

FEDERAL CITY COUNCIL | 2016 ANNUAL REPORT

A CATALYST FOR

# PROGRESS





// Building a stronger, more vibrant District of Columbia requires comprehensive, insightful solutions to a variety of economic, political and workforce challenges. The Federal City Council's vigorous support for civic improvement and business sustainability in 2016 has and will continue to translate into greater job creation, sounder investment and economic vitality. //

— W. Edward Walter, Steers Chair in Real Estate, McDonough School of Business, Georgetown University, and Chair, FC2 Board of Directors

ON THE COVER: U Street, Northwest at night. Photo by Ted Eytan

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## DEAR TRUSTEES,

The history of the Federal City Council (FC2) is anchored in its commitment to urban progress and the confidence that like-minded individuals and organizations can create profound change in the District of Columbia.

For more than six decades, we have tapped the resources of non-profit, public and private partners to catalyze economic growth, business investment and government efficiency. While our notions of success have changed little over the years, our methods for achieving it have evolved as we brought insightful leadership and technological advances to regional problems—challenges once considered intractable.

The pace of our progress has been steady and the results proficient. It speaks to the remarkable work of our Trustees and partners who have demonstrated exceptional talent and personal vision in building a thriving and representative District.

Yet, in a time that offers so much potential, we are reminded that even the best of institutions can disappoint. That was especially true in 2016, as Metro struggled to maintain its services even as safety concerns and service interruptions drove riders from the system. The FC2's pledge to recover Metro is real and unwavering.

Our efforts on behalf of Metro and its ridership reflect just one aspect of our community involvement—participation through problem solving. We also have played a critical role regionally by fostering the growth of new institutions to offer guidance and leadership.

A highlight of 2016 was the cultivation of the D.C. Policy Center, a non-profit, non-partisan think tank that will provide unbiased analysis to guide decisions by elected officials as well as the business and non-profit communities. Even in its infancy, we are already seeing evidence of the D.C. Policy Center's potential to inform and drive public debate.

As we look back on our record of service in 2016, we have not been deterred by the challenges or complacent in our successes. In fact, they both have fueled our determination to push ourselves harder and, where needed, break with established protocols to advance the well being of the District and its residents.

Sincerely,



W. Edward Walter  
Chairman



Anthony A. Williams  
CEO and Executive Director

"As we look back on our record of service in 2016, we have not been deterred by the challenges or complacent in our successes. In fact, they both have fueled our determination to push ourselves harder and, where needed, break with established protocols to advance the well being of the District and its residents."

# Transportation & Infrastructure

In 2016, the Federal City Council (FC2) began calling for immediate and dramatic action to reform Metro. The business community recognized early that the instability of Metro could cascade into dire consequences for the entire region.

In fact, Metro's unsteady future became a failure-is-not-an-option quandary for the FC2 and its trustees. The Metro underpins the region's economy and is essential for the daily performance of the federal government.

Metro's operational and fiscal insolvency would be catastrophic for the business community and the regional community as a whole.

With so much at stake, the FC2 took on the responsibility of sketching a path forward where one did not exist before for the Washington Metropolitan Area Transit Authority (WMATA). The route was expected to result in a new governance and operational structure and stable, reliable funding for Metro by the three jurisdictions (the District, Maryland and Virginia) and the federal government.

Metro's problems are rooted in systemic challenges related to governance, funding and operations, all of which are guided by the WMATA Compact. The FC2's bold pitch asked regional elected officials to introduce legislation to install a temporary reform board and to amend the WMATA Compact. The new compact would establish an effective governing body, increase safety and reliability by allowing Metro to embrace innovation and establish predictable and reliable funding sources for Metro.

In December, to demonstrate public support of Metro reform, the FC2 launched a regional campaign and recruited more than 125 stakeholders to sign on to a letter urging regional leaders to take action to reform Metro. The FC2 met with regional stakeholders in late December to present its proposal and to solicit feedback. This engagement has continued into 2017, and all indications suggest that the approach is gaining traction.

After thoughtful analysis and evaluation, the FC2 released its full proposal on Metro reform in April 2017. The proposal provides additional detail on solutions related to governance, funding and operations. The FC2's recommendations include downsizing and professionalizing the board, identifying stable and reliable sources of funding and taking advantage of opportunities to achieve operational efficiencies and cost savings.

