



2024 Georgetown BID Five Year Renewal Plan FY2025-2029



GEORGETOWN ★ DC

BUSINESS IMPROVEMENT DISTRICT

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TABLE OF CONTENTS

I. Georgetown BID Organization Overview	4
1.1 Legal Description	4
1.2 Boundaries	4
1.3 Management Team & Staff	4
1.4 Contractors	6
1.5 Partner Organizations	6
1.6 Governance	7
II. Five-Year Business Plan: FY 2025-2029	7
2.1 Street Services	10
2.2 Streetscape Beautification	12
2.3 Public Safety	13
2.4 Public Health	14
2.5 Homeless Services Support	14
2.6 Marketing, Events & Communication	15
2.7 Transportation	18
2.8 Economic Development	20
2.9 Placemaking	21
2.10 Destination Management	23
2.11 Management & Administration	24
2.12 Georgetown BID Enterprises	24
2.13 Measuring Impacts	25
III. Financial Overview	28
3.1 Rate, Calculation & Collection of BID Tax	28
3.2 Management of GBID Finances	28
3.3 Projected FY 2025 Operating Budget	30
3.4 Statement of Financial Position	31
Exhibit A GBID Boundaries	32

INTRODUCTION

Georgetown, like urban neighborhoods across the country, is recovering from the economic challenges of three years of global pandemic, and the social and political upheaval that followed. Due in part to the BID’s work responding to these challenges, Georgetown is performing better than almost any retail district in Greater Washington, with stronger leasing, sales, and visitor numbers than most competitor submarkets. You can find information on the BID’s pandemic response in our annual reports posted on the BID’s website, www.georgetowndc.com.

In 2022 the BID staff and Board spent several months looking at the challenges to our neighborhood and discussing how to best address them. The work was broken into three major buckets – Operations; Marketing; and Place and Economy (Placemaking, Economic Development, and Transportation).

Staff and Board members worked in committees to evaluate the current BID programs – about 80 in all – and discussed new ideas for projects. The Board then met to review the committee work and prioritize activities of highest need and impact.

As we did when we last went through a renewal process in 2019, we broke our evaluation 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 de-emphasize if resources can be better used elsewhere.

This five-year work plan reflects that work in the context of declining commercial office values that will impact the BID’s revenue and programs. The plan describes opportunities, long-term commitments, and programs we plan to end.

The Georgetown BID remains committed to its core programs and sees opportunities to increase both visitation to, and dwell times in, the neighborhood. Despite anticipated conversions of some office spaces to other uses, Georgetown will still offer a compelling location for companies and their employees who appreciate the high-amenity / mixed-use qualities of the district. The Board also renewed its commitment to looking for alternative funding sources to support more arts and entertainment programming, creative promotions, and placemaking.

The economic data of the last two years confirms that dense downtown-adjacent neighborhoods, with a mix of many uses, have weathered the economic storms better than downtown or suburban mono-cultures. There is no better example of this than Georgetown.

This plan is a road map for how the Georgetown BID will continue to create value for our diverse membership by keeping the neighborhood clean, safe, comfortable, diverse, vibrant, fun, interesting, and – most importantly – economically successful.


Terese Wilson, Chair
Board of Directors


Joe Sternlieb
CEO & President



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. 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 properties on M Street between Canal Road on the west and Rock Creek Parkway on the east; the 3200 block of Prospect Street; and all properties south of M Street to the Potomac River. It also includes all 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 12 full-time professional staff as of 2023. The organization is relatively flat, with most staff members running a unique program area. There is a senior staff comprised of the CEO, CFO, VP for Marketing, VP for Operations, and the Economic Development Director. This group is responsible for the day-to-day administration of the organization.

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, 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.

Vice President, 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, public art programs 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.

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, and provides similar services to Georgetown Heritage.

Director of Economic Development

Responsible for overseeing strategic development and project implementation for the economic development initiatives. 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 and serves on the BID Sr. Staff - providing coordination of Transportation and Placemaking staff.

Events Director

Responsible for helping develop and manage all BID-sponsored events under the direction of the VP of Marketing. Events include Georgetown GLOW, French Market, Bike to Work Day, and seasonal promotions, 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 of Marketing. Is responsible for the BID website, blog, videos, media and public relations. Also oversees all paid and earned advertising, imagery, and produces email newsletters, including the weekly BIDness and BID member communications.

Transportation Director

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 Director

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

Director of Public Space Operations

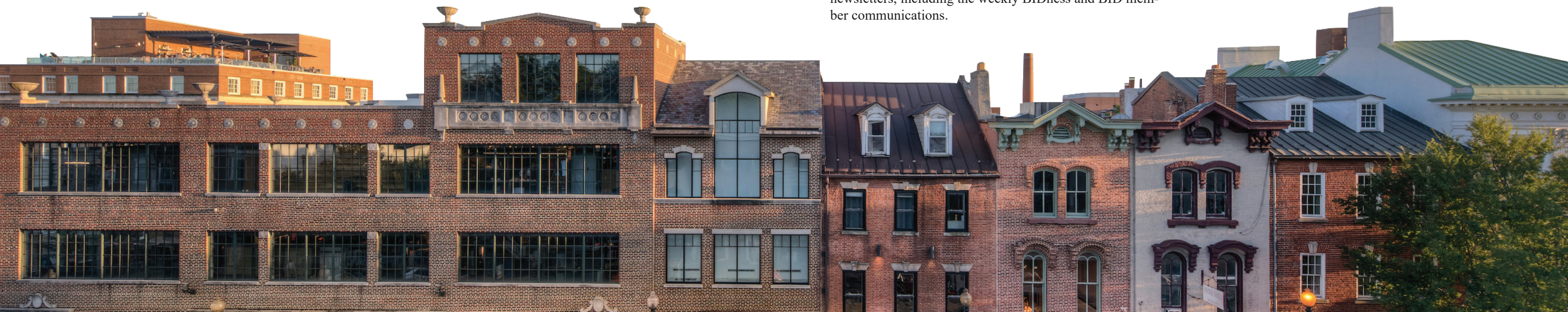
Responsible for day-to-day interface with the Clean Team contractor, and D.C. agencies that deal with street conditions including DDOT, DC Water, DPW, and the Department of Health. Leads innovative efforts to reduce rodent population. Monitors disorder in public spaces from businesses and the public,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

Executive Assistant and Social Media Coordinator

Monitors and manages BID's social media channels, schedules and coordinates the CEO and internal organizational meetings, Secretary to the Board, and carries out special projects for the organization.

Sanitation Resources Manager

Oversees the BID's efforts to create a clean and healthy environment through consultation with individual



businesses on trash management, staff training, and aggressive rodent abatement methods.

Communication Safety Coordinator

(New position to be added in FY 2024)

Responsible for designing and implementing a network for existing security personnel employed in Georgetown retail, hotel, service, office, and restaurant businesses linking them to each other and MPD through a phone-based app that allows professional communication in real time to deter crime and lead to arrests. Also responsible for coordinating a robust camera program that ensures police and prosecutors have access to video images from all Georgetown commercial blocks.

1.4 Contractors

The Georgetown BID engages contractors to carry out most street services, landscaping, and decorating functions.

