Georgetown GLOW, Taste of Georgetown, French Market, Bike to Work Day, Twilight Shop, Independents Day, Sunset Cinema, and Sunset Fitness, as well as member meetings and organizational events. Develops partnerships and sponsorships, and supports businesses in ensuring that their events are well-organized and promoted to the larger community via the BID's communications channels. This role also does in-house design of GBID publications and special projects.

Communications Director

Oversees all external communications under the direction of the VP and Director of Marketing. Is responsible for the BID website, blog, videos, media and public relations.

Also oversees all imagery, and produces email newsletters, including the weekly BIDness and BID member communications.

Transportation Manager

Responsible for planning, organizing, advocating, and implementing transportation improvements for all modes of travel. Seeks to reduce vehicle congestion and increase investment in and use of transit, bicycles, pedestrian access, and car sharing; improve pedestrian safety; and better communicate all transportation options to, from, and around Georgetown.

Placemaking Manager

Responsible for developing and implementing temporary and permanent enhancements to the public realm that serve visitors, employees, and residents, including landscaping, furnishings, parklets, wayfinding and signage, recreation, public art, and other solutions.

Street Services Manager

Responsible for day-to-day interface with the Clean Team contractor, and D.C. agencies that deal with street conditions including DDOT, DC Water, DPW, and the Department of Health. Leads innovative efforts to reduce rodent population. Monitors disorder in public spaces from businesses and the public, and works with businesses to resolve problems, including the handling of commercial business trash and public health initiatives.

Marketing Coordinator

Supports the entire marketing team, manages social media channels, traffics all advertising projects, and manages portions of all events, with direct responsibility for summer and GBID member events. Reports to the VP and Director of Marketing.

Executive Assistant to the CEO and Board Secretary

Manages the schedule and communication of the CEO; coordinates all meetings, calls, and presentations; prepares board communications and minutes; and carries out special projects for the organization.

Office Resources Coordinator

Ensures the daily functioning of the office operations. Provides administrative assistance to the executive staff. Maintains organizational databases, manages BID billing, and provides research assistance.

1.4 Contractors

The Georgetown BID engages contractors who employed 16.5 FTEs¹ in 2019. The organization will add the equivalent of two new FTE contractor positions in FY 2020 to address Board priorities, described below:

Clean Team - 12 FTEs

Manual and mechanical sidewalk sweeping, trash collection, graffiti removal, snow prep and shoveling, event support

Special Projects - 2.5 FTEs

Brick repair and maintenance, bike rack installation and maintenance, public furniture installation, cleaning and maintenance, rodent abatement, special event support, powerwashing, planter watering

Landscaping and Decorations – 3.5 FTEs

Installation, watering, and maintenance of flower baskets, plantings in parks, installation and maintenance of holiday decorations

Public Health - 2 x ½ Time FTEs

Rodent abatement through organizing commercial trash compactors and natural predators



1.5 Governance

The Georgetown BID is governed by a Board of Directors of between 22 to 28 voting members and four to eight appointed (non-voting) members from community organizations. The BID bylaws require that there be a majority of at least three more property owner members than tenant members. As of April 2019 there were 28 voting and seven non-voting board members. Voting members are elected to three-year terms with elections held each year prior to the Annual Meeting. Approximately one-third of the Board is up for election each year.

The Board sets broad policies and goals and delegates day-to-day operational oversight to an Executive Committee comprised of officers and appointed board members. The Executive Committee oversees the Chief Executive Officer who manages the day-to-day affairs of the organization. As of April 2019, seven Board members served on the Executive Committee.

The organization is guided by corporate Bylaws and a set of operating Policies and Procedures. In addition to the Executive Committee, there are two standing committees that are organized annually: a nominating committee to nominate board member candidates and officers, and an audit committee to work with the CEO and CFO and review the annual audit. Ad hoc committees are formed to address specific programs, projects, or organizational needs. In FY 2018, for example, ad hoc committees met to work on a website and logo refresh; the BID's 5-year renewal plan; Gateways; and the GLOW holiday light art exhibit.

Officers are elected each year after the election of Directors. The Executive Committee has all the powers of the Board within limits set by the Board-approved Policies and Procedures. The Executive Committee and Board meet every other month, respectively. An Annual Meeting is held each June to review the organization's accomplishments and conduct organizational/membership business.

¹A FTE is a Full Time Equivalent job position.

1.6 Executive Committee and Officers

Voting members as of April 2019

Bruce Baschuk
J Street Companies

Ana Claudia Lopez
Olivia Macaron

Beth Aberg
Random Harvest

Andrew Blair
Colonial Parking

Bill Verno
RB Properties

Billy Martin
Martin's Tavern

Greg Casten
Tony & Joe's Seafood
Place/ProFish

Bob Elliott
Georgetown Madelon

Christoffer A. Graae
cox graae + spack architects

Aba Kwawu
TAA Public Relations

David Bernand
Four Seasons Hotels and
Resorts

Evan Regan-Levine
JBG Smith

Ginger Laytham
Clyde's Restaurant Group

Crystal Sullivan
Georgetown Suites

John Hays
The Phoenix

Ed Solomon
Anthony's Tuxedos/
Wedding Creations

Kathryn Moore
Athleta

Kennett Marshall
Friends of the Legal Services
Corporation

Michael Gibeau
MRP Realty

Richard Levy
The Levy Group

Michael Savage
1030 Wisconsin Ave/
U.S. Trust/Bank of America

Paul Monsees
Foley & Lardner

Philippe Lanier
Eastbanc Inc.

Rich Amsellem
1211 Wisconsin Avenue/
CBRE

September Rinnier
Tuckernuck

Steve Yeager
Jamestown LP

Susan Calloway
Calloway Fine Arts

Terese Wilson
LSM Architects

Non-voting appointed members as of April 2019

Lisa Palmer
ANC 2E

Cecilia Browning
House of Sweden

Christopher Murphy
Georgetown University

Kate Goodall
Halcyon

Max Berry
Max N. Berry, Esq

Pamla Moore
Citizens Association of
Georgetown

Constantine Ferssizidis
Georgetown Business
Association/TD Bank

Regina Knox Woods
Medstar Georgetown
University Hospital

Current members of the Executive Committee, Officers and Ex-Officios

Bruce Baschuk
Chair

Andrew Blair
Vice Chair

Greg Casten
Treasurer

Aba Kwawu
Secretary

Crystal Sullivan

Ed Solomon

Richard Levy



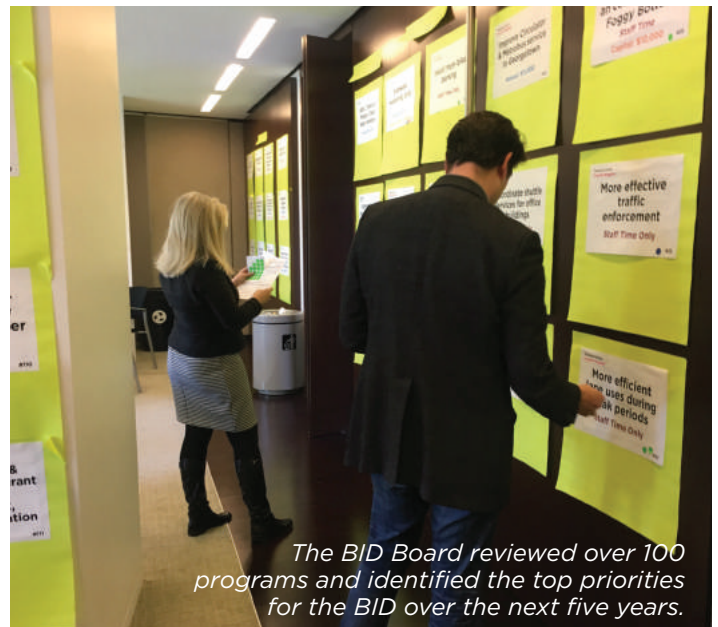
II. Proposed Operating Plan

Program Planning for Success

The Georgetown BID exists for the benefit of its members. To this end, we work to develop and implement programs that will “move the needle” to make Georgetown a better and more sustainable place to do business. Our goal - taken from the Georgetown 2028 Strategic Plan (and endorsed by all of Georgetown’s major community organizations) - is to build an economically stronger and more sustainable Georgetown commercial district while bolstering the residential community by preserving what’s great, fixing what’s broken, and creating what’s missing.