In addition to releasing its proposal, the FC2 has continued to work towards identifying areas of consensus among other reform proposals in order to support regional coordination. The FC2 is encouraged by the momentum building behind its efforts and the regional push to reform Metro.

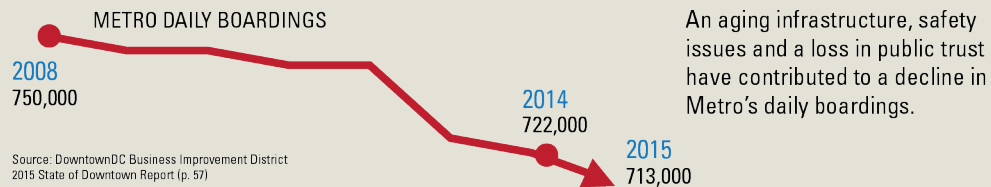
## Metro's Unsustainable Status Quo

The current Metro compact is no longer sustainable, and the system will worsen unless new governance and operating procedures are in place.

### Governance



### Operations



Source: DowntownDC Business Improvement District  
2015 State of Downtown Report (p. 57)



Photo: Glyn Lowe

## Transportation Aided by New Technologies

The Federal City Council (FC2) has long been an advocate for using innovative technologies to improve commuting times in the Washington, D.C., region, and its work in 2016 concentrated on a series of projects to advance alternative transit modes and reduce congestion.

Much of the FC2's emphasis has been on integrating transportation options in new ways that allow commuters to seamlessly move from one form of transit to another, whether shifting from the Metro to buses or buses to bicycles.

As part of its transportation initiatives, the FC2, through its affiliate, Infrastructure DC (IDC), submitted a proposal to work on a feasibility study examining the impact of an off-board fare payment system for WMATA bus routes. These off-board fare payment or fare collection systems, which could be

WiFi-enabled, would allow passengers to purchase their fares before they got on the bus, reducing dwell time and distractions for drivers at bus stops.

Additionally, IDC has been a major proponent of bike-sharing programs, which have gained traction in the District and spread throughout most neighborhoods. IDC was engaged by Prince George's County to bring its knowledge there. It was asked to look at the feasibility of accelerating the deployment of Capital Bikeshare through a public-private operating model.

With increased residential development around county Metro stops, National Harbor and the Route 1 corridor near the University of Maryland College Park, the county is considering ways to include a bike-sharing option for local commuters that would reduce congestion and provide more traveling opportunities.

"The central economic challenge facing the region today is finding a solution to Metro's ongoing governance and operational problems. With the assistance of a fiscally driven, unbiased control board, WMATA can become a well-managed, securely funded, sustainable and, most importantly, safe system."

— *Stephen Harlan, Emeritus Trustee, Partner at Harlan Enterprises and retired Chairman of H.G. Smithy*



# Public-Private Partnerships

**T**he District of Columbia's remarkable growth in recent years has prompted many to call for new roads, schools, public facilities and civic amenities to meet the needs of its burgeoning and active population. However, the District's capital resources remain markedly limited, especially given the D.C. government's self-imposed, 12-percent debt cap limit.

To address the deficiency, the Federal City Council (FC2) has argued that public-private partnerships (P3s) represent a viable alternative for delivering major infrastructure improvements in the District.

In 2016, much of the FC2's flagship work focused on advancing the Langston Initiative and building out its organizational platform, Infrastructure DC (IDC). Both efforts have the potential to remake the District's infrastructure landscape and add significantly to its economy.

Unveiled at the Clinton Global Initiative (CGI) in summer 2016, IDC is an independent non-profit that will provide performance-based infrastructure by leveraging P3s to overcome existing barriers to investment in the District and the region.

Soon after, the FC2 formally incorporated IDC, establishing a board, outlining its governance structure, sketching out the types of projects it will pursue and looking for new ways to secure capital investments. IDC's primary activities entail project sourcing, due

diligence and pre-development, and project execution. It also has the authority to enter into joint ventures with private investors to put private money into public infrastructure projects.

As part of its mission, the projects IDC supports must have a measurable social impact, including job creation, community building, improved public space, affordable housing and environmental benefits, among others.

At the forefront of IDC's pipeline is the Langston Initiative, which will reimagine the three public golf courses—Langston, Rock Creek and East Potomac—located in D.C. and owned by the National Park Service (NPS). The project also includes the tennis facility at East Potomac Park. The project aligns with other FC2 efforts in that it emphasizes revitalization, repurposes federal property and invests in economic development to benefit District residents and visitors.