Clean Team – 25 FTEs

(Incumbent Contractor is Block By Block)

Manual and mechanical sidewalk sweeping, trash collection, graffiti removal, and snow prep and shoveling, event support, special projects such as brick repair, power washing, and light maintenance, and staff supervision. Services are provided 363 days per year. In FY 2023 the BID entered into a contract with NPS to do cleaning and light maintenance on the C&O Canal and Capital Crescent Trail for a fee that is renewable at their discretion.

Landscaping and Decorations – 2.5 FTEs

Installation, watering, and maintenance of over 150-300 flower baskets depending on the availability, street planters, and plantings in parks, as well as installation and maintenance of holiday wreaths. The work of the various crews that provide landscaping and decorations services is seasonal and takes place primarily overnight between 10 PM and 5 AM.

Holiday Lighting and Special Projects – 1 FTE

The BID has installed rooftop outline lights and provided support services for the BID's holiday programming through a contractor who employs several people working at night from November through January since 2016. This program is not funded after FY 2024 but will be reinstated if funds are made available.

Total FTEs employed by the BID to Manage the Georgetown Commercial District = 39.5

1.5 Partner Organizations

The BID is a major sponsor of Georgetown Heritage, the non-profit organization it helped create and incubate, working to revitalize and interpret the C&O Canal Park that runs for one linear mile through Georgetown. The BID provides staff management, CFO, HR, and Marketing services to Georgetown Heritage, and hosts their professional staff in the BID offices. Georgetown Heritage employs five FTE professionals and two part-time staff as well as a seasonal Canal Boat staff of nine. The canal boat program was first envisioned in the BID's Georgetown 2028 plan and completed two full seasons of operation through October 2023. As of this date the boat program provided interpretive tours of Georgetown to over 36,000 people and generated over \$8 million in earned media for the neighborhood.

The BID also shares office space, and coordinates events and marketing activities with Georgetown Main Street (GMS) – a DC Government-funded business promotion and technical assistance organization that supports small businesses on the Wisconsin Avenue Corridor. GMS employs one FTE.



1.6 Governance

The Georgetown BID is governed by a 28-member Board of Directors comprised of commercial property owners and tenants. There are also four non-voting appointed Board members representing Georgetown University, Georgetown Main Street, Advisory Neighborhood Commission 2E, and Georgetown Medstar Hospital.

The Board sets broad policies and goals and delegates day-to-day organizational oversight to a seven-member Executive Committee comprised of officers and designated board members. The Executive Committee oversees the Chief Executive Officer who manages the day-to-day affairs of the organization.

The organization is guided by corporate Bylaws and Policies and Procedures. In addition to the Executive Committee, there are two standing committees convened 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.



An Annual Meeting is held each year to review the organization's accomplishments and conduct organizational and membership business as needed.

II. Five-Year Business Plan: FY 2025-2029

Program Planning for Success

The Georgetown BID manages the public environment for the benefit of its members. As the most diverse commercial district in Washington, DC, it's challenging to design programs that benefit every sector of the BID's membership. However, the organization works to deliver programs that "move the needle" to make Georgetown a better and more sustainable place to do business. Our mantra – developed during 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.**

The BID staff and Board develop and evaluate potential programs and projects against this common strategy screen, originally developed in 2019 and modified in 2022:

- Does it move the needle to have a positive economic impact for office, retail, hotel, and service businesses?
- 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?
- Does it increase the number of visitors and/or dwell times of visitors?
- Is it important or urgent?
- Is there an opportunity to leverage or partner?
- Is it fun to do?
- What is the value proposition?

The activities listed in the six program areas on the following page represent the BID Board's work plan for the coming years. Within each program area there are one or more projects that also meet the strategy screen criteria. For example, the French Market is a BID-organized event under the Marketing program. It drives increased visitation, generates a great deal of earned media for the commercial district, raises brand awareness, and produces increased economic activity for our members. This event is supported by the staff from Operations (cleaning, brick repair, graffiti removal, and set up), Transportation (sidewalk widening, permitting, traffic control), and Economic Development (survey collection and KPI measurement) to ensure success.

Strategy Screen for BID Program Areas

Operations	Marketing	Transportation
<p>Keep Georgetown clean, attractive and feeling safe</p>	<p>Keep Georgetown top of mind through communications, PR and events</p>	<p>Make it safe and easy to get to, from and around Georgetown</p>
<ul style="list-style-type: none"> • Cleaning (trash & graffiti removal) • Maintenance (bricks, bikes, etc.) • Decorations (summer + holiday) • Landscaping vector control • Public safety organizing • Homeless services support • Canal towpath maintenance (under NPS contract) 	<ul style="list-style-type: none"> • Public communications & advertising for brand & events • Member communications & meetings • Social media • Events • Earned media • BID promotions • Public art programming 	<ul style="list-style-type: none"> • General planning • Systemic & location-specific problem solving • Curbside management • Transit improvement planning/advocacy • Gondola planning¹ • Bike-ped advocacy • Public parking policy • Regulatory signage support

Economic Development	Placemaking	Georgetown Heritage
<p>Support commercial occupancy and diversity</p>	<p>Make Georgetown's public spaces comfortable and welcoming to all</p>	<p>Enhance the canal park into a destination for cultural tourism, education and recreation</p>
<ul style="list-style-type: none"> • Data collection & research • Data analysis • Communications • Constituent help with DC agencies • Property owner & brokers interface • Retail support • Real estate-related problem solving 	<ul style="list-style-type: none"> • Plaza design & furnishing • Sidewalk improvements • Gateway enhancements • Public spaces to linger • Play spaces and recreation planning • Signage & wayfinding 	<ul style="list-style-type: none"> • Park revitalization, enhancements, towpath, lighting, signage, safety, placemaking • Interpretation/education • Recreation activation • Tourism experience enhancement

It is also important to note that the BID encourages innovation, experimentation, and piloting of ideas before making long-term commitments to new programs or projects. A portion of the budget each year is dedicated to testing new ideas.

¹The BID has spent a number of years working with community leaders and organization on developing a plan to connect Georgetown to the Roslyn Metro Station with an arial gondola. Pre-NEPA environmental work has been completed but the project is on pause until the DC Government decides it wants to take leadership to move it forward. The BID will continue to participate in meetings but not spend resources on this project until the pause is lifted.

2.1 Street Services

Street Services has the BID's largest budget and staff. In FY 2024 it employs 27.5 full-time equivalent positions (FTEs). The BID operations department has evolved over the last 25 years to creatively and efficiently maintain Georgetown's environment by cleaning sidewalks and gutters, supporting BID events, and maintaining public spaces and furnishings.

Daily Trash Collection, Sidewalk and Gutter Sweeping

Over the next five years, approximately 25 full-time Clean Team members will continue to pull trash from 174 BID-installed trash cans 363 days per year along 142 block faces on approximately 10 miles of sidewalk, walkways, and alleys. If the contract is renewed by NPS, they will also do so on the C&O Canal Towpath and Capital Crescent Trail. In a typical year the team removes over 7,000 graffiti tags and stickers (135/week). The BID will continue to remove litter and leaves from approximately four miles of gutters each day. The Clean Team's hours and deployment change with the seasons and days of the week. Staff members are deployed to address needs when the streets are busiest.