In order to decide what programs to pursue to achieve our goals, the BID staff and Board evaluated individual programs and projects against this common strategy screen:

- Does it move the needle to have a positive economic impact for office, retail, hotel, service?
- Is it consistent with our mission?
- Is it something that we can uniquely do?
- Does it improve the quality of life in Georgetown?
- Is it achievable?
- Do we have the resources?
- Is it fun to do?
- Is it important or urgent?
- Is there an opportunity to leverage or partner?
- What is the value proposition?



The BID Board reviewed over 100 programs and identified the top priorities for the BID over the next five years.

The activities listed in the seven program areas below have all met the criteria of the strategy screen and represent the BID Board’s work plan for the next five years.

It is important to note that the BID encourages innovation, experimentation, and piloting of ideas before making long-term commitments to new programs. A portion of the budget each year is dedicated to testing new ideas. In section 2.11 we discuss how we evaluate pilots and measure success.

2.1 Street Services

The Street Services program creates and maintains Georgetown as an inviting environment by cleaning Georgetown's streets, supporting BID events, and maintaining the public space.

Street Services is the BID's largest program by budget and staff. In FY 2020 it will employ 19 full-time equivalent positions (FTEs). This program has evolved over the last 20 years to address an increasing number of issues with greater creativity and efficiency.

Daily Trash Collection, Sidewalk and Gutter Sweeping

Over the next five years, 12 full-time Clean Team members will continue to pull trash from 174 trash cans and 10 recycling cans 363 days per year along 142 block faces on five miles of sidewalk, walkways, alleys and the C&O Canal Towpath. In 2018, the BID purchased a riding-vacuum to remove litter and leaves from approximately four miles of gutters each morning. This enabled the BID to save approximately 8 hours/day of hand-sweeping and expand the number of hours we are cleaning the sidewalks most days and weekend evenings during the busiest seasons.

Since 2009, Clean Team services have been contracted to Block By Block, a national company that operates over 105 BID clean teams in 30 states. Block By Block's national presence enables them to achieve economies of scale in purchasing, develop industry best practices, and provide Georgetown with a reliable leadership and labor pool. The BID's Operations Director and Street Services Manager work with the onsite manager to set daily and weekly goals and deployment schedules, and to track and measure accomplishments in order to maximize the effectiveness of the Clean Team to keep the entire BID area looking good. To this end, in 2018 the contractor added a cell phone tracking and reporting system carried by each Clean Team member. In addition to picking up litter, they photograph and report public space disorder such as missing bricks, sinkholes, and hard-to-reach graffiti so that it can be quickly addressed. The supervisors can also track areas that have been cleaned, or still need attention, on an hourly, daily, and weekly basis.

For problems that are beyond the capacity of the BID or its contractor to address, the staff organizes city agencies, public utility companies, and private owners to design and implement solutions.

In 2019, DPW plans to replace the open dumpster under the Key Bridge with a large industrial compactor. This is



possible because the BID worked with the National Park Service to secure a location that can be electrified to support the compactor - which will reduce odors, rodents, and other problems associated with an open dumpster.

The BID will continue to fill the compactor seven days a week and DPW will continue to empty it – regardless of how often it fills up. This system ensures cleaner streets and sidewalks, and a much better pedestrian experience.

Power Washing

The BID’s seasonal Power Washing Program focuses on cleaning alleys, sidewalks and hard surfaces. The program runs from approximately April 1 through October 31. This program removes the dirt, grime, stains and gum that can accumulate in a busy urban environment. The team can address a regular rotation of designated hotspots and emergency clean-ups as needed.

Graffiti Removal

In addition to the daily work that the BID does to remove graffiti and stickers from signs, light poles, and building faces, the National Park Service provides paint to the BID to cover graffiti on non-historic walls and structures along the C&O Canal, such as the concrete walls under the Key Bridge and on pedestrian bridges. To remove very large graffiti tags in hard to reach places, the BID either organizes DPW, or hires specialty contractors. The BID’s goal is to remove graffiti and stickers within 24 hours, unless weather or location makes this difficult.

Special Projects

Starting in 2018, and moving forward, the BID has employed special projects staff to work with the Clean Team to tackle specific projects beyond cleaning. These include brick maintenance and replacement, bike rack and public furniture installation and maintenance, event support, and general program support.

Brick Maintenance

In 2014 the Georgetown BID worked with DC Councilmembers to write and pass legislation to address the long-standing problem of brick maintenance in Georgetown. The new law empowers the Mayor to contract directly with BIDs to maintain public space. Prior to this bill, DDOT would wait until places like Georgetown’s commercial district had accumulated approximately \$50,000 of brick work before it issued a contract to fix them. This often left sidewalks with damaged or missing bricks for months at a time. At the time DDOT reported that it was spending over \$100,000 per year on this effort. The BID now executes annual contracts with DDOT to maintain the commercial district’s brick sidewalks (except for large jobs). Because small problems are addressed immediately, they seldom grow into large problems, and the amount of time and expense to maintain the sidewalks has gone down three years in a row - saving DC approximately 60% of its original cost and fixing problems in days, not months.

The BID’s contract also allows for a small number of larger, or more complicated, sections of sidewalk bricks to be



Brick repair work

contracted out so that they can be quickly handled by a BID-contracted professional mason.

Snow and Ice

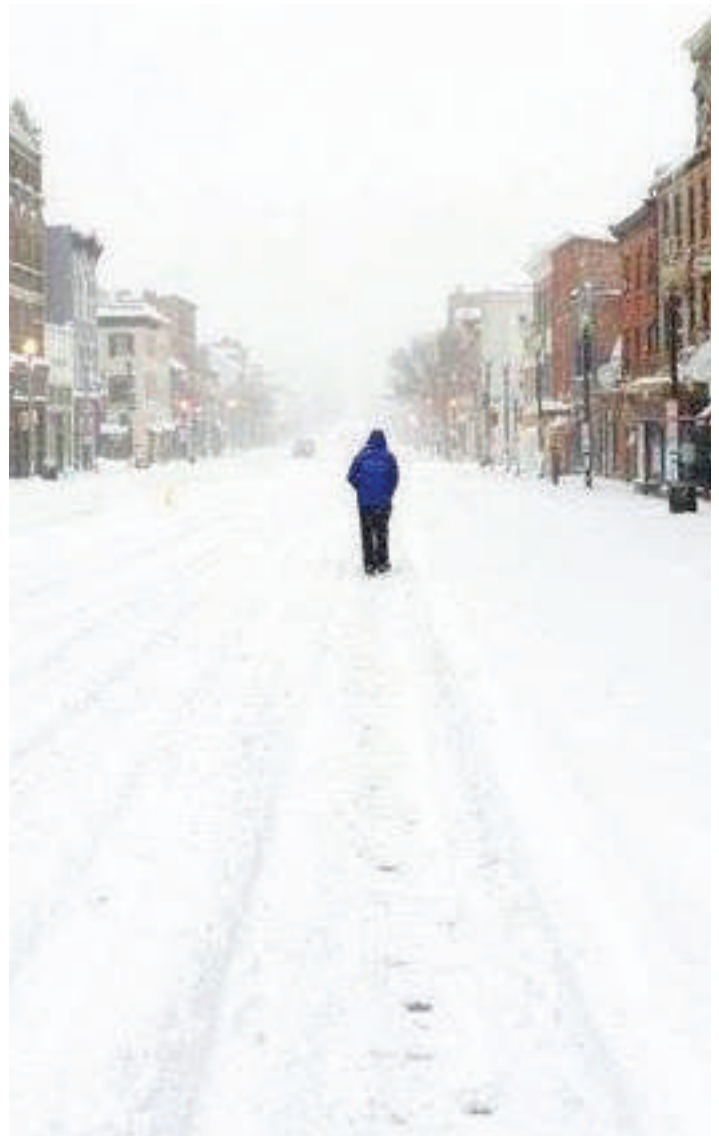
Georgetown is beautiful when it snows, and many businesses are open, but people can only safely patronize our commercial establishments when the sidewalks are cleared of snow and ice. Starting in October of every year the BID staff distributes snow planning information to all buildings in an effort to get members to prepare their staffs for winter. Our goal is to have the sidewalks cleared and safe throughout, and immediately following, snow events. The BID encourages every building to designate staff people or a contractor to remove snow, and to stock shovels, ice-breakers, sand, and salt on premises. The BID also lends out shovels and ice-breakers to businesses, as needed.

The BID owns a number of snow blowers, salt spreaders, and sweepers. The BID's Clean Team clears pedestrian bridges, ramps, and the few sidewalks that are adjacent to parks and not otherwise cleared. DPW provides salt and sand to the Clean Team to supplement the environmentally sensitive ice-melt product used by the BID for snow and ice treatment. During especially heavy snow events, the BID will contract with operators of heavier equipment to clear critical crosswalks and alleys in order to ensure that businesses can receive deliveries and remain open. Depending on the amount of projected snow, the BID will house Clean Team members in local hotels, so that they can safely start and end their work day(s) in Georgetown.

