

Adams Morgan Partnership BID

Resiliency to Recovery

**Business Plan
2022-2026**



ADAMS MORGAN

ADMODC.ORG

Cover Letter to Mayor Muriel Bowser

February 2021

The Honorable Muriel Bowser
Mayor of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Ave, NW
Washington, DC 20004

Dear Muriel,

On behalf of the Board of Directors, staff and diverse and growing members of the Adams Morgan Partnership BID (AMPBID), we are respectfully submitting this business plan for your Administration's review and consideration in response to our formal request for reauthorization as a certified DC Business Improvement District (BID) for another five-year term beginning on October 1, 2021.

The last five years have been an exciting time for the AMPBID. Prior to 2020, our income was growing, as a result of the growth in property assessments as owners continued to improve their buildings and the neighborhood thrived. Our assessment income in 2017 was \$475,000 and grew to \$645,000 in 2019 - only 3 short years. The assessed value of the commercial properties in our area also grew an average of 39.93% between 2017 and 2021 resulting in much higher property taxes for the DC Government. As Adams Morgan grows, so does the District's ability to serve all who depend upon its services. And the returns come back to all of us.

This last year we have faced tremendous challenges as the pandemic swept the globe and all of DC reckoned with injustices as old as our nation. We also witnessed, time and again, the resiliency, creativity and compassion of the Adams Morgan business community. We are proud of our mostly small business community's ability to reinvent themselves, pivot to new ways of delivering services and goods or completely change their business plans to accommodate the changing landscape of doing business in DC.

In addition to our fundamental mission to maintain a clean and safe Adams Morgan, the AMPBID also continues to support commercial and retail attraction; activation of our limited public space and enhanced marketing and community events, transportation planning and attention to the needs of vulnerable people who are our neighbors.

Contained in this 5-year plan is a summary of our major accomplishments over the last 5 years and our vision for how we come out of the pandemic stronger and better able to support the evolution and sustainability of our members – our stakeholders – and of course the District of Columbia.

To succeed in that, the perception of safety is paramount – both physical safety and health safety. We are very appreciative of everything you and your administration have done on both of those fronts, including the \$200 million in DC government direct financial relief, but more needs to be done.

Here are some thoughts on how the DC government can help the Adams Morgan business community recover:

- Designate more types of businesses as essential so they can get the resources they need to recover
- Restore mass transit to pre-pandemic levels
- Maintain and program public space to increase the use of those spaces since people are more comfortable interacting with each other outside
- More flexibility on regulations to activate public space including parklets (allow retailers to use)

How can the city help to activate vacant retail space to reduce dead zones?

- Loosen the requirements for Certificates of Occupancy for popup retail use for buildings to reduce the number of vacant commercial buildings.
- Install more core infrastructure (utilities) in public space that can be used to support future enhancements, i.e. lighting, water fountains, art displays and community signage, etc.

Your administration's approval of our renewal request will continue to allow the AMPBID to serve as a trusted community partner, to deepen relationships with our valued stakeholders, and achieve the vision we've described for a more vibrant Adams Morgan. We believe that our respective long-term interests are well aligned, and look forward with great enthusiasm to working together to achieve them.

Thank you for your continued support of the AMPBID.

With our sincere appreciation,



Constantine Stavropoulos
Chairman of the Board of Directors



Kristen L Barden
Executive Director

Cc: Kristi C. Whitfield, Director, DSLBD

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As we wrapped up 2020, we decided that it was more important than ever to end the year on a high note, so we constructed a holiday display that allowed for socially-distanced selfies and celebration.

I. Introduction & Overview

Writing a new 5 year business plan in the midst of the COVID19 pandemic is a challenging task since so much is changing every day. This document is our best effort to try to put some high level goals in place for the next period but we recognize that conditions will determine our work and we commit to putting health and safety FIRST. Our first priority is to follow the economic and health data related to COVID19 that affect business and assist them with preparations so they can respond and best leverage new opportunities to focus on survival and recovery. We also commit to adapting our operations quickly to get ahead of the changes throughout the next 5 years.

We are grateful for a board of directors that is thoughtful and conscientious about the common resources of the Adams Morgan Partnership Business Improvement District (AMPBID) while also forward thinking about what is necessary for the economic recovery of the neighborhood. The work of the AMPBID has changed dramatically these past 5 years but never more so than during 2020. This plan tries to incorporate the ideas of the board and staff with the following overarching goals:

- Supporting our inclusive, diverse community while seeking concrete actions to reverse systemic racism
- Stemming the impacts of COVID19 while using the virus impacts to envision and build a stronger, more resilient Adams Morgan
- Focus on how to grow/survive short term as well as longer term
- Create safe public spaces for outdoor dining, retail and social distancing
- Maintain core operations to keep Adams Morgan looking clean and being safe
- Look for opportunities to do more public art that is interactive and draws people into Adams Morgan while practicing social distancing
- Request transportation and accessibility improvements continuously to keep those resources coming into the neighborhood

PLACES need INVESTMENT to thrive, but INVESTMENT won't happen unless there is TALENT there to absorb and use that investment.

TALENT looks for a PLACE to be well-managed.

BIDs are that PLACE management that brings all of that together.

So, making an INVESTMENT in BIDs is what makes economic development successful.



A. Background

i. History and Location of Adams Morgan

Adams Morgan is situated just outside the original city of Washington as planned by Pierre L'Enfant. The area developed as an urban district in the late 19th and early 20th centuries as the city expanded, a process greatly facilitated by the construction of two streetcar lines on Columbia Road and 18th Street.



The area was originally known as Lanier Heights and became a fashionable, middle-class neighborhood. Following a period of decline during and after the Second World War, the current name was adopted sometime between the 1950s and 1960s. It was derived by the combination of the names of two area schools, the predominately white-attended John Quincy Adams and the black-attended Thomas P. Morgan. Thus the area became known as Adams Morgan and represented the community's commitment to amending the racial divisions of the past.

Since the 1970s, Adams Morgan has experienced an ongoing renaissance. Population and businesses have continued to increase. There were eight restaurants in the area in 1975; today there are more than 125 and more than 220 total businesses. The population within 1 mile is 85,000 people, 41% of the population is between 20 and 34 and 81% of the population has a Bachelor's Degree or higher. The average household income is \$149k.

This continued growth has made Adams Morgan and its commercial area on 18th Street and Columbia Road a vibrant corridor and a desirable place to live.

Today's Adams Morgan is dense, with a mix of housing types, 3 public parks (one with a popular dog park), a number of pocket parks and good but aging infrastructure. There are iconic murals - above Madam's Organ, the former Café Toulouse Lautrec (now BUL Restaurant), Pueblo Desmuralizado and historic markers helping to educate the public about the neighborhood's significance in DC history. The varied colors of the store fronts' architecture create a visual menagerie that makes it a special neighborhood for anyone who visits.



Looking up 18th Street from Florida Avenue, circa 1912

ii. History of the AMPBID

A BID is a defined commercial area in which property owners have agreed to assess themselves a fee in order to provide services supplemental to those provided by the City to enhance the public environment, to increase competitiveness, and to assure the area's economic viability. Once a BID has been formed, every property owner and every tenant within the boundaries will be a member. There are more than 2,500 BIDs across the United States and Canada. Currently BIDs are operating in 11 neighborhoods of the District of Columbia.

BIDs in other cities have improved the image and economy of their neighborhood areas resulting in increased occupancy rates and retail sales. They've stabilized and enhanced the economic climate of their commercial areas and provided jobs for residents. With this in mind, a group of property owners, business owners and community members organized themselves in 2004 to start the Adams Morgan Partnership BID.

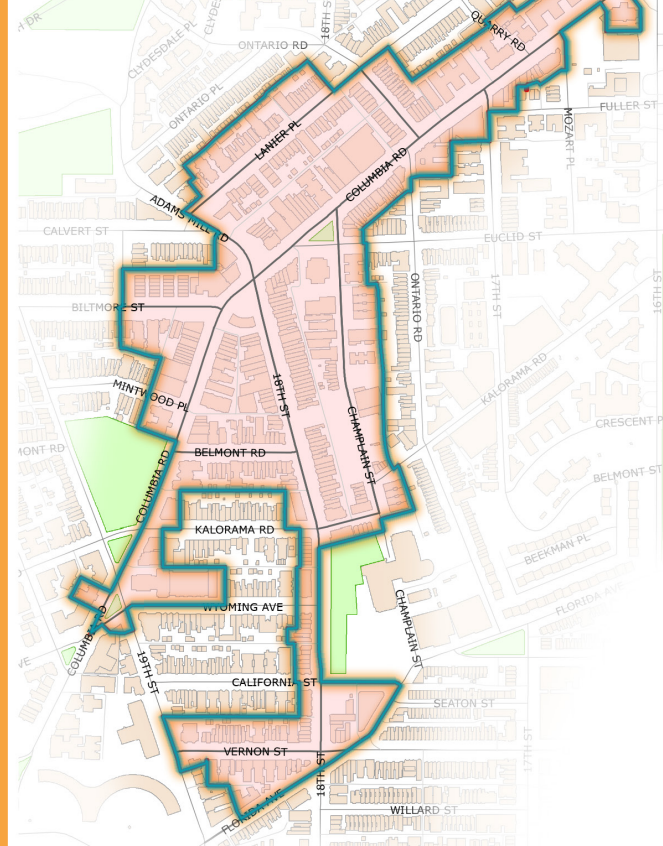
The Adams Morgan Partnership Business Improvement District (AMPBID) was formed in 2005 by the commercial property owners and business owners to keep the neighborhood cleaner and safer. The AMPBID was formed pursuant to the District of Columbia Business Improvement Districts Act of 1996. The AMPBID was renewed in 2011 through Mayor's Order 2011-158, again in 2016 with Mayor's Order 2016-110.

The BID planning-process in 2004/2005 revealed the following areas of greatest concern within the proposed BID area:

1. Safety/Security,
2. Cleanliness/Graffiti,
3. Transportation Management,
4. Streetscape Improvements,
5. Marketing and Promotion,
6. Outreach.