Within the Clean Team there is a Sidewalk Widening crew that maintains approximately 2,500 linear feet (just under half a mile) of streateries, bus stops, and sidewalk extensions that the BID installed as a Covid mitigation program in 2021 and has continued to operate while it works with DDOT and the community on a more attractive, and more permanent, program that supports outdoor dining and safer streets. The team repairs damaged sidewalk and bus stop extensions, and lifts all sections several times a year to power wash underneath them. The crew also communicates with the restaurants that have tables, chairs, and other furnishings on the sidewalk decks to ensure compliance with city and BID standards. It is anticipated that this special crew will work into FY 2026 until the permit for the sidewalk extensions expires.

There are also two full-time special project specialists on the Clean Team. One maintains hundreds of individual pieces of street furniture – chairs, tables, umbrellas, planters, bike racks, and swings – while also doing special landscaping projects; and the other repairs and replaces broken and missing bricks and bike racks throughout the BID.

Since 2009, Clean Team services have been contracted to Block By Block, a national company that operates over 100 BID clean teams in 30 states. Block By Block's national presence provides the BID with economies of scale in purchasing, access to industry best practices, and provides Georgetown with a reliable leadership and labor pool. The BID's Operations Director and Street Services Manager

work with Block By Block's site manager to set daily and weekly goals and deployment schedules. They track and measure accomplishments to maximize effectiveness. 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. The supervisors can also track areas that have been cleaned, or still need attention, on a daily and weekly basis. Tracking has helped the BID quickly address areas that need attention.

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

The DC Department of Public Works (DPW) will maintain and service two large industrial compactor dumpsters under the Key Bridge for the exclusive use of the Georgetown and Golden Triangle BIDs starting in 2024. These replace a single compactor and dumpster. The BIDs haul the contents of all public trash cans to this location several times per day and DPW empties the compactors as often as needed to reduce waste odors, rodents, and other trash-related problems. This system relieves DPW of the need to pick up individual trash cans in the BID areas except in special cases.

Power Washing

The BID's seasonal power washing program focuses on alleys, sidewalks and hard surfaces. The program runs from approximately April 1 through October 31 to remove the dirt, grime, stains and gum that can accumulate in a busy

urban environment. The team addresses all areas while concentrating on hotspots and emergency clean-ups as needed.

Graffiti Removal

The Clean Team removes over 7,000 graffiti tags and stickers in an average year. In addition, it removes tags from signs, light poles, building faces, and NPS/DDOT pedestrian bridges. The BID paints over graffiti on the concrete walls under the Key Bridge and uses approved chemical treatments to remove graffiti from historic walls along the C&O Canal under an agreement with NPS. 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

DDOT Reimbursable Maintenance Agreement (RMA): In 2014 the Georgetown BID worked with DC Councilmembers to write and pass legislation authorizing the Mayor to contract directly with BIDs to maintain public space. Since then, DDOT has executed an annual reimbursable maintenance agreement with most of the city's 12 BIDs. The Georgetown BID maintains a variety of public space elements under the agreement:

Brick Maintenance

There are approximately 2 million bricks in the Georgetown BID area and the BID takes care of most small (under 20) resetting and replacement jobs under the RMA. By immediately addressing small problems they seldom grow into large problems, and the amount of time and expense to maintain Georgetown's sidewalks is less than a third of what the DC Government paid prior to 2015.

The BID's RMA with DDOT also allows us to contract out some larger/more complicated sections of sidewalk bricks to be repaired quickly by a professional mason.

Bicycle Infrastructure

The BID uses the same RMA to install and repair public bike racks and corrals, and do light repairs to the bike lanes and tracks on behalf of DDOT.

Snow and Ice

The goal is to have the sidewalks cleared and safe throughout, and immediately following, snow events. BID staff distributes snow planning information to all buildings each October to encourage members to prepare their staff for winter. The BID asks every building to stock shovels, ice-breakers, sand, and salt on premises, and designate staff, or a contractor, to remove snow. The BID also lends shovels and ice-breakers to businesses, as needed.



The BID's Clean Team clears pedestrian bridges, handicapped ramps, bus stops, fire hydrants, and the few sidewalks that are adjacent to parks using snow blowers, salt spreaders, and sweepers. DPW provides salt and sand to the Clean Team to supplement the environmentally sensitive ice-melt products. During major snow events the BID contracts with heavier equipment operators to clear critical crosswalks and alleys so businesses can receive deliveries and remain open. During these events the BID often puts up Clean Team members in local hotels so they can safely start and end their workday(s) in Georgetown.

Tree Boxes

The BID has taken on increasing responsibility for trees and tree box maintenance over the years with a goal of protecting roots from compaction and enabling trees to grow and thrive. The BID's Street Services Manager is a licensed arborist who works closely with the District's Urban Forestry Administration (UFA) to evaluate tree and tree box conditions and plan for replacements and pruning.

The BID cuts back DDOT's cast-iron grates when they begin to collar trees and has piloted different tree box materials including gravel, plantings, and porous Flexipave®, a rubber material that allows pedestrians to walk, and water and oxygen to reach roots, without compacting soil. In 2023 an inventory and plan were completed for each of the 377 tree boxes in the district. Over the coming years, working with DDOT's Urban

Forestry division, the BID will implement a tree box upgrade program.

Contracts

National Park Service

Starting in the summer of 2023 the BID became a contractor to the National Park Service's C&O Canal National Historical Park. The BID employees two FTEs through Block by Block to remove litter, debris, graffiti, overgrowth, and small objects from the canal prism and towpath; clean the restrooms at Fletcher's Cove on the weekends; and report larger problems to NPS along the canal towpath from the zero mile marker to Fletcher's Cove, and on the Capital Crescent Trail from the Aqueduct abutment to the DC border. This contract is renewable at NPS discretion. If canceled, responsibility for this work will revert to NPS.

The African American Historic Landmark Project and Tour

Contracts with the BID to clean and maintain its historic markers in and around Georgetown.

2.2 Streetscape Beautification

Flower Basket Program

The BID installs and maintains 305 petunia baskets from approximately May through October. Since they were

first introduced 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. The BID periodically upgrades the flower basket hardware and works with its contractor to improve the look and durability of the flowers.

Holiday Enhancements

Since 2016 the BID has installed 200 large holiday wreaths on light poles on Wisconsin Avenue, M Street, K Street, and at Washington Harbour, between November and January. Approximately seven miles of white string lights along the roof lines of most BID-member buildings were also installed each year. The holiday enhancement program is evaluated annually for cost and impact and the wreath program remains budgeted through FY 2029, but the string lights are no longer included in the 5-year budget.

The BID wraps trees at three gateways into the neighborhood on M Street and Wisconsin Avenue. The BID's operations team also supports the marketing department's GLOW event to ensure it is well maintained throughout the exhibit period.

Ongoing Streetscape Maintenance

The BID repaints all the street light poles on a three-year rotating schedule.