Tree Boxes

The BID works closely with the District's Urban Forestry Administration (UFA) to evaluate tree and tree box conditions and plan for replacements. UFA has also trained members of the Clean Team in tree planting and pruning.

The BID cuts cast-iron tree box grates when they begin to collar growing trees. In conditions where iron grates are no longer an appropriate cover, the BID works with DDOT to replace them with porous Flexipave® or other materials that allow water and oxygen to get to tree roots, protect roots from compaction, improve pedestrian safety and experience, and will not require the same level of future maintenance.



2.2 Streetscape Beautification

The Streetscape Program preserves and enhances Georgetown's unique beauty and charm through a variety of beautification projects, including a vibrant flower program and festive holiday décor.

Flower Basket Program

The BID maintains 310 flower baskets that are covered with petunias from approximately May through October each year. Since they were first installed in 2002, the flower baskets have become Georgetown's signature beautification element, helping define the neighborhood's commercial district. The basket program is managed by a third-party contractor and overseen by the BID staff. Over the next five years, the flower basket program will continue to be maintained and improved.

Holiday Enhancements

In 2016, the BID made a major investment in a new holiday decoration program by purchasing 200 large wreaths for installation on light poles on Wisconsin Avenue, M Street, K Street, and at Washington Harbour; and launching a program that offers to place white string lights along the roof lines of any BID member building that asks to be lit, from approximately November through January. In 2018, over 320 BID buildings were outlined using almost seven miles of lights.

Additionally, the BID wraps trees at three gateways into the neighborhood at either end of M Street and on Wisconsin Avenue. The BID's operations team also supports the marketing department's GLOW event to ensure it is well maintained throughout the five-week exhibit.

Additional Ongoing Streetscape Work

The BID began repainting street light poles in 2013 and refreshes them as needed every year.

In the coming years, the BID Board has chosen to focus on tree box improvements. BID landscaping staff will be mulching, planting, and weeding tree boxes, and looking for private property owners to adopt more tree boxes in an effort to improve the look of the sidewalks, the pedestrian experience, and the health of Georgetown's street trees.

In the coming years, in conjunction with a rebranding effort undertaken by the BID's marketing team, we will be looking at all public street furniture to ensure that it is clean, properly placed, and well maintained.



Georgetown-Rosslyn
Gondola rendering



2.3 Transportation

The Transportation Program makes it easier to get to, through, and from Georgetown; prepares the Georgetown commercial district for the future of transportation; and plans, advocates, and implements transportation mobility solutions to achieve this vision.

Many of the BID's most significant initiatives over the last five years were in transportation. The perception and reality of Georgetown's connectedness to the rest of the District and region is the neighborhood's biggest hurdle to success, and this influenced the Georgetown 2028 planning process, which identified 43 separate transportation action items for the BID to pursue over the next 15 years. Between 2015 and 2019, the BID made progress on improving access to, from, and through Georgetown for all modes, and launched small and large-scale projects to make Georgetown more accessible for visitors, employees, and residents.

Over the past five years much progress has been made on this agenda. In the coming years, the BID Board is committed to both big "game changing" and small transportation initiatives, including:

Transit

The BID will continue to advocate for a Georgetown metro station to be built in conjunction with a separated Blue

Line to relieve pressure on the Potomac River tunnel and increase core capacity between Union Station and Alexandria; continue to work with public and private partners on the Georgetown-Rosslyn Gondola by organizing support of constituents and completing an Alternatives Analysis as a precedent step to an Environmental Impact Statement; work with DDOT to improve both Metrobus and Circulator frequency and reliability; and organize private building owners to create and operate a shared shuttle system between Metro and K Street to increase frequency of service.



K Street Cycle Track



Traffic and Parking Improvements

In 2018, DDOT paired traffic control and flow improvements with the installation of the K Street cycle track, significantly improving both the evening rush hour exit from K Street, and pedestrian safety. In coming years, the BID will:

- Work to complete the K and Water Street plan by creating a turn-around circle at 34th Street, adding sidewalks and managed parking, and discouraging disinterested traffic from trolling for parking west of Wisconsin Avenue.
- Complete planning for a new bike-pedestrian bridge over Rock Creek at K Street, to complete eastern end of K Street cycle track.
- Complete planning and implementation of connection between Capital Crescent Trail and west end of K Street cycle track.
- Work with DDOT to improve intersection management at Wisconsin Avenue and M Street, and between 33rd Street and the Key Bridge.
- Continue to work with the ANC and community leaders to improve access to the shared resource of publicly-owned street parking while improving information about availability and pricing in private parking lots.



Rendering of new bike-pedestrian bridge over Rock Creek



Curbside Management

Over the last five years, the use of on-demand rideshare services like Uber and Lyft have exploded in the District. Local transportation planners report that in 2018, there were as many ridesharing trips as bus trips. This has caused significant increases in congestion and demand for curbside access that have not yet been addressed. In the coming years, the BID will work with DDOT and DC Sustainable Transportation (DCST) to create passenger and commercial pick-up/drop-off and loading zones, to reduce traffic blocking, improve parking management programs, and improve enforcement tools to make Georgetown more easily accessible for workers, residents, and visitors.

Bicycle and Scooter Infrastructure

Getting people to Georgetown by foot, bike, and scooter increases the number of workers and customers on our streets without increasing congestion or parking problems. In 2018, DDOT installed a cycle track on K/Water Street as a first step to connecting the region's two busiest bike trails (Capital Crescent Trail and Rock Creek Trail) with the help of the Georgetown BID and the Metropolitan Washington Council of Governments. In the coming years, the BID will continue to work with DDOT and DCST to improve bicycle access to Georgetown, and expand infrastructure that supports the safe use and parking of shared electric bikes and scooters, including adding more bike racks and dedicated space for scooters. These and other enhancements will help customers access businesses up the hill on Wisconsin Avenue and park bikes and scooters in ways that do not obstruct pedestrian flow.

Pedestrian Improvements

Between 2016 and 2018, the BID piloted initiatives to improve pedestrian safety and comfort, including working with DDOT to create a pedestrian-only crossing movement on K Street at 27th Street, regularly deploying Traffic Control Officers to Wisconsin Avenue and M Street during busy events and on weekends, and reducing the amount of time pedestrians must wait at signalized intersections and increasing the amount of time to safely cross the street. The BID also experimented with temporary weekend sidewalk widening on M Street and during special events. Many of the BID's initiatives have been permanently adopted by the city and identified as examples of innovative use of public space.

In the coming years, the BID will continue to look for targeted interventions like these, and will be conducting a planning exercise to evaluate potential future design changes to streets, sidewalks, intersections, and crosswalks that respond to changing technology and transportation modes and can make our streets and sidewalks safer, more comfortable, and more efficient for pedestrians, cars, bikes, scooters, and delivery vehicles.



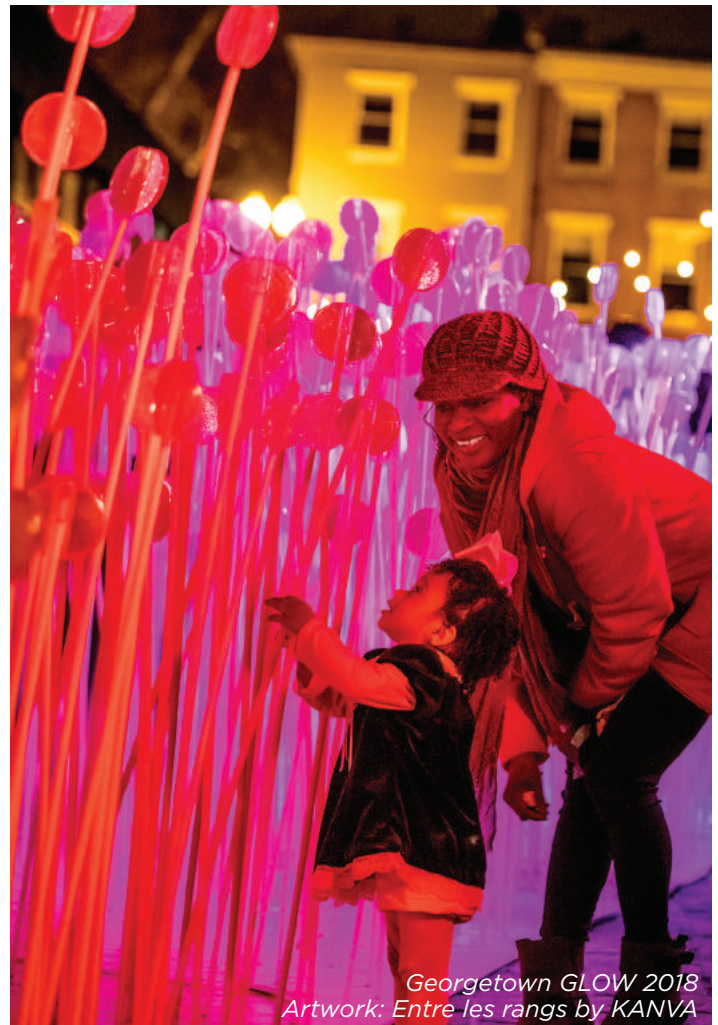
2.4 Marketing, Events & Communications



The Marketing Program promotes Georgetown as an authentic, beautiful and energetic place; emphasizes neighborhood attributes that differentiate Georgetown; delivers experiences, information and ideas that create a connection to Georgetown; and induces visitors to patronize our businesses.