Originally built as a segregated course in 1939, Langston is located along the edges of the Anacostia River in Ward 5. Named for John Mercer Langston—founder and first dean of Howard University's Law Department and Virginia's first African-American congressman—both the golf course and Langston Terrace, the District's first public housing complex, are listed on the National Register of Historic Places.

Langston has an 18-hole course and driving range and enjoys a beautiful topography along with its historic narrative. The revitalization would turn the course into a



East Potomac Park Golf Course

Photo: GolfDC.com

“The quality of our infrastructure is vital to the shared prosperity and economic strength of the District and the region. These Federal City Council's efforts to develop new pathways to finance public and private infrastructure projects through Infrastructure DC will empower the District's finance and management, and promote regional economic growth.”

— **Carol Thompson Cole**, President and CEO, Venture Philanthropy Partners, and Member of the FC2 Executive Committee

magnet for competitive golfers and neighborhood golfers living along the Anacostia River in Wards 5, 7 and 8.

The East Potomac Golf Course and Driving Range is located in the shadow of the monuments on the Potomac River in Ward 2. Frequently referred to as Hains Point, the course has the largest footprint of the three courses. It touts an 18-hole course, a 9-hole par-three course, a 9-hole executive course, a miniature golf course and a driving range.

Rock Creek Golf Course is located in Ward 4 off 16th Street, Northwest in Rock Creek Park and is known for its hilly, wooded terrain and myriad wildlife. The demographics of the adjacent communities attract the weekend golfer and neighborhood families.

Working in partnership with the NPS, the Langston Initiative will reposition the golf courses and, in the process, create an engine that will support equitable community development in the neighborhoods adjacent to the Langston Golf Course. Most of 2016 was spent socializing the partnership with relevant DC agencies and negotiating an agreement with NPS.

While one of the goals of the Langston Initiative is to improve public facilities, the initiative can have a broader impact on the District. Investment in these underutilized amenities can make the District more livable for residents and more attractive to visitors. Increased utilization and economic activity will foster additional investment, create jobs and, if channeled properly, allow the District to retain its existing residents as it develops.



Langston Golf Course

Photo: GolfDC.com



Rock Creek Golf Course

Photo: GolfDC.com

“The Langston Project will further enrich the District’s reputation as an unmatched center for tourism and hospitality in the United States. By working collaboratively with the National Park Service, the Federal City Council has created a partnership to deeply integrate these historic and picturesque golf courses into the community while enhancing the District’s economy.”

— *Monty Hoffman, CEO & Co-Founder, PN Hoffman, and FC2 Trustee*



# D.C. Policy Center

Washington, D.C., is home to some of the most recognized think tanks and influential advocacy groups in the world. Yet their research and policy studies rarely investigate the unique institutional and economic realities of the District.

The D.C. Policy Center was created by the Federal City Council (FC2), in collaboration with the DowntownDC Business Improvement District and the Downtown Developer Roundtable, in 2016 to fill this gap by providing data, analyses and policy proposals that consider the full context of the District's economic landscape.

The challenges—and opportunities—facing policymakers in the District of Columbia are as exceptional as its jurisdictional boundaries. No other major city is so starkly separated from its broader metropolitan area by state lines, and no other state is so completely defined by its central city. Economic and demographic trends reveal how employers and residents make decisions within the structure of the District and the entire region. But few of D.C.'s policymakers have this broad, regional perspective.

The D.C.-focused, data-driven D.C. Policy Center puts a framework around the local and regional factors. It also brings together policymakers, employers, industry leaders, community advocates and other stakeholders to advance comprehensive policies that support a strong and growing local economy.

A resilient and rising economy is the only sustainable way the District can support services for its growing population, tend to its infrastructure needs and provide a robust safety net for its most vulnerable residents.

The D.C. Policy Center directly engages in policymaking by developing and promoting policy proposals, building coalitions to facilitate their adoption and providing the strongest evidence and the most convincing arguments in support of its policy agenda.

The non-partisan D.C. Policy Center, incubated within the FC2, employs four fulltime staff and hosts 20 affiliated Fellows writing on taxes, business conditions, poverty, transportation, infrastructure, public safety and more. A broad range of individuals, firms, associations and foundations representing every major industry in the District supports the D.C. Policy Center's work.