The Clean Team maintains the BID's hundreds of pieces of public street furniture, including tables, bistro chairs, swings, Adirondack chairs, and planters placed in plazas, on sidewalks, and in parks throughout the neighborhood. Starting in FY 2021 the BID contracted for the maintenance of planters associated with the streateries and widened sidewalks. Starting in FY 2024 the BID took this function in house.

2.3 Public Safety

Over the past 10 years, as crime in DC dropped to low levels, the BID focused most of its public safety efforts on coordinating communication between BID members and the MPD, with regular meetings and seminars on things like shoplifting and counterfeiting. We have worked with MPD and the US Attorney's office to develop enforceable barring notices that businesses can use against trespassers and shoplifters and encouraged retailers to install security cameras. Prior to the pandemic, the BID staff met regularly with the Full Stride Officers, and PSA Sergeants and Lieutenants. However, during and after the pandemic this contact declined and needs to be reestablished. Notwithstanding this decline in contact with line officers, the BID has maintained a strong working relationship and close communication with the 2D commander and Sr. MPD leaders to ensure that Georgetown receives the 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, to ensure our businesses' needs and concerns are represented and addressed.

As crime increased across DC in 2023, the BID began planning for a more robust safety program. Starting in 2024 and continuing for as long as there is funding, the BID will employ a full-time community safety coordinator to work with members on a range of interventions to deter crime and catch offenders. In anticipation of passage of the Safe Commercial Corridors Act, the BID will organize a communication network between MPD and the many security personnel who are already employed in Georgetown - but stay within the four walls of their businesses and have no contact with peers in nearby properties. The coordinator will also work with building owners and tenants to install more security cameras and will coordinate access to footage by law enforcement. Finally, in conjunction with peers from the DC BID Council, the BID will work with the Deputy Mayor for Public Safety, the Attorney General and the Council to support amendments to current laws and procedures to make quality-of-life crimes and other misdemeanors more likely to be adjudicated and punished.



Emergency Preparedness

The BID participates in briefings and training conducted by DC's Homeland Security and Emergency Management Agency (HSEMA) and is a member of the Business Emergency Management Operations Center (BEMOC). The focus of this training 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 MPD to ensure that employees and the public are well informed on what to do in the event of an emergency in Georgetown.

2.4 Public Health

In 2007 the BID began a partnership with the District of Columbia Department of Health (DOH) and other government agencies to assist with rodent abatement. This program has evolved over the last 11 years into the city's most aggressive and innovative – moving Georgetown's commercial district from the lowest-performing neighborhood in the city to one of the highest. But our work is by no means complete. In the past few years, we have worked with trash can manufacturers to build and test rodent-proof public trash cans; worked with businesses to improve their trash management and storage; and pushed haulers to be more efficient in their pick-ups. Our goal continues to be 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 CO2, dry ice and natural predators, working with BID members and the city to install sealed compactors, and fixing public and private infrastructure problems that enable rats to get into buildings.

We will also be selling some pest control services to private buildings and areas adjacent to the BID where our unique methods can have a positive impact.

2.5 Homeless Services Support

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

For most of the last 24 years the BID has supported the Georgetown Ministry Center (GMC), which provides a range of homeless services in the neighborhood. In addition to an annual contribution to support a full-time social worker, the BID provides a GMC board member who currently serves their Chair.

The pandemic caused a city-wide spike in homelessness that has impacted Georgetown because it is perceived as safer and more populated than other commercial districts.

Living on the street is unsafe and unsanitary for both the unhoused and the broader community, and for businesses, unhoused 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. GMC works to employ evidence-based best practices to maximize the impact of its programs. In 2023 GMC had over 1,400 unique interactions with homeless individuals. They work with the BID to relocate individuals who are camped out on private property or National Park land or are causing disturbances.

While the BID remains committed to educating BID members and the community on how to best help the homeless get the services they need and off the streets into housing, we are also working with GMC on concrete solutions such as their effort to create a Bridge Housing program to quickly move people who have housing vouchers but not yet permanent housing, into temporary housing where they can be prepared to make the transition from the street into an apartment.

2.6 Marketing, Events & Communications

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

Over the past five years, the BID's Marketing program has promoted Georgetown through old and new channels. Changes to the way people consume content and access information are constantly monitored and we quickly pivot to meet them where they are. Ten years ago we were dependent on Facebook and Twitter. Today it's Instagram. In coming years, the focus will be on video content – perhaps on channels that don't yet exist.

In 2021 the BID launched the "Unexpected" advertising campaign to address our need to recover from the impacts of the pandemic. It has become so successful that it has evolved into a long-term promotional campaign for everything available in Georgetown. The campaign has promoted the BID's signature events, neighborhood happenings, retail and restaurant promotions, and general brand awareness. In coming years, it will expand to promote Georgetown office space, and more cultural offerings.

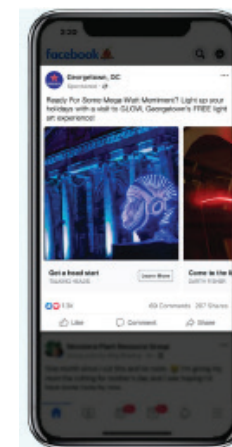
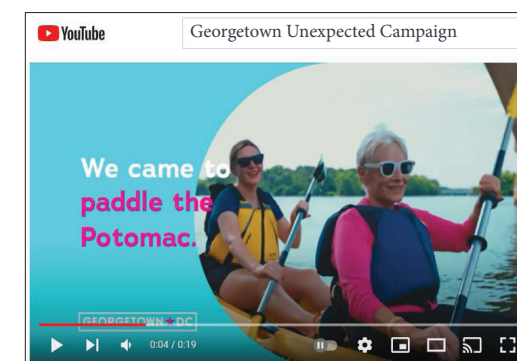
The BID has developed a unique voice to promote the neighborhood through its website, blog posts, social media, advertising, and PR campaigns to support hundreds of BID-member businesses and stay top of mind in a very competitive environment.

In coming years, the BID hopes to expand its footprint in the arts and culture through expanded partnerships, and new programs and events that leverage the neighborhood's brand and natural advantages.

Marketing Program Elements

Branding & Advertising

Georgetown is an internationally known destination with incredibly strong brand equity (the value that derives



from consumer perception). In coming years, the BID's Marketing program will continue to keep the brand fresh and relevant across all communication channels. During and after the pandemic, paid advertising campaigns were increased to promote both the neighborhood and specific events with great impact. The BID will continue advertising and will also:

- Promote Georgetown office space in a very challenging market.
- Expand our presence across digital advertising channels.
- Increase co-op advertising with partners including Destination DC's national and international tourism program.
- Promote Georgetown with industry groups RAMW (Restaurant Association of Metropolitan Washington), WACA (Washington Area Concierge Association), and similar partners through member outreach and industry events.
- Publish the official Georgetown Map & Guide, distributed annually to 75,000 area hotel rooms.
- Launch creative new campaigns to generate earned media.



Travis Kalce found love and Georgetown's commercial district prospered. What a year! The number of new Georgetown openings spoke for itself, and although 28 businesses closed in 2023, Georgetown still had 32 net-positive openings. The pace and strength of Georgetown's recovery has been outstanding over the past three years. Georgetown remains the busiest and most active outdoor shopping destination in the region, only competing with Tyson's, with a 4.4% increase in annual domestic visitors over 2022.