Over the past five years, the BID's Marketing program has given people more reasons to come to Georgetown. Intensive use of online communications promote existing activities and the BID's signature events. The Marketing team has developed a unique voice to promote the neighborhood and its one-of-a-kind offerings, and works to support hundreds of BID members businesses. As DC's neighborhoods grow and consumer tastes change, the BID's Marketing program is evolving to identify and meet the challenges of the region's changing economic environment.

In the coming years the BID will build on the success of programs like the Georgetown GLOW light art exhibition by adding more interactive public art experiences to draw people to the neighborhood; doing more targeted public relations, marketing, and advertising; developing new and expanded partnerships to create programs and events that promote the neighborhood; and ensuring that all the BID's communications channels are mobile-friendly. All this will be done to continue promoting Georgetown as unique, inclusive, inviting and engaging for the community and visitors.



Marketing Program Elements

Branding & Advertising

Georgetown is an internationally renowned place with incredibly strong brand equity (the value that derives from consumer perception of the brand name). The BID's Marketing Program will continue to work to keep the brand fresh and relevant across all communication channels. In 2019, the BID will unveil a refreshed Georgetown logo along with a redesigned website, making it easier for people to find information on the neighborhood and its 450+ businesses. Marketing initiatives that we will continue or expand in the coming years include:

- Helping organize members within discrete industries to do joint promotions. For example, the Georgetown Design District is a collective of 30 merchants in the design and home furnishings industry that work with the BID to plan events and promote Georgetown as a design destination.
- Advertising Georgetown events in local and regional publications on our own, with Georgetown partners, and with Destination DC, the city's tourism advertising program that reaches national markets.
- Promoting Georgetown with industry groups such as RAMW (Restaurant Association of Metropolitan Washington) and WACA (Washington Area Concierge Association) through member outreach and industry events.
- Publishing the official Georgetown Guide & Map, 75,000 distributed annually to area hotels.
- Organizing the Georgetown ParasolShare program, with 65+ participating merchants offering branded umbrellas for visitors to use while in the commercial district.



Promotional materials for Georgetown Design District's Days of Design event

Signature Brand Events, Promotions & Sponsorships

The BID's Event Marketing program produced and sponsored 10 major neighborhood-wide events in 2018, working with 200 BID merchants and drawing more than 150,000 people to Georgetown. Those events include:

- 26-year-old Taste of Georgetown (September)
- 16-year-old Georgetown French Market (April)
- 5-year-old Georgetown GLOW light art experience (December-January)
- summer events such as Bike to Work Day (May), Sunset Fitness (June), Sunset Cinema (July), Independents Day (July)
- fall shopping event Twilight Shop (September)
- holiday events such as Small Business Saturday (November), GLOW All Night and the holiday window competition



Sunset Cinema summer outdoor movie series

As the newest and largest signature event over the past five years, Georgetown GLOW - with national and international reach - has demonstrated the widespread and growing appeal of interactive public art experiences and the potential economic benefits. The BID will be exploring adding new interactive art experiences throughout the year, with the support of grants, partners and sponsors. It is likely that in the coming years, events like Independents Day and Twilight Shop - that have not proved to move the needle - will be phased out so that the staff can develop higher-value events with bigger payoffs for the members we are working to support.

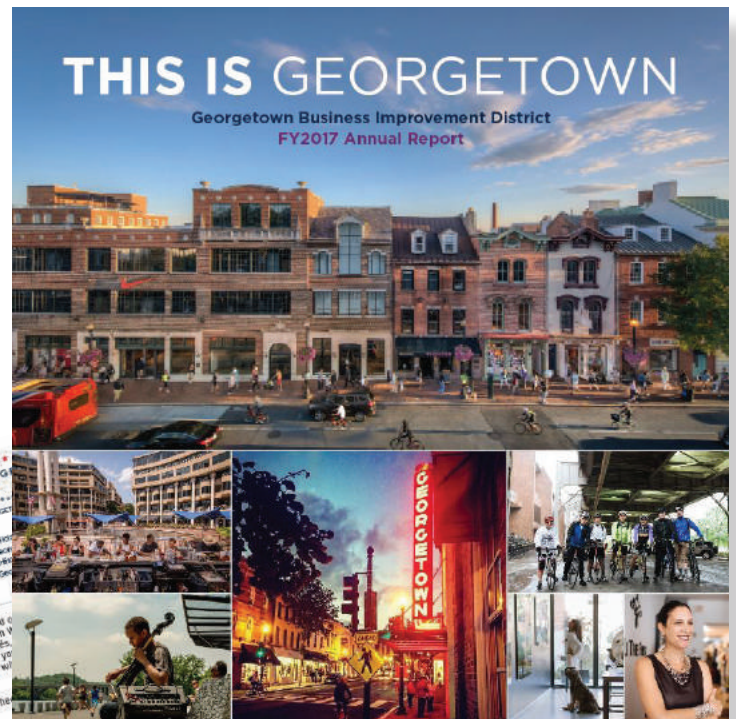
Public Relations & Communications

In the coming years the BID will continue to grow its Public Relations & Communications program - which consists of media relations, member communications, and organizational publications.

- The BID's focused PR efforts seek to create awareness, buzz, and generate visitor traffic for our members' businesses and BID events. The BID's event media coverage advertising value equivalency (AVE) is an estimated \$4 million annually (by the data firm Meltwater), an increase of 82% over FY 2014. Over 100 local, national and international media outlets covered BID activities in 2018.
- With over 450 merchants, it's essential to build relationships and foster cross-promotional merchant

opportunities. The BID regularly engages with its members and develops tailored communications via e-newsletters, twice-a-year general member meetings, topical member seminars, and ad hoc event committee collaboration.

- The BID publishes an Annual Report, specialty economic development publications such as the Office and Retail market reports, pop-up guides, and a monthly "Be Our Guest" newsletter distributed to thousands of hotel rooms in and around Georgetown as a resource for neighborhood happenings right outside their doors.



Digital Marketing & Social Media

'All things Georgetown' are on the BID's official visitor website, www.georgetowndc.com, sent in the weekly BIDness e-newsletter to 6,000+ subscribers, highlighted in the weekly *byGeorge* blog, and posted on our Facebook, Instagram and Twitter feeds. This is also where people find Georgetown events and branded videos. These channels serve as key touch points and information portals for visitors, the business community, and BID members. In 2019, georgetowndc.com is being redesigned with the BID's new branding, and improved navigation, content, and optimization.

In coming years, the Marketing team will work to:

- Boost visitors to the Georgetown BID's official visitor website, which had about 400,000 unique visitors in 2018.
- Improve and promote the BID's signature event websites, such as www.GeorgetownGLOWDC.com, which had 123,000 unique visitors in a four-month period before and during GLOW 2018.
- Continue and expand the reach of the *byGeorge* neighborhood blog that launched in 2017. The popular blog helps to convey the real Georgetown

by telling the stories of the people who make it a unique and diverse neighborhood. The blog and the stories are distributed via the BID's website, e-newsletter, videos and social media channels.

- Organically grow Georgetown's official Facebook, Instagram and Twitter pages - with a combined following of over 54,500 as of spring 2019. While Instagram is the BID's fastest growing channel, the staff will be vigilant in watching social media trends and ensuring that the organization uses all the existing and emerging channels to promote the neighborhood.
- Partner with city's marketing arms -Destination DC and Events DC - to expand the reach of Georgetown's voice nationally and internationally.