Striving to become an intellectual center in the city, the D.C. Policy Center is made up of credentialed subject matter specialists, data analysts and writers. Together, they join objective data, targeted, high-quality analysis and thoughtful journalistic narratives to advance policies in support of a vibrant District economy.

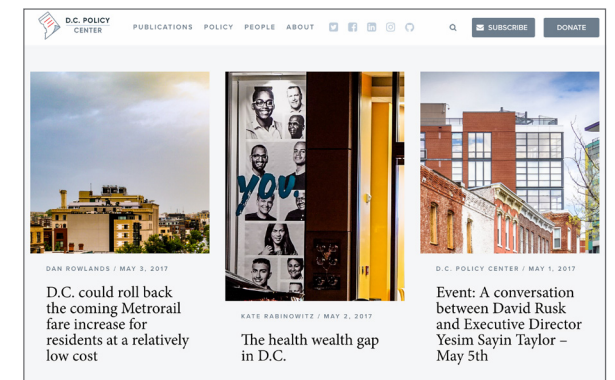
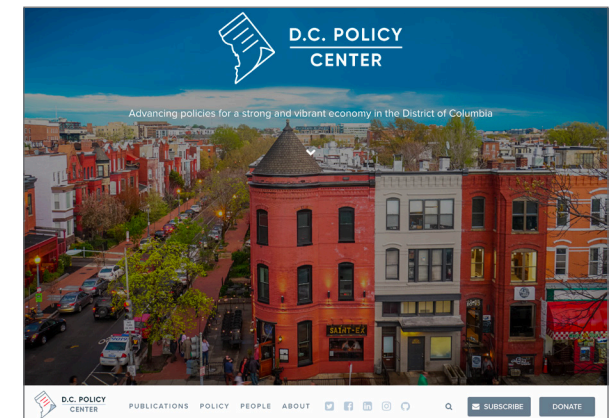
In its first year, the D.C. Policy Center's activities will be concentrated on economic growth in the District and in the region, particularly job expansion and demographic changes. By tracking population, jobs, housing, business conditions, key industries and demographics, the D.C. Policy Center will offer authoritative analysis that will warrant the consideration of the city's elected leaders and non-profit organizations.

Elected officials will be encouraged to reach out to the D.C. Policy Center to vet their ideas and to be confident in the integrity of the analysis and analysts. Other non-profit organizations will be invited to use the D.C. Policy Center's data and research as they assess the impact of

specific policies on their members and formulate their own positions in respect to these policies.

The D.C. Policy Center will bring employers into conversation about the region's future, allowing employers to engage

## D.C. Policy Center Launches [dcpolicycenter.org](http://dcpolicycenter.org)





with the policy process in a more proactive and thoughtful manner. This will create more opportunities for D.C.'s many stakeholders to find common ground.

Prior to the creation of the D.C. Policy Center, the District's policy landscape lacked a rigorous, independent research group that could analyze legislation and policy options in a way that reflected pro-growth priorities in the District.

Even policies that were meant to increase employment or spur economic growth were proposed without engaging job creators in the process. The D.C. Policy Center changes that. Today, with its singular focus on the District's economy and residents, the D.C. Policy Center takes into consideration the employers' concerns and proactively engages them in the policy drafting and approval process.



Photo: Ted Eytan

## D.C. Policy Center Board of Directors

### Executive Committee

Neil Albert, President and Executive Director, DowntownDC Business Improvement District  
Bill Alsup, Senior Managing Director, Hines  
Mark Ein, Founder, Venturehouse Group  
Robert Flanagan, President, Clark Enterprises  
Kathy Hollinger, President and CEO, Restaurant Association of Greater Washington  
Rusty Lindner, Chairman and CEO, The Forge Company  
Charles C. (Sandy) Wilkes, Chairman, The Wilkes Company  
Anthony A. Williams, CEO and Executive Director, Federal City Council

### Members

Randall Boe, Executive Vice President and General Counsel, Monumental Sports & Entertainment  
Christopher Gladstone, President, Quadrangle Development Corporation  
Michael Goodwin, Partner, Arnold & Porter Kaye Scholer  
Solomon Keene, President and CEO, Hotel Association of Washington, D.C.  
Matthew Klein, President and CEO, Akridge  
Terry McCallister, Chair-Elect, Greater Washington Board of Trade  
Lisa Mallory, CEO, DC Building Industry Association  
Kurt Newman, President and CEO, Children's National