Signature Brand Events, Promotions & Sponsorships

The BID's Event Marketing program produces and sponsors a variety of neighborhood events each year and will continue to do so over the next five years. Different events target different constituencies – each with the common goal of bringing more people to the neighborhood to support our businesses. In 2023 our event schedule included:

- The 20th anniversary of the Georgetown French Market – a merchant event on Book Hill that in 2023 attracted 24,000 people over the three-day event in April.
- Sponsorship and hosting of the Capital Fringe Festival in underutilized Georgetown spaces over two weekends in July.
- The 9th Georgetown GLOW holiday light art festival, which has drawn between 30,000 and 60,000 visitors each December.
- Summer programming in Georgetown Waterfront Park, including movie nights and Dancing on the Waterfront – a free, weekly summer dance series done in partnership with local organizers.
- The Georgetown Heritage Gala.
- One-day events such as Bike to Work Day (May); Art All Night sponsored activations (September) and Georgetown

Fall Market sponsorship with Georgetown Main Street (October); and Holiday Shopping Night & Cocktail Crawl (December).

The BID will continue to sponsor events to draw people to different sub-sections of the neighborhood – from Book Hill to the waterfront – and will focus on more interactive art experiences with the support of grants, partners, and sponsors to deliver bigger payoffs for BID members.

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 member businesses and BID events. Over the past five years, the BID's advertising value equivalency (AVE) for earned media was estimated by the media monitoring company Meltwater to be well over \$20 million for event and programming coverage alone.

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 reports on Office, Retail and other sectors, and pop-up guides.

The BID will continue to engage in all these activities in coming years.

Digital Marketing & Social Media

'All things Georgetown' are on the BID's official visitor website, www.georgetowndc.com. The weekly "BIDness" e-newsletter is sent to more than 8,750 subscribers and has an open rate of 42% – or twice the newsletter standard. Its unique voice – developed by a long-time staff member with a wonderful sense of humor – is read by admirers across the country. BID members receive regular updates on everything from street closures to partnership opportunities. The public now finds information on Georgetown events and happenings primarily through the BID's Instagram feed and videos. However, we continue to post on Facebook and X as well. These channels serve as key touch points and information portals for visitors, the business community, and BID members. The social media coordinator working with the marketing team is posting and reposting almost daily to keep fresh ideas in front of our audiences.

Over the next five years, the BID's Marketing program will continue to seek ways to boost subscribers and engagement, to increase the number and quality of events to attract more visitors, and to keep Georgetown top-of-mind with both potential businesses and customers.

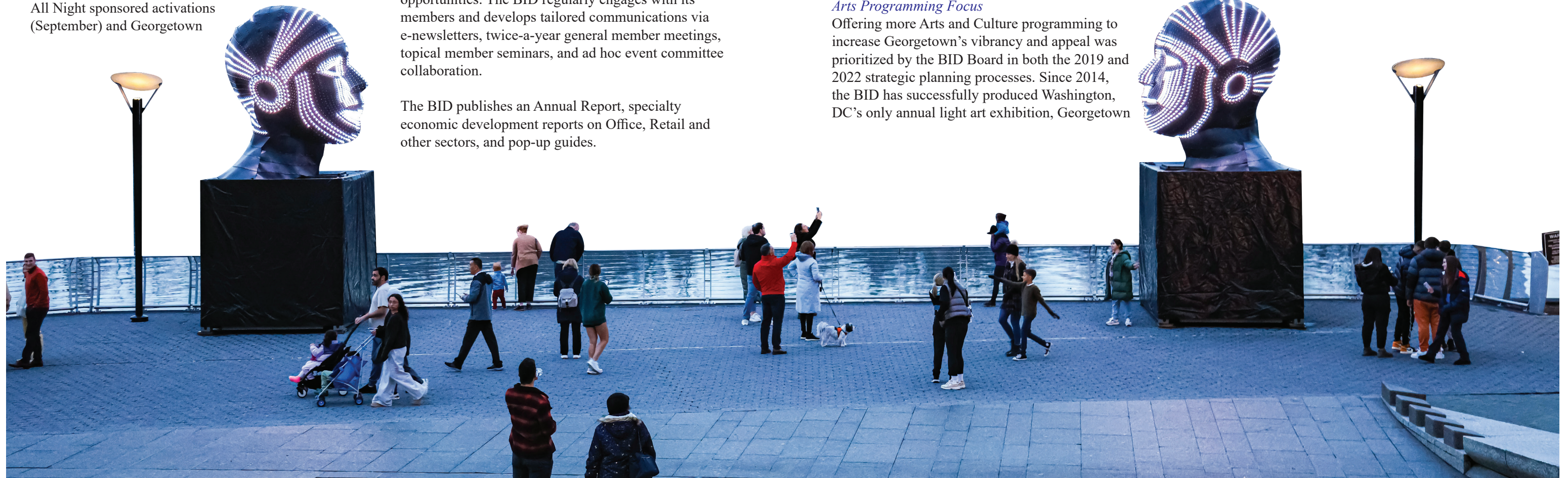
Arts Programming Focus

Offering more Arts and Culture programming to increase Georgetown's vibrancy and appeal was prioritized by the BID Board in both the 2019 and 2022 strategic planning processes. Since 2014, the BID has successfully produced Washington, DC's only annual light art exhibition, Georgetown

GLOW, that has brought tens of thousands of people to Georgetown each holiday season, and generated millions of dollars in press coverage advertising value, social media, and advertising impressions. It has helped to brand and differentiate Georgetown during a key visitor season amidst growing regional competition. 65% of visitors surveyed come to Georgetown because of GLOW's public art experience, and it became an annual holiday tradition in the DC region. Additionally, the BID has partnered with and hosted the Capital Fringe Festival over two summers in 2022 and 2023.

Currently, the BID is fielding an increasing number of Arts requests for space, partnerships, and staff facilitation. Examples include new murals, pop-up art fairs, exhibitions, and music festivals. The BID will continue to develop more year-round Arts and Culture programming to enliven the commercial district – including the waterfront, enhance the visitor experience, and brand Georgetown as a must-visit cultural destination as funding permits.

As the BID's budget will be more constrained in coming years, the BID staff will work to raise sponsorship and grant funds to support its arts programs.



2.7 Transportation

The BID's Transportation planning and advocacy program focuses on making it easier to get to, through and out of Georgetown safely, affordably, and conveniently.

Many of the BID's most significant initiatives over the last 10 years have been in transportation where demand and mode trends have swung widely from private cars and public transit to Ubers and Lyfts, and now – post-pandemic – to e-bikes, scooters, and private cars again. Access is one of Georgetown's most enduring challenges. This reality influenced the Georgetown 2028 planning process that identified 43 unique transportation action items for the BID to pursue.