Over the next five years, the BID's Marketing program will continue to bring 'best-in-class' quality events and communications to audiences, with the goal of bringing more people and keeping Georgetown top-of-mind in support of its member businesses.

'I Love the Freedom to Go Places Using My Own Body'



byGeorge blog featuring Jordan Roe, manager of Rapha and Suzy and Bill Menard, owners of Via Umbria

byGEORGE★
STORIES OF GEORGETOWN

'We Wanted to Create Our Own Italian Village'



2.5 Public Safety

The Public Safety Program supports activities that help deter crime and any perception that the neighborhood is unsafe.

The GBID Public Safety Program is based on continuous communication with MPD and full coordination with other Georgetown community stakeholders. The BID regularly meets with the Full Stride Officers, and PSA Sergeants and Lieutenants. BID staff and board members also maintain a good working relationship with the 2D commander and Chief of Police. Our focus continues to be as an advocate for getting appropriate police coverage for daily details, special events, and to address spikes in criminal activity. The BID remains involved in planning sessions for scheduled events such as protests, Halloween night, and road races to ensure our businesses' needs and concerns are represented and addressed.

Prior to 2013, the BID spent as much as \$350,000 per year paying off-duty police officers (RDOs) to patrol Georgetown Streets. In FY 2013, the BID Board decided to sunset that program after senior police officials advised the BID that RDOs in Georgetown were not a strategic way to deploy BID resources. Crime statistics following the end of this program supported this decision, as there was no discernible change in Georgetown's crime after the program ended.

In the following years, the BID worked with MPD officers to pilot an instant text message crime alert system that proved valuable in both deterring shoplifting and making arrests. However, the program was cancelled when the organization determined that concerns about disparate crime reporting on the app outweighed the positive impacts of the program for Georgetown. The BID will continue to work with MPD and other DC BIDs to explore using technology in crime prevention programs while protecting civil rights and civil liberties.

The BID has identified a number of issues that make it difficult to get a clear picture of crime in Georgetown and is committed to deploying new resources in the coming years to do enhanced outreach to members and collect additional crime statistics, while gathering information about public safety concerns from BID Members.

Partnership with MPD

In addition to regularly coordinating and hosting information-sharing meetings convened by the BID and MPD, there are two DC programs that MPD has asked the BID to help



implement. One involves getting more streetfront businesses to purchase cameras that are pointed at the street, and registering these cameras with MPD. MPD rebates a portion of the cost of cameras, and uses the video to help identify criminals and make arrests. The second program is to place warnings on car windshields to remove all visible items from car seats in an effort to reduce thefts from autos - a major crime category in the city.

Public Safety Roundtable Discussions and Block Captain Program

The BID has, and will continue to, routinely sponsor Public Safety Roundtable discussions between BID members and the MPD and Federal law enforcement partners.

Over the next five years, we will continue our public safety communication to members, coordinating on major events, and pressing MPD to respond quickly to incidents and crime spikes. The BID will also continue to budget funds for RDOs to be used in special, or emergency, situations, where targeted short-term RDO coverage is needed to address a specific problem. This has been done with great impact twice in the last four years.

Emergency Preparedness

The BID participates in briefings and trainings conducted by DC's Homeland Security and Emergency Management Agency (HSEMA). The focus of these trainings is to understand how to identify and report threats and how to respond in the event of an emergency. In past years, the BID and HSEMA have co-hosted emergency preparedness workshops for BID members. In the coming years, the BID will work with its members to encourage the creation of emergency response plans, preparedness training for employees, and coordination and communication enhancement with the MPD to ensure that employees and the public are well informed on what to do in the event of an emergency in Georgetown.

2.6 Placemaking

The Placemaking Program supports economic activity by investing in visible, active, welcoming, and high-quality improvements to public space.

Over the last five years, the BID invested in public space improvements to improve the comfort and usability of plazas, sidewalks, and leftover spaces that were being used for illegal parking, or were simply empty and/or windswept. The BID launched a street furnishings program that added tables, chairs, planters, and umbrellas to public space; piloted parklets on side streets; temporarily widened sidewalks on M Street on weekends; and repurposed two small areas that previously hosted illegally parked cars into small plazas.

The BID also committed significant resources to creating and incubating Georgetown Heritage - a non-profit organization focused on revitalizing the Georgetown section of the C&O Canal.

Finally, the BID hired its first dedicated Placemaking Manager to design and implement new and higher-quality temporary and permanent public space improvements. The BID seeks to build better public spaces through a process of testing new ideas, materials, and activations to see how they work, how the public responds, and whether they achieve the goals for the space. Ideas that work are often expanded and made more permanent. Those that prove less popular, or provide a weak economic justification, may be abandoned.

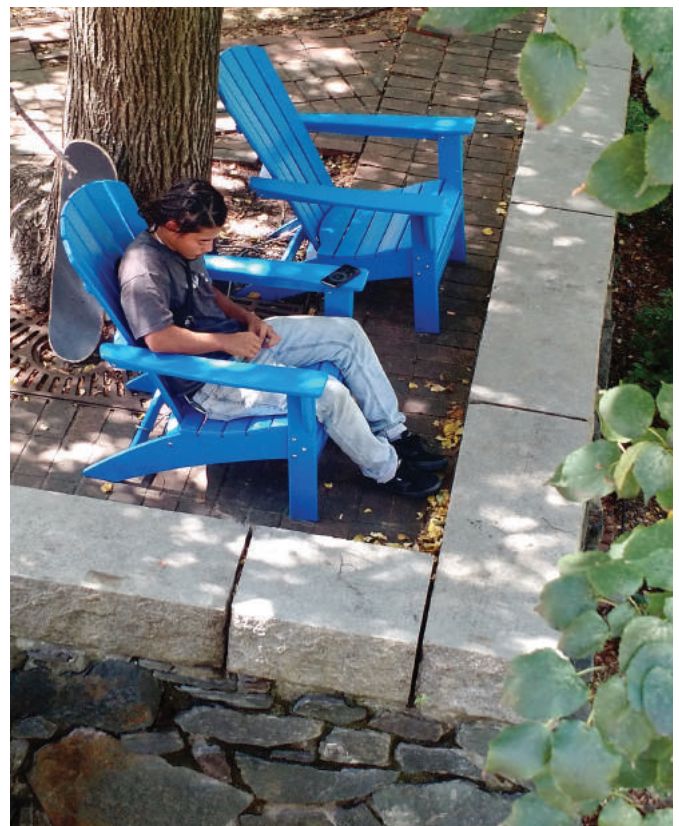
Over the next five years, the BID will increase investments in the placemaking programs in the following areas:

Street Furnishings

The BID will renew and expand its public furnishings program; replacing, renewing and expanding the number and type of comfortable, attractive, high-quality, low-maintenance street furniture that is sensitive to the Georgetown aesthetic and architectural context. Tables, different types of chairs, benches, planters, umbrellas, and possibly even swings and gliders will be added where appropriate.

Leverage Small Public Spaces for Seating

Georgetown's public space is defined by its alleys, dead-ends, nooks and crannies - small public and private spaces and plazas throughout the neighborhood created by the historic architecture and unique street grid. The BID has worked with DDOT and private property owners to permit and activate some of these spaces, and will continue



to improve existing locations while adding new locations throughout the commercial district.

Parklets

Since 2014, the BID has partnered with Georgetown businesses to participate in the District's PARK(ing) Day, an annual event that temporarily extends the sidewalk into one or two curbside parking spaces creating what's known as a parklet. The BID has tested over a dozen locations and designs to enhance the public space experience. In the coming years, the BID will seek to design and permit permanent parklets on side street locations that have proved to be popular and create few conflicts.