Those priorities have guided the work of the AMPBID since its inception and continue to be our focus. However, the impact of COVID19 has forced many changes to the AMPBID and will continue to impact our work for years to come as we assist the neighborhood with recovery.

Adams Morgan Partnership BID Boundaries



The boundaries are the same as 2005 and the special assessment tax only applies to the commercial properties in these blocks:

1600, 1700, 1800 blocks and a portion of the 1900 block of Columbia Road, NW

2000, 2100, 2200, 2300, 2400 blocks of 18th Street, NW

A portion of the 1800 block of Adams Mill Road, NW

A portion of the 1700 block and 1800 block of Florida Avenue, NW

1700 block of California Street, NW

A portion of the 1700 block of Lanier Place, NW

A portion of the 1900 block of Wyoming Avenue, NW

A portion of the 1700 block of Euclid Street, NW

A portion of the 2700 block of Ontario Road, NW

1800 block of Belmont Road, NW

1800 block of Vernon Street, NW

2300 and 2400 blocks of Champlain Street, NW

A portion of the 1700 block of Kalorama Road, NW
(to Champlain Street, NW only)

iii. Changes made due to COVID19

Here is a quick review of the actions the AMPBID took in the Spring of 2020 in response to the pandemic:

- We fielded questions every day from members and connected them to resources for SBA loans, DC government grants, unemployment insurance, utility payment concerns, etc....
- AMPBID staff offered website, digital marketing, and social media advice for all members.
- We continuously are researching additional resources and sending to our members anything we see that looks promising.
- We participate in daily conference calls with city agencies, coalitions of other businesses, other BIDs, and nonprofits to make sure Adams Morgan is represented and we are getting our questions answered and the services we need
- We effectively promoted businesses to help ensure customers know they are open including #BuyRestaurantBonds (buy gift cards) campaign that generated interest from around the country and has been very well-received by our businesses (stats are available for this campaign upon request)

We reprogrammed our resources to best assist businesses with recovery:

- Temporarily suspended the Reimbursable Detail Officer (RDO) security program after Saturday March 14th including canceling the contract we had with Greg Frank, the Security Director because of the mayor's orders which limited nightlife.
- Safety Ambassador (Jorge Quesada) was put on Administrative Leave without pay beginning March 30th because of the mayor's orders which closed businesses. We continued to pay for his health insurance through the period before we brought him back on October 1. Mr. Quesada found other employment in December 2020 and we are currently looking for a replacement.
- The Clean Team schedule was condensed from 6 am to 12 noon on March 20th - 6 hours to reduce their encounters with other people. People began to dump more trash in the alleys and in the street cans and our team responded quickly to keep alleys clean and reduce rats and overflowing cans.
- After consulting with our grantor, DSLBD, the Clean Team schedule was further reduced on April 1 to 5 days a week - Thursday through Monday and the 3 part-time employees were furloughed leaving 3 full time employees. This cut the program cost by about 50%. This schedule has continued into FY20201, however their hours were lengthened back to 7 am to 3 pm.
- Created 7 PUDO zones - got permit from DDOT, installed signage
- Received grant from ANC1C for \$4,000 for 4 hand sanitizer stations in June 2020 - installed and maintained on a regular basis
- Installed safety signage on H stakes around the neighborhood in tree boxes
- Stenciled messaging on the sidewalks around the neighborhood to remind about social distancing rules
- Hosted streatory permit for 18th Street and coordinated with all participating restaurants and assisted other restaurants with their parklet applications around the neighborhood
- Changed frequency of email and social media communications to daily at the beginning of the pandemic to keep up with the fast pace of changing information



- Purchased \$530 in gift cards to neighborhood businesses & donated to FEMS in April 2020 both to thank the first responders and to lead by example by purchasing gift cards from dozens of neighborhood businesses
- Instituted staff furloughs and cut backs in programming in March 2020 to save funding for recovery - messaging around that was aided by Throughline
- Raised over \$1,100 for the Reed-Cooke Neighborhood Association's COVID19 Relief Fund
- Community video created in order to raise awareness and raised over \$500 for Adams Morgan Day with the video and purchase of "Buy Restaurant Bonds" posters.

We canceled events and reconstructed a few due to COVID19 regulations and budget constraints:

- Spring Events
 - Canceled PorchFest Unplugged that was scheduled for May 2
 - Canceled Adams Morgan Movie Nights (was scheduled to begin on May 19th)
 - Canceled Bike to Work Day in May 2020 - This was canceled by the Washington Council of Governments (the organizer).
- Fall Events
 - Canceled Adams Morgan PorchFest - usually held the first Saturday in October and instead hosted ADMObile - mobile music on Saturday evenings in October and November 2020
 - Apple Festival/Pie Contest was held in October 2020 with the Farmers Market with some modifications
 - Holiday display 2020 - launched in November 2020 to bring extra foot traffic to the neighborhood during a slow time for businesses



The COVID19 crisis has created business and personal challenges for everyone. The AMPBID has taken a holistic look at how we can best assist the Adams Morgan business community by reviewing budgets, services, and plans for future prosperity.



TOOK A HOLISTIC VIEW
AND
LISTENED TO BUSINESSES
TO DETERMINE
**HOW TO BEST
MANAGE
OUR BUDGET**
DURING THE COVID PANDEMIC

- 1 Scaled BID budget to match budgets of businesses during COVID-related slowdown
- 2 Committed to review and restore budget to match requirements when business activity, dining, and traffic rebounds
- 3 Prudent budgeting allowed the BID to waive the tax assessment for the first half of FY2021 to help businesses save money during the downturn



SCALED SERVICE TO MATCH
**REDUCED
BUSINESS TRAFFIC
& COMMERCIAL
ACTIVITY**
DUE TO COVID

- 1 Scaled our safety program to reflect the temporary, more limited commercial activity
- 2 Scaled our cleaning program to match the current slowdown in commercial traffic
- 3 Postponed spring and summer community events, festivals, and other crowd-generating events



BID CONTINUES
PLANNING FOR
RETURN TO
**DINING, SHOPPING,
WORKING & LIVING
PROSPERITY**
FOR ADAMS MORGAN

- 1 Expanded restaurant and retail space including using curb lane of 18th Street (e.g. Parklets / Streetery)
- 2 Communications became daily to announce resources available and information that responded to the needs of the businesses to assist with a safe, healthy and robust recovery
- 3 Increased signage to promote safe social behavior, locate hand sanitizing stations, provide reminders that Adams Morgan continues to be a safe place to live and work

This graphic was printed and mailed to all BID members in August 2020



B. Mission

The Adams Morgan Partnership is a nonprofit organization focused on enhancing the quality of life for businesses, commercial property owners, residents, visitors, and employees in the District of Columbia's most vibrant and eclectic neighborhood. The Partnership provides daily street cleaning, fun neighborhood events, and creative marketing and economic development initiatives. Adams Morgan is world-renowned for its fantastic restaurants and nightlife, colorful retail stores and historic, tree-lined residential streets.

C. Governance

The Adams Morgan Partnership is an IRS 501(c)(6) non-profit corporation whose organizational oversight and governance is provided by a Board of Directors totaling 15 voting members (9 commercial property owners and 6 business owners) each who are nominated by committee and then elected by their peers for a three-year term. All board meetings are open to the public and minutes are kept for each meeting. The AMPBID is required by law to issue reports on its progress to the Mayor, Council, and all members of record, including owners and tenants of commercial properties that are subject to the BID tax. We reserve the right to invite other neighborhood organizations to be non-voting members of the board. The list of neighborhood organizations invited to participate in the board is reviewed on an annual basis. Currently the Reed Cooke Neighborhood Association and ANC1C are active. We also have non-voting positions on the board for a representative the Kalorama Citizens Association and an exofficio position for the Metropolitan Police Department's Third District Commander. The same process for removing a board members is used to remove a non-voting community member but that has historically not happened.

Elections to the AMPBID Board of Directors are done by tax paying property owners and their tenants at each year's Annual Meeting in March. Per AMPBID by-laws, board elections are held on a proportional basis, with the amount of taxes paid dictating the number of votes provided to each property owner. Business owner votes are scored 1:1. The Board of Directors of the AMPBID meets in the month following the Annual Meeting to self-organize their Executive Committee, consisting of a Chair, Vice Chair, Secretary, Treasurer and Committees for the year. The annual budget is delivered to the board in May each year and is approved before the start of the fiscal year in October. Usually the budget is approved in June or July.

See Appendix A for a full list of the Board of Directors.

Because the Adams Morgan is a neighborhood with both a rich cultural history and equally exciting future, particular care is paid each year to ensure the composition of the Board represents the business

community. That's why our Board includes members representing a broad cross-section of the neighborhood's retail, restaurant, and development community. Board members with long-standing ties to the neighborhood as well as with specific industry expertise are also encouraged to participate in the organization's governance to ensure the AMPBID retains its institutional knowledge while staying at the cutting edge of best practices. The Mayor reviews any proposed changes to the AMPBID plan and any tax rate changes approved by its Board of Directors. The AMPBID works closely with District of Columbia agencies to ensure that city services are efficiently and effectively delivered within the AMPBID boundaries. The BID has encouraged DC government to increase certain services to support and enhance the BIDs efforts (example: graffiti removal, snow and trash removal) and we will continue to push for service improvements.

D. Day-to-Day Operations

The AMPBID is one of the smallest of DC's 11 BIDs, but our staff consistently goes above and beyond to make sure the work gets done. It can be challenging with an in-office staff of two, but we never fail to rise to the challenges.

i. Full-Time Staff

Executive Director with 12 years in the role and 25+ years of combined nonprofit management, government relations and fundraising experience. The Executive Director is hired and supervised by the Executive Committee of the Board of Directors.

Deputy Director with 5 years in the role and 20+ years in digital media, publishing, public relations, event coordination, and all manner of social media management. The Deputy Director is supervised by the Executive Director and Executive Committee.