Over the past 10 years the BID has led pedestrian and bike safety initiatives, including: a mid-block crossing on the 3200 block of M Street; enhanced crosswalks throughout the neighborhood; expansion of loading zones, pick-up and drop-off zones; the K Street Cycle Track, bike rails on staircases, renovation of the Capital Crescent trailhead, hundreds of bike and scooter parking spots; as well as advocacy for continued Circulator and Metrobus service; parking information enhancements; and long-term transit projects like the Georgetown-Rosslyn Gondola. 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: work with DDOT and WMATA to improve Metrobus and Circulator service, frequency, speed, and reliability; 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; and explore ways to advance the work that it has done with DDOT and its partners on the Georgetown-Rosslyn Gondola project. The BID is also committed to working with DDOT staff on future bus priority studies for M Street and Wisconsin Avenue and will support the implementation of tactics to improve transit ridership in Georgetown.

Parking Improvements

In the coming years the BID will work with DDOT and the community to expand the availability of public street parking by advocating for pilots to assess pay-for-RPP, smaller RPP zones, and improved enforcement in DC's mixed-use neighborhoods. The BID is also studying underutilized small private and institutional parking lots in hopes of adding parking inventory and improving information on availability and pricing in private parking lots – primarily north of M Street – in 2025 and beyond.

Traffic & Construction Improvements

The BID will work with DDOT and the community to implement recommendations for the 2023-

2024 Access and Circulation Study that may include improvements to intersection design and management at Wisconsin Avenue and M Street; between 33rd Street and the Key Bridge; and on Wisconsin Avenue, 31st Street, 28th Street and N Street where specific traffic flow issues have been identified. The BID will also support coordination efforts on K Street with District agencies including DC Water and DDOT, as well as K Street Stakeholders, as ongoing construction projects are slated for the corridor.

Curbside Management

The BID will work with DDOT and the community to implement recommendations for the 2023-2024 Access and Circulation Study to provide sufficient space for commercial loading, trash pick-up, rideshare pick-up and drop-off areas, and parking. In coming years the BID will study active management options to incentivize desired curbside activities at lower-traffic times of day and night, and improve enforcement tools to encourage maximizing uses based on the highest need of businesses, workers, residents, and visitors at different times of the day and evening.

Bicycle and Scooter Infrastructure

Micro-mobility shared scooters and bikes are transforming the way DC's next generation is getting around the city, including to and from Georgetown. Improving the infrastructure for bikes and scooters incentivizes more workers, residents, and customers to come to Georgetown – putting more people on our sidewalks without increasing congestion or parking problems. And e-bikes and scooters reduce the hurdle of the Wisconsin Avenue hill. The BID will continue to work with DDOT to expand infrastructure

that supports the safe use and orderly parking of shared electric bikes and scooters, including adding more parking racks in places that do not obstruct pedestrian flow.

Pedestrian Improvements

The most significant pedestrian safety and comfort improvements in Georgetown over the last generation have come from the pandemic-implemented sidewalk extensions. The BID's temporary wider sidewalks have slowed traffic and reduced crossing distances at many of the most congested and dangerous intersections. Since 2021 the number of accidents and cars striking pedestrians and bicyclists has fallen by more than 50% at the same traffic volumes. This is a remarkable contribution to the city's Vision Zero goal and beats the trends in the rest of the District. In coming years the BID will continue to lead pedestrian improvements starting with an effort to develop medium- and long-term replacements of the temporary streatery and sidewalk extension barriers with safe, more aesthetically appropriate designs to comfortably accommodate more people and activity.



2.8 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 regularly engages with property owners, business owners, property managers, and commercial real estate brokers to understand their experience in, and perception of, Georgetown. We host sector-specific or geographic-based meetings, as well as individual meetings, to understand the needs of businesses, develop and maintain relationships, provide relevant data, and plan for collective action.

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 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 Thriving Retail Market

Georgetown is the largest outdoor retail district in the region and the BID works to ensure retailers and restaurants continue to open and thrive. The BID supports the leasing efforts of property owners and commercial real estate brokers through regular engagement and information sharing. We also consult on permitting issues and work with city agencies, such as DDOT, to help ensure the retailer has the public support it needs to succeed.

Supporting a Challenged Office Market

Many of the advantages of Georgetown's office submarket evaporated with the pandemic. Smaller unique office spaces at more affordable rental rates were, for many years, a niche for office building owners. However, the collapse of office demand citywide has had a big impact on Georgetown. In the coming years we anticipate that several office buildings will convert to other uses, reducing the overall square footage in the neighborhood. The BID will continue to support office owners and tenants with retention meetings, marketing of vacant spaces, and providing public amenities that are attractive to office workers. We still believe that



Georgetown provides a unique, mixed-use setting for office users in a safer, more amenitized community that we can promote to keep a balance across the economy. The BID will continue to engage with office owners and brokers to provide market intelligence and disseminate office marketing materials through a dedicated webpage.

Maintaining Business-Friendly Regulatory Environment

Over the last 11 years the BID has organized efforts to successfully eliminate barriers to businesses opening in Georgetown including ending the restaurant liquor license cap and moratorium, expanding tavern licenses, making the Old Georgetown Board process more transparent and predictable, and pushing for reforms to the city's vacant property regulations. In the coming years the BID will continue to be on the lookout for other regulatory issues that impede business creation or success to help them continue to open and thrive in Georgetown.

2.9 Placemaking

The BID's Placemaking Program supports economic activity by creating and maintaining high-quality, public spaces that animate the neighborhood and make it more welcoming, safer, and a more comfortable place to visit and spend time.

Since the Georgetown 2028 plan identified the opportunity of overlooked plazas, alleys, nooks, and even illegal parking spaces, in 2013, the BID has designed and invested in more than a dozen public spaces throughout the neighborhood. The BID's street furnishings program has added tables, chairs, planters, swings, and umbrellas to public space; installed parklets on side streets; widened sidewalks; activated alleys; and repurposed two small areas that hosted illegally parked cars into small plazas.

The BID's Placemaking Director is continuously working to pilot and upgrade furnishings, test new products, and take over neglected spaces so that they can be put to more productive use. Over the next five years, the BID will continue to invest in the placemaking programs in the following areas:

Sidewalk Widening

The BID designed, permitted and installed over 4,500 linear feet of sidewalk extensions in 2021 to create space for both social distancing and outdoor dining during the pandemic. The public response to the outdoor dining was very positive and both DDOT and WMATA found the new bus stop configuration better for operation and their riders. By 2023 the BID had removed approximately 2,000 feet of decks. There is a strong community consensus that outdoor dining in Georgetown has added vibrancy to the streets and

contributed to public safety and surging retail and restaurant demand – making Georgetown the hottest market in the region for retail space. There is also an overwhelming consensus that the temporary sidewalks and barriers are unattractive and out of character for the Georgetown Historic District. The BID has a permit to occupy the curb lane for streateries (wider sidewalks for outdoor dining), bus stops, and wider sidewalks along much of Wisconsin Avenue and M Street through 2025 and will spend the next two years redesigning the sidewalk extensions to be safer, functional, more attractive, and in keeping with the aesthetic of the historic district in order to maintain outdoor dining, shorter crossing distances, and better bus stops.

Street Furnishings

The BID will continue to renew, expand, and maintain its public furnishings program in plazas, alleys, sidewalks, parklets, and left-over public spaces – installing high-quality public furniture that is appropriate for the location and the historic district and is placed to serve a wide range of community users.