Major Enhancements Under the Whitehurst Freeway

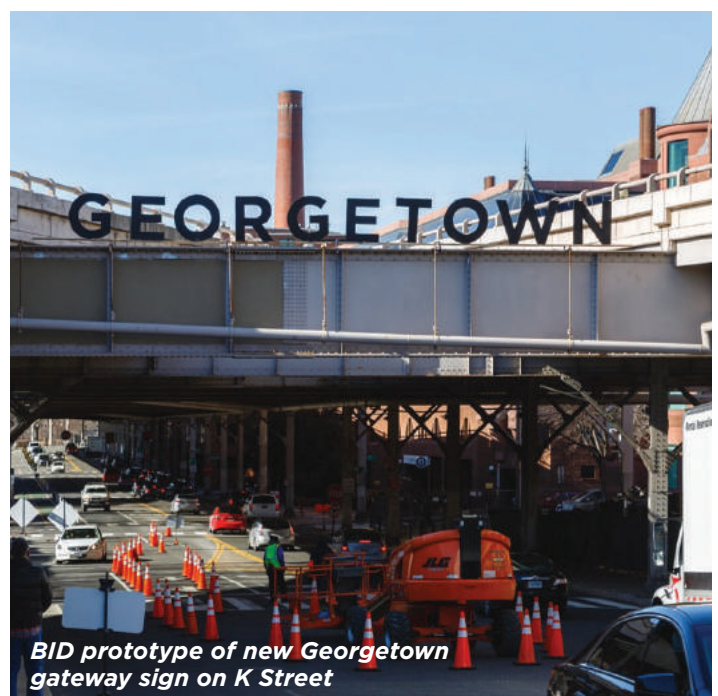
The Whitehurst Freeway creates a dark, industrial, and unfriendly experience for pedestrians while reflecting a design that was appropriate to commercial uses that are long gone from Georgetown. Assuming that it will remain in place for the foreseeable future, the BID plans to take advantage of the structure's unique architectural character and develop concepts, conduct pilots, and implement improvements that use lighting, landscaping, public art, and other features to make the area under the Whitehurst Freeway more welcoming, vibrant, and active; better connected to Georgetown Waterfront Park; and more appropriate for the uses and users of today.

Improvement and Activation of Alleys

Georgetown's diverse alleys function as service streets, pedestrian-only spaces, or as vehicle paths. Over the next five years, the BID will develop improvement plans for Georgetown's alleys, assessing existing conditions; needs for public space and public health improvements; and opportunities for activity, programming, art, and improved pedestrian access.

Gateways

The Georgetown 2028 plan identified the need to improve the experience of entering Georgetown through the primary commercial entry points and provide more welcoming gateways for visitors, residents, and workers. In 2017, the BID organized a planning process with community partners to design improvements to the neighborhood gateways at K Street and 29th Street, at M Street and Pennsylvania Avenue, and at M Street and Key Bridge. Over the next five years, the BID will continue planning and implementing improvements to these sites.



C&O Canal - GAME CHANGER

See C&O Canal under Destination Management

Mitigating the Impact of Vacant Buildings

Retail turnover is a natural part of all shopping districts. Georgetown's historic buildings are often less flexible to reconfigure and can take longer to lease, design, permit, and renovate for modern tenants than in other neighborhoods. Coupled with the impact of internet sales on retail economics, it can take longer for Georgetown retail spaces to be reoccupied when a tenant leaves. In coming years, the BID will work with landlords to create window displays for vacant storefronts and art coverings for larger projects with scaffolding, and encourage temporary and pop-up uses where appropriate to present a cleaner and better-activated street wall for residents, visitors, and employees.

2.7 Public Health

The Public Health Program works to keep Georgetown clean and healthy in partnership with BID members and city agencies.

In 2007, the BID began a partnership with the District of Columbia Department of Health (DOH) and other government agencies to assist with rat abatement. Over the last six years, the BID's program has expanded from its initial two service areas to 22 alleys that receive weekly baiting and inspections from both a BID contractor and DOH and DPW inspectors. The BID regularly monitors rodent activity around commercial trash and garbage storage, and advises members of health code violations before they are fined by government agencies. We also organize a monthly walk-through with BID members, DOH, the Department of Public Works (DPW), and the Department of Consumer and Regulatory Affairs (DCRA) to identify problem areas and work with property owners and tenants to remedy violations.

Notwithstanding this program's positive impacts, our goal is to move from pest management to pest elimination by aggressively blocking access to food sources and destroying nests and burrows. In coming years, the BID will employ more creative and aggressive methods to control pests by replacing reliance on poisons with dry ice and natural predators, working with BID members and the city to replace trash cans with sealed compactors, and fixing public and private infrastructure problems that enable rats to get into buildings.



Dry ice treatment as part of the BID's rat abatement program

2.8 Destination Management

The Destination Management program enhances the visitor experience in Georgetown by providing visitor information and wayfinding, and partnering with cultural institutions and tour groups to bring more people to Georgetown.

In 2013, the BID created a Destination Management Program, and hired a full-time program manager. The initial plan for this position was to open and manage a visitor center, enhance wayfinding signage, and partner with cultural institutions to bring more visitors to the neighborhood. However, by early 2014, the Board decided to focus on using this position to revitalize the C&O Canal. Destination Management projects will largely become part of the Marketing and Placemaking programs, with the C&O Canal work led by Georgetown Heritage.





GAME CHANGER:

The C&O Canal Project

C&O Canal Park revitalization and programming is a top priority for the BID Board. It is seen as an opportunity to unleash the potential of a unique and hidden gem in the region and to attract thousands more people to a new cultural destination in the region for the benefit of our members.

The Georgetown 2028 plan envisioned a revitalized C&O Canal Park with a new canal boat and robust education and interpretation program. That vision evolved into the creation of Georgetown Heritage, a separate 501(c)3 non-profit working to enhance the National Park Service assets in Georgetown, starting with the C&O Canal. Since 2015, the BID has contributed significant funding, expertise, and technical assistance to incubate Georgetown Heritage.

In 2017 the BID moved the Destination Management position over to Georgetown Heritage. The BID is, and will continue to be, a partner with Georgetown Heritage, the National Park Service, and DC Government to develop a comprehensive plan for the Georgetown section of the Canal. Over the next five years, the BID will continue to provide substantial financial, operational, and technical

support to the canal project, and will likely take on some of the ongoing maintenance and management functions as capital improvements are implemented. The revitalization of the C&O Canal will be a game changer for Georgetown and the District.

Visitor Destinations and Infrastructure

The BID will continue to support projects that help visitors find their way to and around Georgetown through management and expansion of wayfinding signs, marketing, and collaborating with partners to create a better visitor experience.

The BID has also been an active member of the Georgetown Boathouse Coalition and recognizes the potential benefits to the commercial district of expanded rowing and paddling facilities in Georgetown. The BID will continue to play a leadership role in helping the coalition work with the city and the National Park Service to plan and execute new rowing and paddling facilities on the Georgetown Waterfront consistent with the Environmental Assessment completed in 2016.

2.9 Economic Development

The Economic Development program supports a thriving retail, office, hotel, and service economy by providing market intelligence and strategic guidance; advocating for a business-friendly regulatory environment; and organizing members to influence individual and collective investment.

The BID supports the further development of the Georgetown economy through the following programs, and - to achieve all of them - regularly engages with property owners, business owners, property managers, and commercial real estate brokers to understand their experience in, and perception of, Georgetown. Regular engagement through sector-specific or geographic-based meetings, as well as individual meetings, is essential to understand the needs of businesses, develop and maintain relationships, and provide relevant data.

Market Data and Reports

The Georgetown BID collects, analyzes, and distributes information about the Georgetown economy to commercial real estate brokers, property owners, property managers, commercial tenants, potential tenants, city agencies, and other individuals and organizations seeking to do business in Georgetown. As the local expert on the Georgetown economy, the BID helps support a thriving economy in Georgetown by helping explain and navigate the market, including providing information about rental rates, vacancy rates, property sales, pedestrian counts, retail sales, tenant mix, resident demographics, and visitor profiles. The BID

produces reports on the retail, office, and hotel markets, and provides regular updates and custom information on an as-needed basis. The BID will continue identifying data sources that help position the neighborhood as an attractive and successful place to do business.

Supporting a Robust Office Market

Georgetown's office submarket provides unique office space and affordable rental rates for a variety of large and small companies, and is a significant contributor to the success of the retail and hotel markets. In 2017, the BID began regularly meeting with major office tenants to better understand their needs and challenges, and to direct resources to solve their problems, in order to retain them as Georgetown tenants. The BID will continue these efforts over the next five years, and also work with office building owners to offer sustainable, energy efficient buildings; create the most valuable use of office space; develop resilience plans for climate change; support leasing efforts; and address transportation challenges in Georgetown that are important to their office tenants.

Continued Focus on Wisconsin Avenue

Small businesses are an essential part of what makes Georgetown retail special, and Wisconsin Avenue is our center of small business. The condition of the 1300 and 1400 blocks of Wisconsin Avenue was identified as a major challenge for successful retail on the Wisconsin Avenue corridor in the Georgetown 2028 plan. Over the last five years,



property owners in these blocks have begun upgrading their buildings in response to a BID-led effort that encouraged reinvestment. More work continues in this corridor, and the BID will continue to convene property owners and brokers to support leasing on Wisconsin Avenue, revitalize buildings, and improve the streetscape.