Safety Ambassador - Position is currently vacant due to the resignation of our Ambassador from the last two years but should be filled in February 2021. He took a supervisory position with Catholic University Security.

ii. Part-Time Staff

In support of the AMPBID's marketing and communications efforts, the organization currently engages an outside consultant for 10 hours a week (Heather Baker) who has been involved in the strategic branding and marketing efforts of the AMPBID.

iii. Clean Team

The responsibility for keeping Adams Morgan clean rests with our crew of three Clean Team members who work from 7 am to 3 pm Thursday through Monday each week (A two member team works on all Federal Holidays). They sweep the sidewalks, curbs and gutters, empty the trash cans, clean up graffiti and stickers and pick up leaves and bulk trash 5 days a week. The team is funded in part by a grant from the DC Department of Small and Local Business Development and is acquired through a contract with Ready Willing and Working job training program at the Capitol Hill BID. (Before the pandemic we employed six (6) Clean Team members - 3 full time and 3 part-time, 7 days a week. These services were scaled to meet the current needs and budget beginning in March 2020.)

iv. Additional Third-Party Services

The BID currently engages the services of a local accounting firm (Haussler and Associates) for bookkeeping services. Our annual audit is performed by Farmer and First CPAs of Delaware.

E. Financial Management

How the AMPBID is Funded

As provided in the Business Improvement District Act of 1996, the AMPBID operations are primarily funded by a supplemental real property tax that is collected by the District of Columbia Office of Tax and Revenue (OTR). The tax is due semi-annually, at the same real property taxes are due, but unlike real property taxes are collected in advance of the 6 month period forthcoming. Delinquent BID taxes are subject to interest and penalties and all applicable collection mechanisms including the annual tax sale held each Summer. BID tax funds are deposited by OTR directly into the AMPBID's bank account at BB&T Bank (now Truist Bank). At no time are AMPID taxes commingled with DC government general funds.

The BID Act allows the AMPBID to solicit and accept voluntary contributions from exempt properties within the BID area as well as from companies and funders outside the AMPBID boundaries to support our events and marketing efforts.

The AMPBID tax is based on the assessed value of the commercial properties as assigned by OTR with the amount of the annual tax computed as follows:

\$0.19 per hundred dollars (\$100) of the total assessed value

This amount was revised in the Spring of 2019 to begin with the 2020 taxing period from \$.21/\$100 of the assessed value. This reduction was made possible by the completion of a number of major commercial projects within the boundaries of the AMPBID and the consequential increases to the assessed values. The board of directors voted to reduce the tax amount and that was confirmed by the membership. We do not anticipate any changes to the tax rate during the next 5 year period.

In response to the COVID19 business closures put into place by DC Government from March to June 2020, the AMPBID Board of Directors took a number of actions in the Spring of 2020. On April 14, the Board voted to waive all penalties and interest (P&I) for late payments of BID taxes not paid before April 1, 2020. This waiver was in place until the first half of 2021 BID tax bills were sent by the DC Office of Tax and Revenue (OTR) in August 2020.

On June 9, 2020, in recognition of the hardship of all businesses and commercial property owners in Adams Morgan, the Board voted to reduce the tax burden; and requested an abatement of the first half of the FY2021 AMPBID taxes. This was a one-time action taken by the Board to aid in the recovery of the commercial corridor. We were able to take this one-time action and still provide our core services, plus additional services to help with recovery, because we took immediate actions in mid-March 2020 to tighten spending and because we have always operated in a fiscally responsible way and had modest reserves set aside for capital improvements which we repurposed to operating expenses.

Management of AMPBID Accounts

The AMPBID receives most of its revenues from supplemental real property taxes paid by the owners of properties within the BID and maintains a separate account from that of the District government. These supplemental real property taxes are collected by OTR, and OTR transfers funds to the AMPBID on a monthly basis. The AMPBID maintains two bank accounts with BB&T Bank (now Truist Bank) - 1 primary checking account and 1 checking account for the BID Litter Clean Up Grant from DSLBD. The second checking account is a requirement of the grant from DSLBD.

Funds received may be carried over from one fiscal year to the next to build reserves and to save for expenditures that are capital in nature or otherwise non-recurring. DC law governing BID operations

requires that our funds be maintained in a federally-insured institution with assets in excess of \$50 million, approved by the District's Chief Financial Officer. The AMPBID bank accounts meet this requirement. Bank statements are available for review during business hours at our offices at 1640 Columbia Road, NW.

F. Administrative Relationship with District Government

i. The District of Columbia's Role in Governance

The BID corporation is an independent nonprofit corporation. The Adams Morgan Partnership is named the "Adams Morgan Partnership, Incorporated" and has been organized and operates as an organization described in Section 501(c)(6) of the Internal Revenue Code. The BID is exempt from income taxation under Section 501 (a) of the IRS Code.

The BID Act gives the District of Columbia and its representatives no formal role in its governance. The AMPBID works closely with City agencies to ensure that City services are efficiently and effectively delivered to the Adams Morgan area. The Mayor must re-register a BID every five years. Mayor Anthony Williams approved the AMPBID's application in 2005 pursuant to the DC Business Improvement Districts Act of 1996. Mayor Vincent C. Gray extended the terms of the AMPBID in September 2011 to September 2016 through Mayor's Order 2011-158 and Mayor Muriel Bowser did so again in 2016 with Mayor's Order 2016-110.

ii. Continuation of City Services

Property owners and tenants have voiced concern that the District government maintains existing services at a verifiable "baseline" service level. Section 2-1215.20 of the Amended BID Act states: "The District government shall not eliminate or reduce the level of any services customarily provided in the District to any similar geographic area because such area is subject to a BID, and shall continue to provide its customary services and levels of each service to such area notwithstanding that such area is or may be encompassed in a BID, unless a reduction in service is part of a District-wide pro rata reduction in services necessitated by fiscal considerations or budgetary priorities."

The formal establishment of a base-line of City services ensures that existing City services are enhanced and not replaced by BID activities. To this end, the BID will continue to monitor the level of service we received from City agencies with the hope to increase certain services to support and enhance the BID's efforts.



AMPBID Executive Director Kristen Barden with DC Mayor Muriel Bowser

G. AMPBID Policies

i. Competitive bidding and local purchasing preference

The AMPBID Board of Directors has developed a policy of competitive bidding for the purchase of products, equipment and services. The policy aims to maximize service quality, efficiency and cost effectiveness. The board also directs staff to utilize goods and service from DC-based vendors first, provided that pricing and standards of quality are competitive.

Operating Reserves

The AMPBID Board of Directors directs staff to maintain a minimum of 4 months' of operating expenses in the primary checking account and from time to time establish additional reserves to support the purchase of non-routine goods and services (example: Gateway artwork, signage, park benches, etc...) The provision of a one-time tax abatement in the Fall of 2020 has depleted our reserves and will take some time to rebuild. That can be accomplished with the continuation of cut backs we took in March 2020 into the next couple of years.

Equal Employment Opportunity

The AMPBID is an equal opportunity employer that provides equal employment opportunities (EEO) without regard to race, color, religion, gender, sexual orientation, national origin, age, non-job-related disability, Veteran status, genetic information or other protected group status. In doing so, we are committed to ensuring that all employees and applicants for employment are afforded an equal opportunity to pursue job opportunities to the fullest extent possible with the organization. Decisions on employment, promotions and opportunities for personal development, compensation and benefits reflect our commitment to furthering the principles of our equal employment opportunity policy.



II. AMPBID Five-Year Plan 2022-2026

A. Vision

Planning for the next five years during a pandemic is challenging. As we look ahead to our next five-year term, we're reminded that while we have accomplished a tremendous amount since we began in 2005, however much work remains to be done and as we come out of the pandemic and its economic impact, this is an opportunity to be bold and creative. We hope this plan accomplishes that.

Our first priority the next few years is to follow the economic and health data related to COVID19 that affect businesses and assist them with preparations so they can respond and best leverage new opportunities to focus on survival and recovery. We also commit to adapting our operations quickly to get ahead of the changes throughout the next 5 years. We hope the pandemic ends as soon as possible of course but the economic impact we know will linger for years to come. This plan endeavors to address that.

Our vision for Adams Morgan for the next 5 years is to support our inclusive, diverse community by maintaining a clean, safe and friendly business district that contributes to the perception that Adams Morgan is a world-class destination.

B. Recovery

No planning document written during a pandemic is complete without mentioning recovery. Here are some ideas about what is needed for recovery as gathered from a variety of organizations that AMPBID has a close relationship, including among those: the DC BID Council, Federal City Council, DC Chamber of Commerce, Washington DC Economic Partnership, Coalition for Nonprofit Housing and Economic Development, the Greater Washington Hispanic Chamber of Commerce, and more. Our ability to provide best practices on recovery is because of those relationships. These are in no particular order:

- **Reduce regulatory hurdles and let businesses innovate.** We will encourage the DC Government to reduce regulatory hurdles and ensure a culture of “yes” instead of defaulting to “no” when a business wants to take an innovative risk.
- **Prioritize lowering the cost of doing business.** We will encourage the District to closely examine their property tax structure, permitting fees for construction, business licensing fees, etc. In recent years some were willing to pay higher costs, especially for retail and restaurants, in order to get access to a more affluent customer base. However now they may look to the suburbs instead.
- **Make sure our small businesses survive.** Small businesses are more likely to hire locally and handle procurement locally. We will continue to push for what small businesses need to recover.
- **Workforce development.** It was already hard to find and hire workers with the right skills or who could afford to live in the city. Now getting the certification and training for some jobs is near impossible because of COVID19 restrictions. We will look for opportunities to push for better workforce development across all sectors of the economy.
- **Homelessness.** The COVID19 pandemic has created greater numbers of housing insecure residents and while an incredibly complex societal challenge it is the responsibility of organizations like the AMPBID to contribute to this unmet need. One of the roles of our new Safety Ambassador will be outreach with this vulnerable population and connect them to services they need.
- **Safety.** After a summer of national calls for police reform and to “defund the police,” we know that better public safety will undoubtedly require funding MORE programs that are not traditional policing that are focused on mental health. The challenge will be transitioning to a future level of public safety without diminishing residents’ safety in the process.
- **Use of outdoor space.** Our streets and needs for outdoor/public space have changed as a result of the pandemic. Parking spaces are now important not just for cars and motorcycles but for restaurants and storefronts to reopen and rehire. What used to be traffic-clogged streets are being dedicated to commerce, cyclists and pedestrians. This is an incredible opportunity to open the minds about the

use of public space—and change how we move that will make Adams Morgan a more attractive place to live and do business in the future. We will continue to work with DDOT, DMPED, DC Health and the Mayor’s Office of Nightlife and Culture to streamline existing processes and navigate regulatory requirements to support the use of outdoor space for commerce, including using 18th Street as a pedestrian mall on the weekends.