Enhancements Under the Whitehurst Freeway

After many years of advocacy by the BID, the District has upgraded the lighting under the Whitehurst Freeway, making it much safer than it has been in generations. We have also upgraded the Capital Crescent Trailhead and made one vertical connection to the C&O Canal safer. In the coming years we will continue to advocate for improvements to the K Street Cycletrack, and public art and activations under the Whitehurst to improve vibrancy and safety in this unique location.

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.



Rendering of Proposed Concept



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, and on Wisconsin Avenue at Reservoir Road. Lack of support for some of the recommendations from the Old Georgetown Board led the BID to focus on the K Street gateway and an approved new sign will be installed (and maintained) by the BID in 2024.

C&O Canal

The BID continues to support the Georgetown 2028 action agenda to revitalize the Georgetown section of the C&O Canal into a world-class linear park. The BID will continue to support the non-profit Georgetown Heritage that owns and operates the C&O Canal tour boat, and to advocate for implementation of the NPS Georgetown Canal revitalization plan that was approved in 2020. In 2023 Georgetown Heritage was able to complete two successful boat seasons, selling over 35,000 tickets to visitors from all 50 states and over 30 countries. The boat program garnered over \$8



million in positive earned media for Georgetown and has created a new iconic experience for visitors to Washington, DC – with images of the Georgetown canal boat used in a large portion of the city’s marketing materials. The BID Board has designated revitalization of the canal to be a “game-changer” for Georgetown and will continue to provide substantial financial, operational, and technical support to the canal project in the years to come.

In 2023 the National Park Service entered into a renewable contract with the BID to maintain the first mile of the District of Columbia section of the C&O Canal towpath between Rock Creek and Fletcher’s Boat Center as well as the Capital Crescent Trail from the Georgetown Trail Head to the District line. Under the contract, the BID removes trash and vegetation from the pathways and walls and reports major issues to NPS. The BID is paid for this work – which is the responsibility of NPS – and will continue to provide this service as long as NPS renews the contract.

Mitigating the Impact of Vacant Buildings

The pandemic had a huge impact on Georgetown retail between 2020 and 2022. At one point over 150 buildings were boarded up. Yet by the end of 2023, there had been a remarkable turnaround in Georgetown’s retail fortunes with real vacancies falling to a structural rate of 6%. Still, Georgetown’s historic buildings often take longer to lease, design, permit, and renovate for new tenants than in other neighborhoods. In coming years, the BID will continue to work with landlords to create window displays and art coverings for vacant storefronts as they transition between tenants.

Recreation & Play

Georgetown is blessed with a range of recreation facilities for runners, paddlers, rowers, walkers, bowlers, and skaters. To better serve visitors and residents of all ages and abilities, the BID will continue to

plan more play and recreation activities throughout the commercial core through activations, partnerships, and new installations. Additionally, the BID will further promote and activate Georgetown’s waterfront – including Georgetown Waterfront Park and Washington Harbour – as a unique asset that sets Georgetown apart from many commercial districts in the city.

Signage & Wayfinding

The BID continues to enhance signage and wayfinding to help visitors navigate around Georgetown. We will continue to provide and enhance wayfinding signs to the neighborhood from key transit hubs, provide signage to orient visitors at public plazas, and provide wayfinding signs to key destinations within the BID’s boundaries.

2.10 Destination Management

The Destination Management goals seek to bring more visitors to Georgetown and enhance their experience by providing visitor information and wayfinding and partnering with cultural institutions and tour groups to bring more people to Georgetown.

In the coming years the BID will work with the District government to find places to park tour buses so that we can compete with other regional shopping destinations that literally bus in their visitors. We will also be working to expand wayfinding signs from Metro, marketing, and collaborating with partners to create a better visitor experience.



2.11 Management and Administration

The BID is managed by a CEO and professional staff who carry out the broad policy direction of the Board. They are responsible for all day-to-day operations, financial management, government relations, and engaging stakeholders and the community in long-term planning.

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. Clean Team members start above minimum wage but also receive benefits similar to the professional staff, including medical insurance and retirement contributions.

In order to maximize efficiency, the organizational 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 kinds of services and programs, and has staff in the office seven days/week, there is a great benefit to keeping the team in close proximity. The current BID office was designed for 23 staff people 12 years ago. Today, three organizations with a total of 43 FTEs share the space: the BID, Georgetown Heritage and Georgetown

Main Street. The BID will be either expanding in place or moving office space in 2024 so that it has sufficient room to accommodate the Clean Team, meeting rooms for the staff, Board, and community, and office space.

Despite the growth and complexity of the organization, the CEO and Board decided to reduce the size of the administrative staff in order to put more resources onto the street. There is only one full-time administrative staff member – the CFO/HR director. The CEO and Administrative Assistant both have programmatic duties in addition to their administrative portfolios.

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

2.12 Georgetown BID Enterprises

In November 2023, the Georgetown BID Board adopted a resolution to authorize the staff to create a new LLC that's wholly owned and operated by the BID to sell services to non-BID members, and BID members on private property. The goal of the LLC is to use the BID staff's skills and expertise to replace lost BID tax revenue due to falling commercial property assessments, and to maintain as much of the current levels of services as possible. Georgetown BID Enterprises will not use tax revenues to pay its expenses. Rather, its profits will be used to offset BID expenses. It will initially focus on services like rodent abatement, brick repair, and other services it provides to its members in public space. Initial marketing of services will be done to larger property owners and institutions within two miles of the BID's boundaries. Initial income projections are modest with efforts to grow the LLC organically over the coming five years.



2.13 Measuring Impacts

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.

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 - online, 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.)
- 5. Comparative Criteria** (e.g. how did the event metrics measure compared to similar events done by other BIDs or organizations in DC or beyond (participants, earned media, dollars spent in Georgetown, etc. per staff hour, and investment dollar).

While we will continue to use the following input and outcome metrics to measure program activity, our key

performance indicators (KPIs) are focused on year-over-year increases in:

1. Annual visitors
2. Dwell time in minutes
3. Brand engagement across all media channels;
4. Place perception; and
5. Commercial activity including retail and restaurant sales, hotel room occupancy, and leasing activity.

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, merchant feedback 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 overall health of flower baskets
- Miles of holiday roof lighting and number of wreaths
- Light poles painted
- Treeboxes repaired/maintained
- Planted areas maintained

Management & Administration

- Keeping administrative under 15% target
- 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 BID goals
- Government support raised for capital projects and planning

Destination Management

- C&O Canal boat tickets sold, visitors engaged, and earned media value
- Progress made on C&O Canal Plan implementation
- Wayfinding program is maintained and expanded
- High-quality visitor center is planned and interim services are being provided
- Progress in helping Georgetown Boathouse plans 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 cycletrack
- Improvements to public and private parking information and systems

Economic Development

- Increased pedestrian counts
- Increased occupancy rates
- Circulation/downloads of the Annual Market Report
- Circulation/downloads of other research output
- Number of media citations using BID-disseminated statistics
- Attendance of broker briefings
- Improved storefronts in targeted areas
- Office tenant retention
- Impact of activity on business infrastructure development
- Improved hotel occupancy