Creating a Business-Friendly Regulatory Environment

A key function of the Georgetown BID economic development program is to create an environment in which businesses can be successful. One goal is to ensure that Georgetown's regulatory environment doesn't put the neighborhood at a competitive disadvantage. In 2015, the BID organized a collaborative process with the ANC and Citizens Association of Georgetown (CAG) that led to ending the cap and moratorium on restaurant liquor licenses in the neighborhood. In 2018, the BID launched a community process with the ANC, CAG, Historic Preservation Office, DDOT, and Commission of Fine Arts to discuss changes to the federal design review process in Georgetown. The BID has also worked with the Department of Consumer and Regulatory Affairs, and the DC Council, to modify the vacant property enforcement process in a way that does not negatively impact the commercial district environment. Finally, the BID works with individual businesses to help them understand the regulatory process in the early stages of their planning. The BID will continue these efforts, and be on the lookout for other regulatory issues that may arise, to ensure businesses can continue to open and thrive here.

2.10 Homeless Services Support

The Homeless Services Program makes investments to support the District's goal of making homelessness rare, brief, and non-recurring.

No one benefits from homelessness. For the people who are experiencing life on the street, it is unsafe, unhealthy, and unsustainable. For the community, it is an indication of failure to provide a public safety net and can pose public health threats. And for businesses, homeless people occupying sidewalks in front of stores creates a less inviting environment and leads to lower sales, fewer jobs, and diminished tax revenues for the city.

For the last 19 years, the BID has supported the Georgetown Ministry Center (GMC), which has provided a range of homeless services in the neighborhood. As the GMC goes through a leadership transition and examines its goals and operations, the BID is also evaluating how its resources can be most effectively used to help people experiencing homelessness get into housing and receive the wrap-around services they need to lead safe, productive and independent lives off the street.

In the coming years, the BID is prepared to double the amount of money it has traditionally spent supporting homeless services and will work with city and non-profit agencies who are employing evidence-based best-practices to maximize the impact of its spending.

Our efforts will continue to help organize census counts; increase outreach (especially to service-resistant clients); coordinate homeless response planning and policy through the BID Council and homeless service provider networks; improve hypothermia outreach; improve data collection and mapping to help outreach workers connect with clients; educate the BID's Clean Team members on how to communicate with, and help, the homeless; and educate BID members and the community on how to best help the homeless get the services they need and off the streets into housing.



2.11 Management & Administration

Five years after the BID fully implemented its new management structure - with a CEO and professional staff carrying out the broad policy direction of the Board - the organization is financially strong, well-staffed, and managed to maximize value for its members.

The BID remains committed to hiring and supporting a high-capacity professional staff – paying them competitive salaries and benefits, supporting their career development, and providing them with a supportive, high-quality workplace and resources that encourage them to be creative, collaborative, and effective. The goal is for staff to stay as long as we can keep them so that they develop deep ties to the community and become more productive with each year they work for the organization.

The BID takes the same approach toward its hourly contract employees and has great success retaining Clean Team members who are mission driven, enjoy their workplace, and get high marks from members for doing a great job. In 2018 the BID renegotiated its contract with Block By Block to increase Clean Team members’ pay and better align their benefits with those received by the professional staff. Our goal is to pay a living wage that always exceeds the District’s minimum wage, and also pay for health and retirement benefits.

In order to maximize efficiency, the organization chart is relatively flat, with almost all employees having direct responsibility for their own program areas. The CEO works

with each program leader to set annual goals where accomplishments can be measured.

Since the BID provides so many different kinds of services and programs, there is a great benefit to keeping the team together in a single, shared office space. The BID staff occupies high-quality ground floor office space that also serves as the deployment center for the Clean Team and meeting space for the staff, Board, and community, and office space for Georgetown Heritage. The lease runs through 2023. In 2021, the BID will reevaluate its space needs and look across the market to ensure that it is maximizing the value of its members’ dollars before signing a new lease.

As the organization has grown in size and complexity, the CEO and Board decided to expand the administrative staff over the last five years. In addition to the Office Resources Coordinator (reception, supplies, billing, office maintenance), the BID now has a full time CFO/HR director and an executive assistant who handles all scheduling and Board administrative functions - freeing the professional staff to focus on programs and projects. The BID works to keep administrative overhead as low as possible. There are no current plans to grow the staff beyond the current levels in the coming years.

The governance for the organization is provided on a voluntary basis and there is no remuneration for Board or Executive Committee members.



2.12 Measuring Impact

All of the programs, projects, and activities listed in this five year plan, as well as new projects that the BID pilots every year, are evaluated on a regular basis to ensure that they remain relevant to the BID's mission, provide value to our members, and continue to meet the strategy screen criteria. Examples of long-standing programs that the BID decided to step away from after a careful evaluation include the Taste of Georgetown, which the BID continues to own, but no longer pays for or produces; temporary weekend sidewalk widening; and smaller shopping events that did not move the needle. Examples of pilot projects that have been adopted as permanent programs include the Georgetown GLOW light-art festival, and sidewalk and plaza furniture activations.

The BID staff and Board evaluate the impacts of all programs and projects using a variety of tools, depending on how the activity can be measured:

1. Strategy Screen (did the program meet the BID's strategy criteria?)
2. Perception (through survey instruments - on-line, by mail, and intercept - to members and the public; and through interviews, and anecdotal evidence)
3. Input measures (did we do the activity that we set out to do, and did we do it well?)
4. Objective outcomes (pedestrians counts; vacancy rates; crime rates; infrastructure improvements; etc.)

Some of the input and outcome metrics we will be using to track and measure program activity include:

Street Services

- Tons of trash collected
- Amount of graffiti removed - and time it takes to respond
- Bricks repaired/replaced - and time it takes to respond
- Treeboxes repaired and maintained

Marketing & Communications

- Event attendance
- Quality of events and public response
- Pedestrian Counts (promotion response and weather adjusted)
- Earned media value generated (AVE - advertising value equivalency)
- Website traffic
- Social Media followers and engagement
- Sponsorship revenue
- Number and quality of publications

Streetscape Beautification

- Number and quality of flower baskets
- Miles of holiday roof lighting and number of wreaths
- Light poles painted
- Treeboxes repaired/maintained
- Planted areas maintained

Management & Administration

- Success at keeping administrative near 15% target
- Success at retaining both hourly and professional staff
- Clean annual audits and management letters
- Policies and procedures in place that ensure sound fiscal management of the organization
- Efficient use of office and storage space
- Effective leveraging of spending and assets that expand resources to support the BID's goals

Destination Management

- Success of Georgetown Heritage (planning, fundraising, implementation) to improve C&O Canal
- Delivery and operation of new canal boat in 2020
- Wayfinding program is maintained and expanded
- High-quality visitor center is planned and interim services are being provided
- Progress in helping NPS Boathouse Plan come to fruition





Transportation

- Improvements to pedestrian safety
- Completion of planning and implementation of infrastructure improvements along K and Water Streets
- Completion of feasibility studies
- Number and type of improved bicycle facilities
- Number of high-functioning curbside pick-up and loading zones
- Improved transit services
- Higher bike and transit usage to access Georgetown
- Higher usage of cycle track
- Improvements to public and private parking information and systems

Economic Development

- Increased pedestrian counts
- Increased occupancy rates
- Circulation/downloads of market reports and other research output
- Quality of the reports and research output
- Number of media citations using BID-disseminated statistics
- Attendance of broker briefings
- Improved storefronts in targeted areas
- Impact of activity on business infrastructure development

Placemaking

- Number and intensity of use of plazas and parklets
- Installation and use of street furniture
- Success of Gateway improvements
- Improvements to area under Whitehurst Freeway
- Number of vacant storefront windows well-decorated
- Number and quality of improved tree boxes
- Number and quality of improved alleys

Public Safety

- Success in organizing public safety communications with members
- Impact of programs that support MPD efforts in Georgetown
- Ability to timely respond to systemic problems or incidents that require BID attention
- Reduction in chronic criminal activity

Public Health

- Reduction of reported and discovered rodent infestations
- Effectiveness of communication and education program to reduce vermin activity/reports
- Effectiveness of destroying rodent habitat and timely response to problems

Homeless Services

- Increase in the number of people housed, and receiving wrap-around services
- Reduction in the number of people sleeping on the street (and in doorways)
- Effectiveness of partnership with DC Government and service providers
- Effectiveness of communication with BID members and public on how to best help homeless off the street



III. FINANCIAL OVERVIEW

3.1 Rate, Calculation and Collection of BID Tax

The Georgetown BID Tax is based on assessed values of the “non-exempt” commercial portions of real property. Georgetown BID tax assessed value is fixed for five fiscal years starting at the beginning of a renewal cycle and only adjusted during this period if the property is sold, significantly renovated, or the non-exempt portion of the property changes. A new five-year period, during which assessed values will be fixed, will begin on October 1, 2019, the first day of Fiscal 2020, using the DC Office of Tax and Revenue FY 2020 assessments. The Georgetown BID tax rate has not changed since 2007 when it was set at 15.45 cents per \$100 of assessed value. This rate will remain the rate for fiscal year 2020.