- **Transportation.** Transportation is a recovery enabler. More than an employer, transportation drives economic competitiveness. Non-car transportation solutions lower DC’s congestion by 25 percent, saving \$1.5 billion in productivity wasted. Before COVID19, DC had very high usage of transit and bikes. Forgoing cars saves DC residents an estimated \$342 million a year, helping to make an expensive city more affordable and helping with equity and environmental concerns. Getting transit back to pre-pandemic levels is key to economic recovery and is important to keeping the city affordable. We will continue to work with decision makers to push for restoration of pre-pandemic levels of transit. One example of how to do this is to fill in transit deserts by partnering with or subsidizing ride-shares for the ‘last mile’ in one’s commute and redesigning high-frequency transit routes to accommodate more riders.

Our goals are consistent with our vision:

Build and stabilize a cleaner, safer and more inclusive urban core by making sure the commercial area of Adams Morgan is clean, safe and organized. This is accomplished by providing a range of enhanced services designed to supplement the services provided by the District of Columbia government.

i. Cleaning and Maintenance

Continue to perform daily maintenance and cleaning of the commercial corridors to a high standard to convey to the public that the area is well managed and welcoming.

Three uniformed cleaning personnel sweep the sidewalks, curbs and gutters throughout the BID area five days a week from 7 am to 3 pm (Tuesday and Wednesday are days off) and a two-member team cleans on all Federal Holidays. These services are currently provided by a contract with the Capitol Hill BID and their Ready Willing and Working program. We aspire to return to 7 day a week service when the funding is available.

- Continue to provide coordination with the District government agencies (DPW and DDOT) with respect to the provision of cleaning and maintenance services.
- Encourage DPW to install more recycling cans in the commercial corridor.
- Encourage DDOT to repair: potholes, patches to asphalt from utility work, light poles that are not operational and other public space maintenance.
- Continue to work closely with the DDOT Urban Forestry office to ensure the care and feeding of neighborhood trees.



We will continue to provide:

- Daily supplemental cleaning of sidewalks and curbs, emptying of trash and recycling cans
- Graffiti removal including stickers and posters in public space
- Tree box maintenance (weeding, planting, watering)
- Tree box fence maintenance and repair (on a limited basis as needed)
- Leaf collection in the fall
- Snow removal from crosswalks, fire hydrants and bus shelters in the winter
- Trash collection on residential streets adjacent to the commercial corridor on Saturdays, Sundays and Mondays each week
- The AMPBID clean team also performs alley cleaning on a weekly basis. Currently on either Friday or Saturday the alleys are cleaned.
- In order to decrease the amount of graffiti (including stickers and posters) in the AMPBID area, the BID has developed a zero-tolerance policy that includes removal (painting usually) within 48 hours of first notification of all incidents of graffiti, and illegal stickers and posters
- Photos are taken of graffiti (potential gang related graffiti) before its removal and transmitted to MPD to assist with their apprehension of criminals
- Repair and maintain place making banners on street light poles within AMPBID boundaries to help orient visitors and promote the neighborhood

ii. Beautification

- Continue the beautification of the commercial corridors through Gateway elements and attention to lighting
- Work with ANC1C and DDOT to make sure the tree plantings approved in 2020 happen in BB&T Bank Plaza during the Spring of 2021
- Install planters with combined seating around newly planted trees in BB&T Bank Plaza in Spring 2021
- Develop a plan to secure funding for Gateway designs that are both interactive and create a sense of place. The Gateway elements could include statues, murals, neighborhood focused commemorative objects (example: a tribute to when Jimi Hendrix played the Ambassador Theater in 1967).
- Work with community stakeholders to develop an implementation plan once funding is secure
- Continue to work with DDOT, public utilities and other stakeholders to maintain and improve public spaces like triangle parks and sidewalks
- Continue to improve the tree box plantings throughout the neighborhood
- Continue to maintain the tree box fences throughout the neighborhood
- Continue to develop murals that inspire and draw people into the neighborhood
- Explore the creation of a volunteer program in partnership with ANC1C and the Reed Cooke Neighborhood Association to provide supplemental landscaping services for the tree boxes—an activity that enhances the beauty of our public realm while bringing people together, building neighborhood cohesion and instilling community pride

iii. Lighting

- Develop a plan to secure funding for more lighting and illuminate Gateway elements and art/murals throughout the neighborhood
- Work with retailers and commercial property owners to light windows at night for safety and create a more welcoming environment
- Include lighting as a part of any capital improvement project
- We will endeavor that any additional lighting projects do not contribute to light pollution but rather beautification and safety



I can't thank you enough for helping and fighting for the Adams Morgan businesses. We all really appreciate it during these crazy times. Thank you!

- Kelly Laczko, Manager, Duplex Diner



iv. Public Safety

In cities throughout North America, BIDs have improved the safety, cleanliness, and economic vitality of downtown areas. Providing safety personnel in the public areas of the BID is a function that has provided business owners, commercial property owners, customers, residents and visitors an added layer of assurance that they are well cared for here. However the nature of public safety has evolved since 2005 and so has the work of the AMPBID to add to the safety of the neighborhood.

v. Safety Ambassador

Our Safety Ambassador has played an important role in this function. We had two shifts of a Safety Ambassador from 2005 to 2010. One worked noon to 8 pm and another worked from 6 pm to 12 midnight. They overlapped two hours to relay information and provide each other support. After 2010 we moved to just one Ambassador as we found that many of issues the Ambassador dealt with after 8 pm were best handled by MPD officers.

The Safety Ambassador has assisted MPD with crime deterrence by providing additional uniformed presence on the street (additional eyes and ears we like to say) and improving communication between the police, private sector security providers and the public.

Our Safety Ambassador for the past 2 years, Jorge Quesada, has taken another security position at Catholic University and we are currently searching for our next great Ambassador. This position will have an increased focus on working with people who are vulnerable and housing insecure and will help businesses make sure they are focused on COVID19 safety. Their hospitality role will still be important but they will also be trained on COVID19 safety for businesses so as they check in with each business every day, they will also be able to give feedback to each business if their staff is not adhering to the proper COVID19 safety precautions.

vi. RDO Program

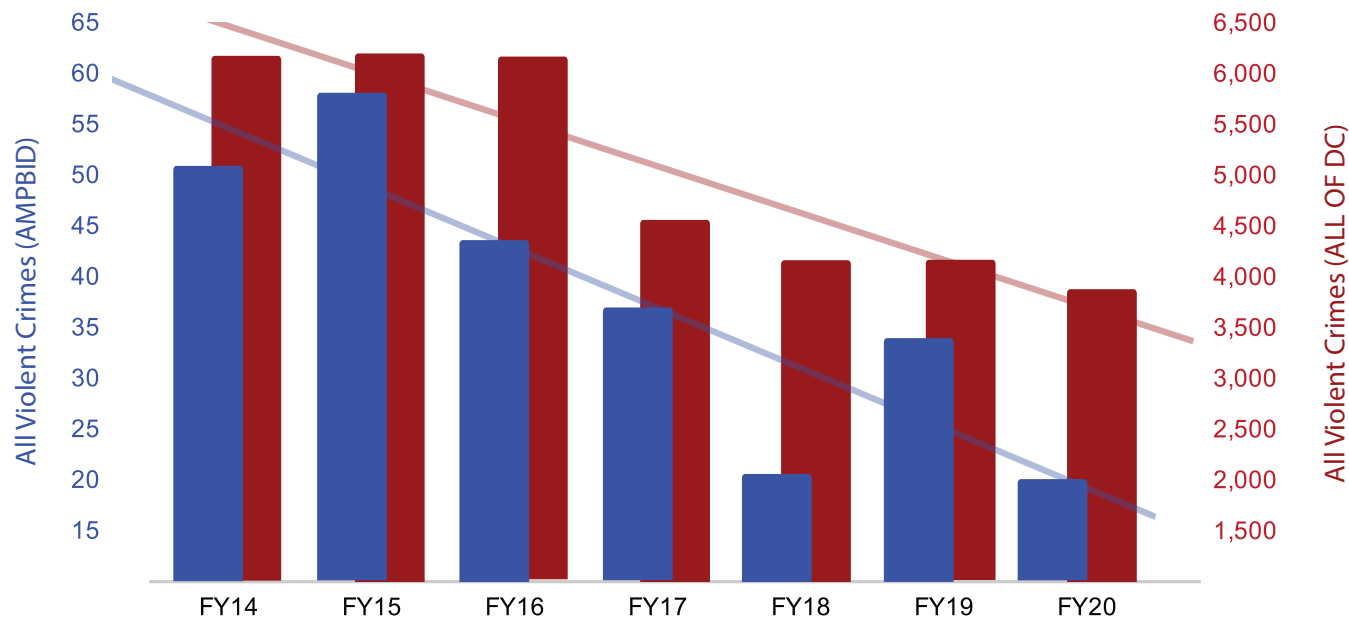
We very successfully used the Reimbursable Detail Officer program (RDOs) from 2009 until March 2020 to assist MPD late night on Friday and Saturdays (and occasional popular holiday nights) to contribute to the maintenance of order; assist with public safety emergencies, including injuries, auto accidents, lost property, the enforcement of intoxication. We are currently pausing our participation in the RDO program based on businesses being required to close by 12 midnight. When business returns to pre-pandemic late night levels, we'll revisit hiring overnight RDOs.

As of January 1, 2021, ABRA has changed the hours by which RDOs can be hired with the cost-sharing program from 2 pm to 2 am and thus if we do decide to continue to hire RDOs that change in hours will impact our decisions. There has been some discussion about hiring a daytime RDO to patrol our public parks to supplement MPDs daytime officers because of the increase in drug sales and drug use in those parks but no decisions have been made.