Placemaking

- Number and intensity of use of plazas and parklets
- Installation and use of street furniture
- Improved signage, wayfinding, and treatment of Georgetown gateways
- Improvements to area under Whitehurst Freeway
- Improved impact of vacant ground-floor commercial space
- Number of improved tree boxes
- Number of improved alleys



Public Safety

- Number of security personnel and MPD officers engaged in BID-organized network
- Number of new cameras installed and networked for MPD use
- Number of public safety communications with members (number and percentage of members participating in network)
- Impact of programs that support MPD efforts in Georgetown
- Timely responses to systemic problems or incidents that require BID attention
- Reduction of specific criminal activity (track violent, non-violent, shoplifting, robberies, and quality of life crimes)
- Number of community service volunteers engaged in positive activities



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
- Effectiveness of trash management education and implementation

Homeless Services

- Increase in the number of people getting into housing and wrap-around services
- Reduction in the number of people sleeping on the street
- Effectiveness of partnership with DC Government and service providers
- Effectiveness of communication with BID members and public on how to best help people experiencing homeless gain access to resources



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, 2024, the first day of fiscal year 2025, using the DC Office of Tax and Revenue FY 2025 assessments that are published on March 1, 2024.

The DC BID Law authorizes the Georgetown BID Board to adjust the BID tax rate up to a statutory-permitted 5% per year to ensure full funding of its budget. The Georgetown BID members have paid the same amount in BID tax since FY 2020 unless their building has sold during the last five years. The Georgetown BID tax rate has not changed since 2007 when it was set at 15.45 cents per \$100 of assessed value. The Georgetown BID Board voted on March 21, 2024 to adjust this rate to 16.22 cents per \$100 of assessed value starting on October 1, 2024. This increased rate will have a negligible impact on most properties costing an additional \$6.40/month per \$1 million in assessed value. 163 properties will pay less BID tax, even after the rate adjustment, than they have for the last five years, and 365 will pay more than they have over the last five years with median amount of \$47/month of increase, primarily because their underlying assessment has gone up since 2020, the last time the assessment was done for BID taxes. The BID Board is unlikely to seek additional rate increases during the coming five-year tax cycle but has the ability to revisit this issue with the Membership should unforeseen circumstances arise.



Twice per year the BID tax roll is submitted to the DC Office of Tax and Revenue (DC-OTR). OTR includes BID taxes on the city’s real property tax bills. OTR collects BID taxes 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 handled by the OTR in the same method as Real Property Taxes. Delinquent BID taxes are charged late fees and penalties in accordance with the District of Columbia’s delinquent real property tax laws. Severely delinquent taxes trigger OTR sending the property to tax sale.

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 prior to the October 1 start of each fiscal year.

Expenditures are based on the budget and supported by contracts, bills and receipts. Contracts are competitively bid and the process of each is memorialized on a contract cover sheet. Sole-source contracts must meet board-approved criteria and be memorialized in a contract cover memo. Small contracts are approved by both the project manager and CEO. Contracts over \$50,000 are approved by the Executive Committee and over \$100,000 by the Board of Directors and must be publicly advertised.

Bills are reviewed and approved by the program manager according to budgets, processed by the CFO, and paid by the

CEO. Unbudgeted expenditures in excess of \$25,000 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. The BID has received a clean audit in each of the last five years since the organization was last renewed by the Mayor.

As revenues are collected and bills are paid, all financial activity is 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 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 acceptance 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.

The BID’s Annual Report is posted on the BID website and the 990 is available for public review on Candid (formerly Guidestar).

Georgetown BID 5-Year Operating Budget

	FY 25	FY 26	FY 27	FY 28	FY 29
PROJECTED INCOME					
Net BID Tax Revenue	\$4,400,127	\$4,381,712	\$4,666,442	\$4,742,248	\$4,692,248
Grants, Contracts & Sponsorships	\$460,000	\$460,600	\$71,218	\$73,355	\$75,555
Other Income (earned, interest, fees, etc.)	\$246,000	\$178,820	\$206,935	\$235,143	\$263,447
Carryover from Reserves	\$175,000	\$300,000	\$175,000	\$175,000	\$175,000
TOTAL OPERATING INCOME	\$5,281,127	\$5,321,132	\$5,119,595	\$5,225,745	\$5,206,250
PROJECTED EXPENSES					
Total Program Expenses	\$3,278,702	\$3,262,103	\$3,138,173	\$3,186,128	\$3,105,112
Total Program Salaries	\$2,000,544	\$2,060,560	\$1,980,238	\$2,039,645	\$2,100,834
TOTAL OPERATING EXPENSES	\$5,279,246	\$5,322,664	\$5,118,410	\$5,225,773	\$5,205,946
NET OPERATING INCOME	\$1,881	\$(1,532)	\$1,185	\$(27)	\$304

3.3 Projected FY 2025 Operating Budget

	FY 2025
PROJECTED INCOME	
Net BID Tax Revenue	\$ 4,400,127
Grants, Contracts & Sponsorships	\$ 460,000
Other Income (earned, interest, fees, etc.)	\$ 246,000
Carryover from Reserves	\$ 175,000
Total Income	\$ 5,281,127
PROJECTED EXPENSES	
Street Services	\$ 2,026,116
Marketing	\$ 705,611
Administration	\$ 677,244
Streetscape	\$ 666,839
Public Safety	\$ 351,584
Destination	\$ 244,100
Economic Development	\$ 196,900
Transportation	\$ 184,100
Placemaking	\$ 181,100
Homeless Services	\$ 113,652
Unallocated Adjustments	\$ (68,000)
TOTAL	\$ 5,279,246
NET OPERATING INCOME	\$ 1,881

3.4 Statement of Financial Position September 30, 2023

(With summarized comparative financial information as of September 30, 2022)

	2023 <i>unaudited</i>	2022 <i>actual</i>
ASSETS		
Cash and cash equivalents	\$ 3,053,372	\$ 3,857,077
Investments	1,566,495	1,527,942
Accounts receivable (net)	144,852	40,295
Prepaid expenses	61,676	48,010
Deposits in escrow	250,249	333,511
Deposits	63,822	63,822
Property and equipment, net	1,173,620	1,165,147
TOTAL ASSETS	\$ 6,314,086	\$ 7,035,804
LIABILITIES & NET ASSETS		
Liabilities		
Accounts payable	\$ 385,291	\$ 638,525
Accrued vacation	50,474	45,608
Deferred BID tax assessments held in escrow	250,249	333,511
Deferred revenue	2,341,866	2,355,684
Deferred rent	7,432	49,260
PPP Loan Payable	-	-
Total Liabilities	3,035,312	3,422,588
NET ASSETS		
Net Assets, without donor restriction:		
Undesignated	1,825,774	2,160,216
Board designated	1,453,000	1,453,000
Total Net Assets	3,278,774	3,613,216
TOTAL LIABILITIES AND NET ASSETS	\$ 6,314,086	\$ 7,035,804

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 Street 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 Map

 BID BOUNDARIES





GEORGETOWN ★ DC

BUSINESS IMPROVEMENT DISTRICT

georgetowndc.com [@officialgeorgetowndc](https://twitter.com/officialgeorgetowndc)
1000 Potomac St NW #122, Washington, DC 20007