For FY 2021 and beyond, the BID Board will determine if the BID tax rate is sufficient to fund the projected program budget estimated in this plan. If they are not, then the Board may adjust the tax rate up to a statutory-permitted 5% per year to ensure full funding of the budget.

Twice per year the BID tax roll is submitted to the DC Office of Tax and Revenue (DC-OTR). The tax bills are prepared by DC-OTR and mailed by the BID. After tax bills are mailed, property owners pay their BID tax for each individual property to DC-OTR, which accounts for BID tax payments and transfers collected funds to the BID. BID tax revenues are spent on approved programs in support of the organization’s public charter and tax-exempt mission.

Unpaid BID taxes are recorded and property owners are contacted by the BID via U.S. first class mail, phone or email. Severely delinquent taxes may be submitted to DC-OTR for tax sale. Tax sales are managed by DC-OTR. It has been the BID’s policy to ensure prompt payment and to aggressively pursue delinquent tax payments. Delinquent BID taxes are charged late fees and penalties in accordance with the District of Columbia’s delinquent real property tax laws.

3.2 Management of GBID Finances

BID finances are subjected to multiple levels of review and oversight. Budgets are prepared by the CEO and staff and approved by the Executive Committee and Board of Directors. All expenditures are supported by contracts, bills and receipts, reviewed and approved by the program manager according to budgets, processed by the CFO, and signed by the CEO. Expenditures in excess of \$10,000 require the signature of two corporate officers. An independent CPA performs an annual audit of the financial statements and prepares the organization’s 990 form. The audit is reviewed by an Audit Committee of the Board of Directors, and the audit and 990 are presented to the Board at a regularly scheduled meeting where all members have an opportunity to question the auditor.

As revenues are collected and bills are paid, all financial activity is captured and entered into the BID’s accounting software. Each month the bank accounts and various other investment accounts are reconciled by the CFO and regularly reviewed by the CEO.

Monthly financial reports that include a discussion analysis of activities, a balance sheet, a statement of available funds for non-recurring expenditures, a cash flow statement with variances against the budget using accrual accounting, and a programmatic statement of activities are prepared by the CFO for review and approval by the CEO, Executive Committee, and Board of Directors.

The auditor makes annual recommendations for improvements to the financial management and accountability of the organization that are implemented by the CFO and CEO.

3.3 FY 2020-2024 Projected Budget

This five-year renewal plan must be submitted to the Mayor prior to completion of the BID’s FY 2020 budget approval process. Therefore this budget is the best estimate of the staff and Board as of March 21, 2019, including projections for inflation of labor, health care, rent, and other costs for contracts that must be rebid in coming years.

This budget reflects a conservative projection (based on past history) that 6% of BID taxes will be uncollectable or reduced due to successful assessment appeals. This budget assumes no annual increase in the BID tax mill rate over the

next five fiscal years. It is balanced through the first three fiscal years of the cycle, during which time the staff and Board will be making adjustments, where needed, to ensure full balance through the end of the fifth fiscal year in the cycle. Regardless of the Board’s best intentions and planning, it reserves the right and ability to revisit the mill rate within the allowed 5% per year on an annual basis, as needed, to balance the budget and meet the BID’s operating and capital expenditure needs.

FY 2020-2024 PROJECTED BUDGET

	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
TOTAL INCOME	\$ 4,710,360	\$ 4,710,360	\$ 4,958,171	\$ 4,959,835	\$ 5,010,501
TOTAL EXPENSES	\$4,661,513	\$4,786,001	\$4,911,965	\$5,041,707	\$5,175,342
NET OPERATING INCOME	\$48,847	\$ (75,641)	\$ 46,207	\$ (81,872)	\$ (164,841)
5 YEAR RUNNING BALANCE	\$48,847	\$ (26,794)	\$ 19,412	\$ (62,460)	\$ (227,301)

3.4 Projected FY 2020 Operating Budget²

INCOME		
	BILLED BID TAXES	\$4,944,000
2%	Allowance for Uncertain Collections	\$(98,880)
4%	Allowance - successful assessment challenges	\$(197,760)
	Contract with DC gov't - public space management	\$40,000
	Carryover from previous year (unrestricted reserves)	-
	PENALTIES & INTEREST ON BID TAX	\$14,000
	INTEREST INCOME	\$9,000
TOTAL INCOME		\$4,710,360
EXPENSES		
	STREET SERVICES	\$1,352,634
	MARKETING	\$956,804
	ADMINISTRATIVE	\$733,473
	STREETSCAPE	\$597,395
	C&O CANAL - GEORGETOWN HERITAGE	\$334,257
	TRANSPORTATION	\$230,939
	ECONOMIC DEVELOPMENT	\$177,673
	PLACEMAKING	\$158,339
	PUBLIC SAFETY	\$70,000
	HOMELESS SERVICES CONTRIBUTION	\$50,000
TOTAL EXPENSES		\$4,661,513
NET OPERATING INCOME		\$48,847

3.5 Capital Budget

In addition to the annual operating budget, the BID has a capital/non-recurring expense budget that it funds with the unrestricted fund balance from the operating budget at the end of each fiscal year. This budget is used for both capital items intended to last longer than five years such as holiday decorations, flower baskets, public furniture and public art; and one-time non-recurring expenses such as studies, demonstration pilots, and public improvements. The Board approves all capital non-recurring expenditures which become restricted and carry over from one fiscal year to the next until expended or rescinded.

3.6 Reserves

The Georgetown BID holds Board-designated reserves on its balance sheet to cover:

1. Budgeted deficits anticipated for the last two fiscal years of a five year budget cycle;
2. Repayment of portions of BID taxes to owners who successfully appeal their assessments;
3. Unanticipated events including wind-down costs and delayed transfer of BID taxes from the city.

²This is a projected budget for FY 2020 and has been reviewed, but not approved, by the BID's Board of Directors. The BID's actual FY 2020 budget will not be adopted by the BID Board of Directors until after the submission deadline for the 5-year plan.

Exhibit A

BID Boundaries

See BID map on following page.

The BID tax is applied to all non-exempt (as defined in the District's BID Law) portions of real properties located in the following areas:

Within the area bounded on the north by the southern boundary of R Street N.W., on the south by the Potomac River, on the east by Rock Creek, and on the west by the eastern boundary of Georgetown University together with the area bounded on the north by the northern boundary of Pennsylvania Avenue N.W., on the south by the C & O Canal, on the east by Rock Creek and on the west by the intersection of M Street N.W. and Pennsylvania Avenue N.W.;

- along M Street N.W. between the western terminus of the Rock Creek bridge on the east and the eastern boundary of Georgetown University on the west;
- along 28th Street N.W., between M Street N.W. and Olive Street N.W.;
- along 29th Street N.W. and 30th Street N.W. in each instance between the Potomac River and Olive Street N.W.;
- along 31st Street N.W. between the Potomac River and N Street N.W.;
- along Thomas Jefferson Street N.W. between the Potomac River and M Street N.W.;
- along Potomac Street N.W., 33rd Street N.W., 34th Street N.W., Bank Street N.W. and 35th Street N.W., and 36th Street N.W., in each instance between M Street N.W. and Prospect Street N.W.;
- along Prospect Street N.W., between Wisconsin Avenue N.W. and Potomac Street N.W.
- along N Street N.W., between 31st Street N.W. and Potomac Street N.W.;
- along O Street N.W., between 31st Street N.W. and Potomac Street N.W.;
- along Dumbarton Street N.W., between 31st Street N.W. and Wisconsin Avenue N.W.;
- along P Street N.W. between 31st Street N.W. and 33rd Street N.W.;
- along Volta Place N.W., between Wisconsin Avenue N.W. and 33rd Street N.W.;
- along Q Street N.W. between 32nd Street N.W. and 33rd Street N.W.;
- along 33rd Street N.W., between Dent Place N.W. and Wisconsin Avenue N.W.;
- along Reservoir Road N.W., between 32nd Street N.W. and 34th Street N.W.;
- along R Street N.W., between 32nd Street N.W. and 34th Street N.W.; and
- along Wisconsin Avenue N.W. between the Potomac River and R Street N.W.

Exhibit A BID Boundaries






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