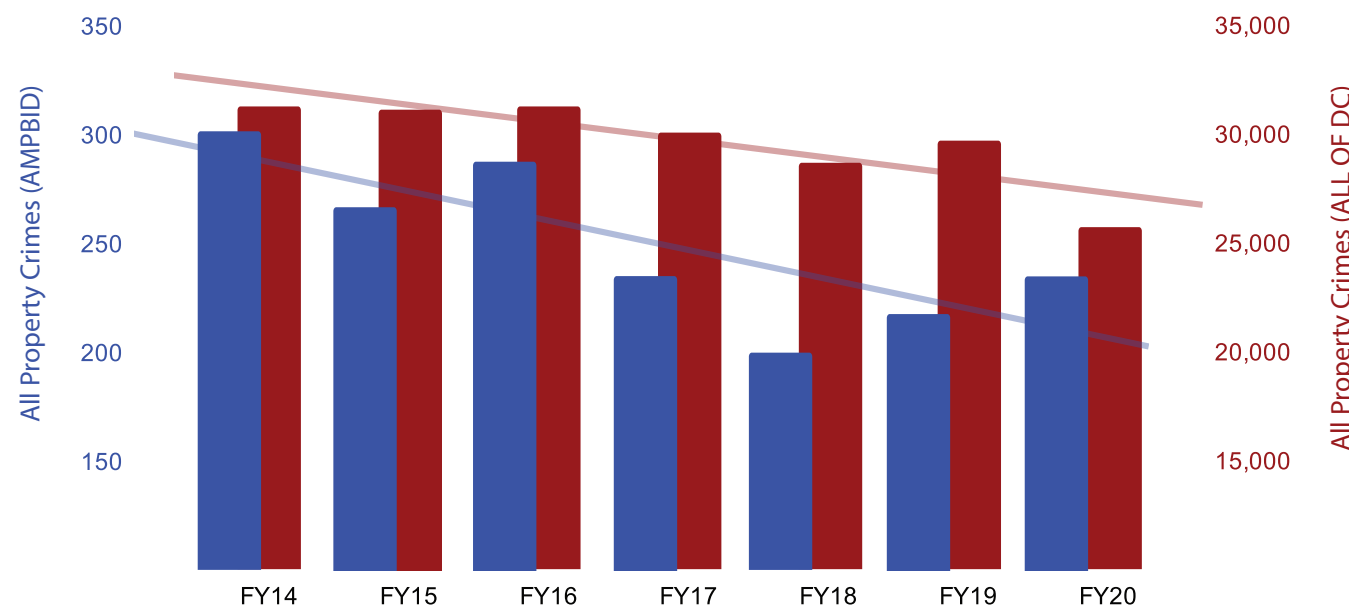
As we continue to work closely with MPD in the coming years, priority will be given to requesting that law enforcement follow existing ordinances dealing with anti-social behavior and to enforce these ordinances (examples: illegal drug sales, possession of an open container of alcohol, urinating in public, illegal and improper parking, etc.). We have had open lines of communication with MPD's Third District and this continued coordination will ensure the protection of the collective rights of the public as well as individual rights, including aggressive panhandling, car jockeying, and the likelihood of becoming a victim when intoxicated.

AMPBID has identified other needs related to public safety, such as programs to assist with the installation of crime cameras on private property. We will encourage businesses and commercial property owners to take advantage of DC government programs for free or discounted monitored camera installations.

Violent Crime Trend in AMPBID vs. DC



Property Crime Trend in AMPBID vs. DC





vii. Policing in Adams Morgan and Throughout DC

We do not endorse any use of force that targets people because of their race, color, religion, gender, sexual orientation, national origin, age, disability, Veteran status, genetic information or other protected group status. We are closely watching the work of the DC Council launched 'Police Reform Commission' which is designed to sift through what is and isn't working in MPD operations, training, recruitment and anti-crime initiatives. Their recommendations will be released in April 2021.

We believe there must also be a shift in mindset, recognizing that public safety involves more than policing. Police should be the final backstop for potentially violent emergencies, but policing is not the best way to prevent crime. Other social service agencies need to be better connected to public safety agencies so that everyone can work in coordination. MPD officers should understand that often moral courage is better than physical courage.

We recognize some DC residents feel like they are being treated as if they live in an occupied territory by police. But we know that criminal activity is caused by only a few people. Everyone else is working hard to keep themselves safe. They deserve dignity, respect and a guardian approach to policing.

There are proven national and local models for handling mental crises and interrupting violence that the MPD and government agencies can use. For example, MPD should have mental health crisis teams ready to be dispatched 24/7 for non-violent situations. Right now, there is only enough funding to staff these teams during normal business hours. We will work to encourage the DC Government to fund staff at the 911 call center trained to talk through mental health crises as they arise before a team can arrive in the field. We will also encourage MPD Officers to get more training for mental health interventions.

Better public safety will undoubtedly require funding more programs that are not traditional policing. The challenge will be transitioning to that future state without diminishing residents' safety in the process.

We will continue to measure improvement in public safety through the analysis of monthly crime data AND also the funding of programs that are not traditional policing that have a proven record of reducing crime. We will also measure improvements in public safety through the perception of safety questionnaire in our annual member survey. We will continue to attend monthly ANC PSA/ABC meetings to learn about crime trends and actions taken to address those.

viii. Homelessness

In addition to the Safety Ambassador's new focus on outreach with the homeless population, the AMPBID will continue to work in partnership with our BID colleagues, District government agencies, and leading non-profit providers of housing for vulnerable residents, to responsibly address homelessness and use best practices to find solutions to improve their health and living conditions.

C. Retain and Attract Businesses and Investments (public and private)

While the District of Columbia still holds its position as the region's most important business and cultural center, many tenants and companies continue to move to Northern VA suburbs and Montgomery County, MD where commercial space is less expensive. Assisting businesses with COVID19 recovery and accessing relief programs has been a priority since March 2020 and will continue to be for some time to come. We will keep an eye on COVID19 trends that affect business and assist businesses with being aware so they can respond and best leverage new opportunities that focus on growth.

The Adams Morgan Partnership will continue to engage and network with organizations such as the DC BID Council, Washington DC Economic Partnership, Destination DC, Coalition for Nonprofit Housing and Economic Development (CNHED), the Federal City Council, the DC Chamber of Commerce, the Greater Washington Hispanic Chamber of Commerce to retain and attract investment in the neighborhood.

i. Increase retail sales, raise employment, and lower vacancy rates throughout the AMPBID area.

ii. Support landlords to fill vacancies

- Create a program to work with brokers to attract new businesses (independent, small businesses) to Adams Morgan to fill vacant spaces
- Workforce training is an essential element for equity as such we will leverage existing educational anchors in the region (such as UDC) to set up classes in available retail/office space in Adams Morgan
- Attract more non-profits into neighborhood - creates more daytime foot traffic for retailers
- Encourage foundations and CDCs to serve as guarantors on leases to create more opportunities for 'necessity entrepreneurs'
- Prepare to attract customers and visitors from the greater Washington area as well as from the stream of tourists visiting the city from around the country and abroad (as health conditions warrant their return) by enhancing the AMPBID Gateway neighborhood entrances. This includes enhancements to the Adams Morgan brand, perception, and destination appeal.
- Highlight the vast amount of outdoor space in Adams Morgan which can be utilized for dining as well as shopping
- Invest in more streetery decorations such as visible structures & designs that are more permanent.
- Create more dog friendly initiatives such as "Dine & shop with your dog". Create pet play areas and contests with prizes.
- Get national publications to run stories about Adams Morgan
- Create a marketing initiative to attract customers and set Adams Morgan in front of the region as the "go to" area for safe shopping and dining and to participate in the survival of local businesses
- Market to Adams Morgan residential community since so many are working from home and won't return to their offices for a while. Work with the ANC1C and Reed Cooke Neighborhood Association to develop the campaign and promote it.
- Partner with larger organizations (ie. Smithsonian Air and Space Museum for movie nights, etc.) for events as health conditions warrant
- Promote the neighborhood through different lenses (ie. a different price point for every pocketbook available in Adams Morgan. Everyone is welcome. There is something for everyone.)
- Create a budget for social media influencers that attract new businesses as well as new consumers
- Explore working with DC-based delivery companies such as DCtoGoGo to do more delivery with Adams Morgan restaurants and retailers
- Facilitate improvements to the transportation network in and out of Adams Morgan for more seamless and safe connectivity while also supporting increased commerce. Promoting the merits of Adams Morgan's location, convenience and livability while working to create stronger transportation connectivity are both necessary for Adams Morgan's recovery.

Outlined below are actions the AMPBID will implement as part of five-year renewal in response to the transportation needs:

- Expand multi-modal facilities and bike parking
- Install more bike racks and in-street multi-modal corrals
- Participate in conversations with ANC1C and DDOT to make the streets as safe as possible for all users - especially pedestrians and those with limited mobility/accessibility concerns
- Continue to push WMATA for late night bus and rail service. Restoring public transportation services to pre-pandemic levels is key to restoring the region's economic recovery and is a key equity issue for workers.
- Install more PUDO (pick up drop off) zones for active loading/unloading and work with DPW on enforcement to ensure the spaces are available for those purposes only.
- Explore the pedestrianization of 18th Street every weekend on a permanent basis as soon as DC moves into Phase 3 of recovery from COVID19
 - Farmers market could move to 18th Street and expand
 - No food other than farmer's market vegetables on Saturdays only
 - Include AdMo Day Committee in the planning process and to recruit vendors
 - Encourage flexible use
 - Constant programming of the space would be necessary
 - Consider hiring an experienced market manager for weekends
- Explore solutions to make Columbia Rd more pedestrian accessible
 - Host events to bring more foot traffic to this portion of the neighborhood (ex: Classic Car Show along Columbia Rd, Holiday Displays, Public Art, etc.)
- Explore solutions to make Florida Avenue around Mint Fitness more accessible with wayfaring signage
- Look for creative ways to create more customer parking - could the Line Hotel garage be opened up to the public? Could multifamily buildings with extra parking open them up to the public for short term parking? We will explore and push for these types of solutions.



iii. Improve the AMPBID's Internal Capabilities

As the needs of the community grow bigger and more complicated, so must our ability – as dictated by our size – to continue to do more with less by leveraging technology and human capital to bring efficiencies and scale to problems.

Continue to identify new technologies and system improvements to harness knowledge management within the organization and the speed and efficiency by which certain processes are conducted.

iv. Office Space

We have rented office space in the Festival Center building at 1640 Columbia Road, NW since August 2014, however the Festival Center will undergo major renovations beginning late in 2021 to last a couple of years. During that time it will be necessary for us to relocate our office operations. In recognition of the AMPBID's role in neighborhood growth and our responsibility for the prudent stewardship of our resources plus keeping a low operational overhead, we will explore temporary office space that keeps all of those goals in mind. We anticipate returning to the Festival Center building at the conclusion of the renovations.

D. Proposed Five-Year Budget

In recognition of the considerations above, below is our proposed five-year budget - income and expenses. This operating budget does not include revenues associated with interest income or the payment of late fees, penalties and interest. Further, the budget doesn't include any revenues and expenses associated with sponsor-driven activities. To the extent possible event sponsorship will be sought to supplement the costs of any future proposed events.

While our priorities have remained basically the same, because of the encouragement of our membership we will continue to expand our marketing budget as appropriate. The AMPBID will also work with the City to ensure that all economic development programs developed by the city will benefit AMPBID members. These projections are based on the assumption that in 2022, coming out of the pandemic the BID's annual revenue will be the same as 2020 and will only grow slightly with increased assessments in years 2023 to 2026.

We anticipate that the BID Litter Clean Up grant will be available at current levels with a slight increase for changes to the DC living wage. We anticipate the RDO program will restart in 2022 and resume at 2020 levels, the Safety Ambassador position continues full time, along with the Deputy Director and Executive Director.

| | Years | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| Category | 2022 | 2023 | 2024 | 2025 | 2026 |
| Assessment Income | 665,000 | 680,000 | 700,000 | 720,000 | 740,000 |
| DSLBD Grant for Cleaning | 138,00 | 140,000 | 142,000 | 145,000 | 145,000 |
| Total Projected Revenue | 803,000 | 820,000 | 842,000 | 865,000 | 885,000 |
| Admin Expenses | 220,000 | 225,000 | 230,000 | 235,000 | 240,000 |
| Public Safety | 125,000 | 127,000 | 130,000 | 135,000 | 140,000 |
| Cleaning, Maintenance and Repair (50% Deputy Director included) | 305,000 | 310,000 | 315,000 | 320,000 | 325,000 |
| Marketing (50% Deputy Director included) | 130,000 | 132,000 | 135,000 | 140,000 | 145,000 |
| Other program expenses (cell phones, BID Council dues, and DCST contributions) | 20,000 | 20,000 | 25,000 | 30,000 | 35,000 |
| Total Expenses | 800,000 | 814,000 | 835,000 | 860,000 | 885,000 |

III. Renewal of the AMPBID

A. Renewal Process

We understand the steps, timeline and process for our BID renewal to be the following:

February 9: AMPBID Board meeting and vote on approval of 5 year plan

By February 12: Submit the board resolution with approval of the 5 year plan and the five-year plan to the Mayor's agent - DSLBD with a copy to DMPED and a Certificate of Good Standing from OTR

March 5 (15 business days after application submission): Mayor or Mayor's agent conducts preliminary review of application

April 9 (25 days after preliminary review of application):

- AMPBID sends notice of preliminary determination and notice of public hearing to:
 - The Secretary of the Council
 - Each owner of taxable property within the BID area
 - Each commercial tenant within the BID area
 - Each major citizens association covering the area in which the BID is located

DSLBD advertises public hearing in DC Register and two sources of local media

May 7 (45 days after preliminary review of application): Public hearing

June to July : Mayor issues order

October 1, 2021: Start of new five-year authorization period

B. Why the AMPBID Should be Renewed

The most compelling and quantifiable proof of the value of our efforts is the return on investment they have yielded in the past years for our stakeholders and the District as a whole.

Our income grew, prior to 2020, as a result of the growth in property assessments and property values as owners continued to improve their buildings. Our assessment income in 2017 was \$475,000 and grew to \$645,000 in 2019 - only 3 short years. The assessed value of the commercial properties in our area also grew an average of 39.93% between 2017 and 2021 resulting in much higher property taxes. As Adams Morgan grows, so does the District's ability to serve all who depend upon its services. And the returns come back to all of us.

We owe much of this progress to our disciplined strategic approach, including our unyielding emphasis on maintaining an environment that is clean, safe and welcoming to residents, workers, business owners and visitors. Focusing on these fundamentals has yielded tremendous results in the last five years including the following:



Thank you and your team for all that you are doing for our community and small businesses - You all make Adams Morgan the amazing place that it is.

- Amanda Meister, Manager, Urban Dwell



C. The Last Five Years: Accomplishments & Results

A. Expansion of Organizational Capacity since Last Renewal

In 2016, around the time of AMPBID's last renewal, we doubled the size of our office staff to two with the hiring of an Operations Manager. Our Executive Director, Kristen Barden, had been solely responsible for most of the programming, community relations, interaction with government agencies, etc., and that situation was unsustainable for our organization to keep up with growth. The addition of the Operations Manager allowed AMPBID much greater capacity to keep up with everything going on in the community and expand programming and outreach. Our Safety Ambassador of nearly a decade had just retired and the decision was made to not rehire that position in favor of moving some funds around to hire Brian Barrie as our new Operations Manager. At the end of 2019 Brian's title was changed to Deputy Director to better reflect the responsibilities of his position that has evolved beyond managing operations. There is no plan to hire a new operations manager.

In 2018 we expanded our staff again by hiring Jorge Quesada as our new Safety Ambassador. The board decided it was time to return to having a uniformed presence in the neighborhood in the afternoons, evenings, and weekends, as well as someone to do outreach to homeless and vulnerable individuals. The Safety Ambassador also acts as a visible point of contact out in the neighborhood, serving as a resource both for the business community and visitors alike.

B. Public Space Operations: Keeping Adams Morgan's Streets Clean, Safe & Friendly

i. Cleanliness & Landscaping

Cleaning is one of the most important functions AMPBID performs in the community. Until the pandemic of 2020, our clean team worked 365 days a year, picking up trash, painting over graffiti, removing stickers from signs, and generally taking care of the business district. Our clean team also works on the landscaping in the neighborhood by maintaining the tree boxes, and planting and watering flowers throughout the business district.

From 2016 to 2020 our Clean Team Removed



ii. Public Safety

Public safety is something we take very seriously. Among other things, Adams Morgan is a nightlife destination, and with that can come associations with rowdiness and even violence. We have worked hard to overcome that stereotype, first and most importantly by working with MPD along with the business and residential community to ensure we're doing everything we can to discourage crime. A big factor in the reduction in personal and property crime that we've seen year over year is the Reimbursable Detail Officer (RDO) program that we have used with the assistance of ABRA cost sharing. Our Security Director, Greg Frank, coordinated the RDO program until March 2020, and worked closely with MPD to ensure that those officers were properly deployed and were aware of situations that need attention. The large visible police presence on weekend nights is a huge factor in discouraging bad actors from misbehaving. Since the onset of the pandemic and the severe limitations imposed on business operations -- particularly on the food & beverage industry -- the RDO program was suspended. We anticipate resuming our prior operations when the nightlife businesses are able to return to normal operations.

iii. Homelessness

We are fortunate in Adams Morgan not to have the same level of homeless issues experienced in some other neighborhoods in DC, but we do have a homeless population that we do our best to look after. One of the most important duties of our Safety Ambassador is to familiarize himself with vulnerable people in the neighborhood, some of whom are homeless and some who have places to sleep, but prefer to spend the day in Adams Morgan. We also work with partner agencies who help provide counseling and other outreach to homeless individuals and make sure those who are willing to accept help have that help available to them.

D. Enhancing Public Space

i. Key Public Space Accomplishments: 2017 to 2021

- New streetlight banners
- Planted flowers in tree boxes on Columbia Road including liriopse and knock out rose bushes
- New bus shelter posters
- Worked with the community and The LINE Hotel DC during design charrettes to renovate Unity Park
- Created a holiday installation at the corner of Columbia Road and Adams Mill Road, NW in winter of 2020
- Installed dozens of bike racks throughout the neighborhood as well as several micro-mobility corals to provide parking for scooters as well as bicycles
- Installed four hand sanitizer dispensers around the neighborhood
- Worked with DDOT to create a streatory on 18th Street between Columbia Rd. and Kalorama Rd. to allow for a greater amount of outdoor dining during the pandemic
- Worked with the ANC1C and the Urban Forestry division of DDOT to develop plans for tree planting in BB&T Plaza (hopefully that will be installed in the Spring of 2021)
- Submitted an application to DOEE in July 2018 for a rain garden as part of their Innovative LID activities in Carolyn Llorente Park (1900 block of Columbia Road) as part of the Gateway design elements
- Entered into a Reimbursable Maintenance Agreement (RMA) with DDOT allowing us to make some improvements to public space ourselves and then be reimbursed by the city
- Sponsored contests to encourage businesses to decorate their storefronts for holidays
- Worked to match muralists with property owners to paint empty walls adding color to the buildings
- When businesses boarded up in the summer of 2020 to avoid damage from protesters, we partnered with a nonprofit which contracted with local artists to paint murals on the plywood
- Every March we adorn the street furniture with hundreds of Cherry Blossom decals as part of the annual Cherry Blossom Festival

E. Real Estate Growth & Economic Development

i. Residential Housing

In the past five years we've had several multi-unit residential developments come online and several more are in progress.

Completed

- Reed Row, 2101 Champlain St., NW
- AdMo Heights, 1777 Columbia Rd., NW
- Modera Sedici, 2700 16th St., NW



Ribbon-cutting ceremony for The LINE Hotel DC, December 20, 2017

Upcoming

- The Silva, 1630 Columbia Rd., NW
- AdMo Heights Phase 2, 1777 Columbia Rd, NW
- Possible mixed use development of the corner of 18th and Columbia Road by PN Hoffman (current SunTrust Bank location, 1800 Columbia Rd, NW)

ii. Commercial Spaces

Adams Morgan has been 'built out' for decades and as such there is not a lot of new construction, but we have had some new construction and major renovations that have resulted in new commercial and mixed-use spaces:

Completed

- The Line Hotel DC (opened in 2017)
- AdMo Heights ground floor retail
- The Imperial (combined three small properties into one large restaurant)

Upcoming

- Ground floor retail in the proposed mixed-use PN Hoffman development at SunTrust Bank location
- Al Fresco Tap and Grille restaurant to be built at what is currently a parking lot at the corner of 18th St. and California St.
- AdMo Heights Phase 2 ground floor retail



AdMo Heights, 1777 Columbia Rd., NW

iii. Restaurants, Retail Services & Hospitality

The following have opened in the last five years or will be opening soon.

- The LINE Hotel opened (December 2017)
- Erik Bruner-Yang's lobby-situated Brothers And Sisters, all-day café, Café Spoken, and his Michelin Bib Gourmand-awarded Spoken English take cues from around the globe.
- Italian Embassy residential project at 16th and Fuller Street NW - was started in Spring 2016 and completed in 2018/early 2019
- First phase of AdMo Heights residential and commercial in the 1700 block of Columbia Road - 2nd phase coming soon
- The Silva - East Banc residential project at Columbia and Mozart Streets - late 2021 occupancy
- Coworking company moving into the Imperial building in Spring 2021 - Venture X
- Taqueria Al Lado - opened January 2021
- Possible commissary kitchen in 2412 18th Street rear garage building - property sale pending
- Wingos (opening Spring 2021)
- Air (opening Spring 2021)
- The Imperial Restaurant
- Shibuya/Death Punch/Shabu Plus
- Copacabana Brazilian Restaurant
- Corepower
- Reveler's Hour
- Bom
- Lucky Buns
- Federalist Pig
- Funky Piece
- Grass & Co.
- Dreams Smoke Shop
- VEGZ
- Grindstone
- The Game/Tiki on 18th
- Hilo Poke
- Isshin Asian Bistro
- Sparkfund
- New York Grill
- Grand Dutchess
- Streets Market
- All American Sole
- Hart's Desires
- Lost City Books
- Spacycloud Lounge
- Synergy & Serenity
- Tribute Clothing
- Aparnaz
- Metropolis Salon
- Banfield Pet Hospital
- The Cheshire
- District Cuba Travel Agency
- Kalorama Pharmacy
- Life of Riley
- &pizza
- Pitchers/A League of Her Own
- Akira Ramen
- The Green Zone
- Johnny's Half Shell
- La Pop
- Los Cuates
- Philz Coffee
- Insomnia Cookies
- Pitango Gelato
- Popeye's
- Retrobottega
- Villa Toscana
- Zenebech
- Harpeth Swill Coffee
- 1830 Antiques
- Kachis Cantina



Sharbat Azerbaijani Bakery (2473 18th St NW) opened in the Spring of 2020.

F. Community Outreach, Networking, Advocacy & Events

Community outreach is about giving, contributing, and helping those around us. Community outreach also allows us to connect to various community organizations to learn and share information. We attend a lot of community meetings every month including among those - ANC1C, weekly BID Council meetings (during the beginning of the pandemic the BID Council met every day), monthly DC Sustainable Transportation and committee meetings, monthly BID Council operations and marketing meetings, monthly Business Coalition meetings, District Strong virtual meetings of the Federal City Council and the Small Business Advisory committee of the DC Chamber of Commerce. We regularly sponsor booths at the Greater Washington Hispanic Chamber of Commerce for Adams Morgan businesses to use. We attend the annual Small Business Summit hosted by the DC Chamber of Commerce at the Convention Center and the annual meeting of the DC Economic Partnership, also usually held at the Convention Center.

Whenever possible, the AMPBID advocates for local businesses facing unfair regulatory challenges. We have done that with second-hand business licensing issues, getting added to the Great Street grant program, and when the liquor license moratorium was hindering Adams Morgan ability to compete with other neighborhoods for new businesses, we pushed for the liquor license moratorium to be amended so that more restaurant licenses could be added. We also worked on Initiative 77 and expressed concerns and helped educate our members about the rules for the new DC Paid Family Leave which began collecting taxes in July 2019. Employees were eligible to participate in the program in July 2020. These actions and more have helped Adams Morgan grow in a substantial way.

Communication is important, not just between neighbors, but also between residents and businesses. We've implemented many ways to connect all audiences both in person and virtually such as growing our email list for newsletter distributions, connecting with our community on various social media platforms, becoming members of local and national partner organizations such as the International Downtown Association (IDA), and hosting events – all in which create special bonds between neighbors and businesses.

We've implemented family-friendly, cultural programming in Adams Morgan such as our Summer Concert Series, Adams Morgan Movie Nights, and Adams Morgan PorchFest music festival. These, combined with new events like the Adams Morgan Apple Festival and Apple Pie Contest create a sense of place and community for the neighborhood while attracting thousands of people to the area and the businesses within it.

Over the last five years, here is a list of some of the in person and virtual events that have been hosted within our community:

- AdMobile (Fall 2020)
 - Partnered with Joe Lapan of Songbyrd Cafe to play live music from the back of his vintage truck as it drove around the neighborhood on Saturday evenings
- Holidays in AdMo Holiday Display (Winter 2020)
 - Included in person opportunities and light pole decorations to create a festive environment
- DC Dog Days (Summer 2020)
 - Worked with District Bridges and DMPED to promote all of the Adams Morgan businesses





- Spring Movie Nights in partnership with the Smithsonian (annually)
 - Worked with restaurants to provide ideas for carry out dinners brought to the field.
- Fall PorchFest (annually)
 - In 2018 and 2019 we partnered with businesses to provide a special to all PorchFest attendees that were wearing a wrist band and increase foot traffic into businesses
- Apple Festival/Pie Contest (annually)
 - Pie slices sold generated donation to an Adams Morgan nonprofit each year
- Taste of Adams Morgan with Mary's Center (collaborative event each Spring)
 - Raised money for Mary's Center and brought businesses additional foot traffic and sales
- Adams Morgan Date Nights in February and March (annually)
 - Brings foot traffic and social media attention to the neighborhood
- Small Business Saturday (annually)
 - Participated in the national program sponsored by American Express
- Bike to Work Day every May (3rd largest attendance in DC in 2019)
 - Host a pit stop for participants in Unity Park with a bike repair clinic and snacks
- Summer Concert Series (ended in Summer 2017)
 - Worked with businesses to provide a special to attendees who wore a wrist band to increase foot traffic
- #AdMoThanksObama (2016) on the kiosk in BB&T Bank Plaza
- Pinewood Grand Prix (2017) in Kalorama Park
- Fright Night Movie (2016) in Kalorama Park

We conduct an annual survey of the AMPBID membership each Summer and the results are provided to the Board of Directors each Fall.

The AMPBID has adapted and pivoted our event strategy throughout COVID-19 to keep our community safe yet connected. Looking ahead to the next five years, we plan to continue our events both virtually and in-person, as they assist in driving foot traffic to the neighborhood.

“BIDs work to create an engaging, thriving atmosphere for the businesses and properties within their boundaries. BIDs help market residential properties, restaurants and merchants and create a sense of community by activating public parks and common spaces with exciting outdoor events, public art displays and other amenities.”

*- The Value Proposition of Business Improvement Districts.
Natalie Avery, former Executive Director, DC BID Council*

G. Marketing & Branding

At the AMPBID, marketing and place-branding are always considered through an economic development lens. We want our marketing and events to bring more people to the neighborhood who are spending money here. DC neighborhoods increasingly vie for attention. In such a highly competitive environment, place-branding can help by building competitive identity to influence perceived images in relevant markets. A business, potential resident or a visitor has many more options today than when BID was formed in 2005, so articulating differentiating and unique characteristics is important to attracting investment, people and capital to our neighborhood.

In 2017 we embarked on a project to refresh AMPBID’s visual identity. Working with neighborhood design company, Maga Design, we conducted a series of brainstorming meetings, interviews with stakeholders, and went through multiple concepts before settling on the current logo and associated identity package. In addition to the logo, the brand refresh also included new printed materials such as letterhead and business cards, new streetlight banners, and t-shirts.

AMPBID’s marketing efforts and public space activation often focus on art, culture, and music in a safe, diverse, and enjoyable way. There are many strategic benefits to this including:

- Improves Adams Morgan’s competitive advantage
- Attracts companies and investment
- Attracts residents, workers and visitors
- Engages local and tourist populations
- Elevates quality of life
- Creates a sense of place
- Enhances branding and communication

AMPBID’s marketing activities have allowed us to stay in touch with businesses, investors, shoppers, visitors, residents and employees. AMPBID’s marketing is executed with the following guiding principles:

- Attract investors including strong business operators
- Attract customers to retail and service enterprises
- Attract new residents to live here, and keep current residents in the neighborhood



The AMPBID hosts a monthly Marketing Committee meeting on the first Wednesday of the month at 9:30 am which consists of a diverse group of board members. The committee gathers together to network, discuss marketing opportunities, and learn about initiatives that can help everyone market our neighborhood so that everyone benefits and receives exposure. This is similar to the notion that “a rising tide lifts all boats”.

Over the last five years, marketing achievements include the following:

- Maintain neighborhood map and list of happenings on a centralized kiosk
- Maintain large social media presence
- 4 Facebook pages (our main account plus 3 event pages for various initiatives)
- Instagram
- Twitter
- Grown primary newsletter list from 460 in 2016 to 2,000 email addresses in 2021
- Added consumer list of 1,876 email addresses
- AMPBID rebranding effort started in 2017, launched in 2019
- New streetlight banners in Spring 2019
- Bus Shelter Posters updated frequently
- Concierge restaurant tours
- Printed cards highlighting places for: Coffee, Live Music, Brunch, Dancing, and Shopping
- Folding map with chip clip + set of cards (from above)
- Streetlight banner postcards for sale
- AdMo T-shirts for sale
- Pocket Guide Map (discontinued in 2020)
- New website launched in 2018
- Developed a robust Marketing Strategic plan in 2020 to focus marketing efforts in a COVID19 environment
- Supported local businesses via our Buy Restaurant Bonds campaign at the start of COVID19 that received local and national news coverage
- Offered free marketing support and guidance during COVID19 to neighborhood businesses (social media, advertising, web support, ecommerce, etc). Businesses are able to contact us at any time for help with developing all of these for their business.

“

Appreciate you guys working hard for the neighborhood!

- Alex McCoy, Owner, Lucky Buns

”



In 2017 Dave Chappelle invited Jerry Seinfeld to Adams Morgan to film an episode of Comedians in Cars Getting Coffee for Netflix. After coffee and conversation at The Diner, they walked around the neighborhood before getting in this 1973 Citroën Maserati SM which ultimately failed to start.

D. Conclusion

The AMPBID has responsibly spearheaded the Adams Morgan business community's development and growth the last 5 years and will continue in that vein as we recover stronger from the COVID19 pandemic. The next five years will be pivotal as we place Adams Morgan first in what anyone considers as a clean, safe, and friendly place to live, work, visit or do business.

We are excited for the opportunity to continue to implement our vision and strengthen relationships with our stakeholders and partners in Adams Morgan, in DC Government and throughout the city.

Our accomplishments would not have been possible without the many contributions of our board members, AMPBID staff, our consultants, the Clean Team and our 200+ members. For that we are thankful.

The support of the Executive Office of the Mayor, DSLBD, DPW, DDOT, DC Council - especially Brianne Nadeau's office and her staff, ANC1C and the many community-based organizations in Adams Morgan have helped us succeed in meeting our goals and objectives.

We respectfully request that the AMPBID is renewed for another 5-year term as we continue this forward momentum.

Thank you again for your continuing support.

“

All of us at Joy's Spa want to take a moment to say thank you to you, and the staff of the Adams Morgan BID.

We have a long road ahead but being able to find resources and outlets to give our clients and community ways to stay in touch and help.

- Tina Edwards, Owner, Joy's Spa

”

E. Appendices

Appendix A: AMPBID Board members and Executive Committee

(as of Feb. 2021)

Executive Committee:

- President: Constantine Stavropoulos, Tryst Trading Company (Tryst & the Diner)
- Vice President: Arianne Bennett, Amsterdam Falafelshop
- Secretary: Adam Crain, Adam's Inn
- Treasurer: Jessica Racine White, Property Owner

Voting Members:

- Saied Azali, Perry's & Mintwood Place Restaurants
- Jonathan Cho, Sakuramen & BUL Restaurants
- Brian Friedman, Foxhall Partners
- Stephanie Jacek, Le Bustiere Boutique
- Pat Patrick, Pat Patrick Real Estate
- Stephan Rodiger, Redbrick LMD
- Linda Roth, Linda Roth Associates, Inc.
- Jeffrey Schonberger, Alturas REI
- Scott Williams, Maga Design
- Jonathan Wells, Club Timehri
- Jon Wilson, Demers Real Estate

Non-Voting Members

- Peter Lyden, Reed-Cooke Neighborhood Association
- Peter Wood, Advisory Neighborhood Commission 1C

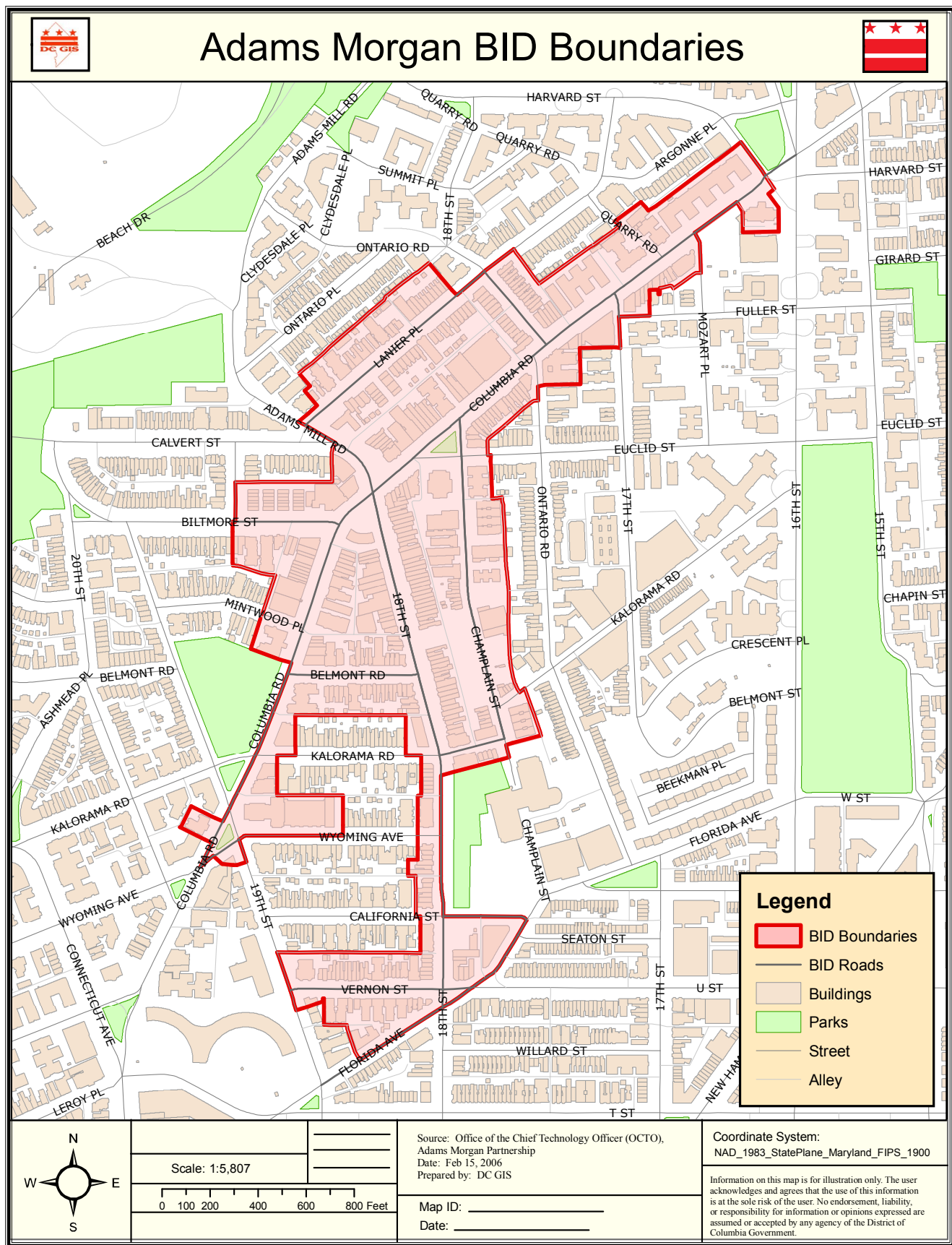
Ex Officio Member

- Commander Stuart Emerman, MPD Third District



We asked businesses to hold up signs of support so we could assemble them into a video and used it to raise over \$500 for Adams Morgan Day. This is the entry from CenterPointe Fitness, 1802 Adams Mill Rd NW, Ste. B.

Appendix B: Neighborhood Map with AMPBID Boundaries



Appendix C: Partner & Stakeholder Testimonials

The creativity underlying the work of the Adams Morgan Partnership BID is exciting to see. Captivating pandemic safety signage, fun holiday decorations – who can forget RBG – and, my favorite, the Adams Morgan PorchFest, which is a true business + resident partnership. Adams Morgan is better because of the BID.

- Lars Etzkorn, Lars Etzkorn Law PLLC

The Adams Morgan Partnership BID is a vital part of the Ward 1 community. They are consistently working to maintain a clean, safe, and friendly neighborhood that encourages new business development and creates an atmosphere that allows the community to flourish. Residents and visitors to Adams Morgan also benefit with cleaner streets, a full-time safety ambassador and marketing and events that everyone can enjoy. Adams Morgan is a better place because of their work. I look forward to working with them for years to come.

- Brianne K. Nadeau, DC Councilmember, Ward 1

The Adams Morgan BID has been such a welcoming, steady presence in the community. The Platform of Hope was only two years old when we were selected to be highlighted in the annual Apple Pie contest in 2018, which included one of our participants serving as a judge alongside Chairman Mendelson and other VIPs, and all of the proceeds being donated to POH! It was a wonderful way to be included in the community and we so appreciated the Adams Morgan BID for being the connector between various parties, new and old, so that our neighborhood feels inclusive and supportive.

- Judy Estey, Vice President, Platform of Hope

The Adams Morgan Partnership BID is a great asset to Adams Morgan. They help keep the neighborhood clean through their Clean Team. They provide multimodal opportunities for residents and visitors to the neighborhood by installing bike racks and scooter corrals. The BID also supports local charities, community events and activities to help keep Adams Morgan vibrant and fun.

- Nicolas Roland, President,
Reed-Cooke Neighborhood Association

Team sPACyCLOUd and I would like to thank Adams Morgan Partnership Business Improvement District for helping small businesses through the hard times. They have been working non stop cleaning streets, answering questions, connecting us with local leaders, providing information for resources available for small businesses, helping with marketing, and just being there for us. We are very honored to be part of Adams Morgan tight community. Thank you for keeping it together. We can do it... together!

- Tatiana Kolina, Owner, sPACyCLOUd Lounge

I just wanted to tell you that I think you are doing a fantastic job keeping the business community updated with all the changes and updates. I find your newsletter one of the BEST and most comprehensive resources thus far (and you have real time updates).

Just wanted to say that we all very much appreciate your work. And it really does help us filter through all our unanswered questions.

- Christopher Lynch, Commercial Property Owner

Appendix D: List of Tables

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