Vincent Orange, President, D.C. Chamber of Commerce  
Dan O'Neil, President, SunTrust  
James Reyes, Director, Premium Distributors  
David Velazquez, CEO and President, PEPCO Holdings, Inc, at Exelon Corporation  
W. Edward Walter, Steers Chair in Real Estate, McDonough School of Business, Georgetown University  
Sean Warfield, Immediate Past President, VP of Commercial, AOBA

### Advisory Committee

David Alpert, Founder, Greater Greater Washington  
Melissa Bradley, Co-Founder, Sidecar Social Finance  
Uwe Brandes, Faculty Director and Associate Professor of the Practice, Georgetown University  
Tom Dohrmann, Senior Partner, McKinsey & Company  
Judith Feder, Professor of Public Policy, Georgetown University  
Richard Florida, Professor of Business and Creativity, University of Toronto  
Steven Glazerman, Senior Fellow, Mathematica  
Heidi Hartmann, President and CEO, Institute for Women's Policy Research  
Antwan Jones, Associate Professor of Sociology and Africana Studies, The George Washington University  
Alice Rivlin, Senior Fellow, The Brookings Institution  
Dan Thangherlini, President and Founder, SeamlessDocs Federal

“The reality is that the city’s ability to continue its progressive agenda of affordable housing, public investment in infrastructure, job creation and the elimination of poverty, which we all desperately want, depends entirely on the economy of our city and its overall growth and strength.”

— **Charles (Sandy) Wilkes**, President, The Wilkes Company, and Chairman, D.C. Policy Center

# Meetings & Events

## SPRING BOARD MEETING, HALCYON HOUSE, MAY 2016



*(L-R) FC2 Trustees Carol Thompson Cole, Catherine Meloy, Nicky Goren, Charlene Drew Jarvis*



*U.S. Secretary of Transportation Anthony Foxx*

## LIFETIME LEGACY AND SERVICE AWARDS DINNER MANDARIN ORIENTAL HOTEL, MAY 2016



*(L-R) Honoree U.S. Sen. Mary Landrieu, Mayor Muriel Bowser, Honoree U.S. House Speaker John Boehner*



*(L-R) FC2 Trustees B. Doyle Mitchell and Charlene Drew Jarvis with Tony Williams*



*(L-R) Mayor Muriel Bowser, FC2 Trustee Dr. Sachiko Kuno, Tony Williams, FC2 Chairman Ed Walter*



*(L-R) Councilman Jack Evans, Senior Advisor to the Mayor Beverly Perry, DC Chief Financial Officer Jeff DeWitt, FC2 Trustee Robert Bobb*



*Mayor Muriel Bowser shaking hands with FC2 Trustee Donald Graham*



*(L-R) FC2 Trustees Anthony (Tony) Pierce and Dr. Kurt Newman with Tony Williams*



## FALL BOARD MEETING, INTERNATIONAL SPY MUSEUM, NOVEMBER 2016



*(L) FC2 President Thomas M. Davis with Honoree U.S. House Speaker John Boehner*



*(L-R) FC2 Vice President David Lawson and Trustee Robert (Bob) Hisaoka*



*Pre-reception mingling*



*(L-R) FC2 Officer Charles Miller, Councilman Jack Evans, FC2 Officer Rusty Lindner*



*FC2 Officer and former Chairman Bob Flanagan*



*DC Chief Financial Officer Jeff DeWitt*



*Fall Board Meeting*

# Education Reform

**W**ith the selection of highly regarded Oakland, California superintendent Antwan Wilson as Chancellor for the DC Public Schools (DCPS), the District closed out 2016 optimistically preparing for an important transition from one respected leader, departing Chancellor Kaya Henderson, to the next.

The leadership change opened up new avenues to extend the DCPS's successes of recent years, and it dovetailed with ongoing efforts by the Federal City Council (FC2) to champion initiatives that improve student achievement and produce an educated workforce for the District.

One of the critical FC2 activities in 2016 was its participation in the DC Cross-Sector Collaboration Task Force. Anthony Williams, FC2 CEO and Executive Director, served as co-chair of the transformational task force alongside Jennie Niles, the Deputy Mayor for Education. The task force's term is slated to continue through July 2017.

The panel was charged with developing recommendations on how best to improve coherence and collaboration between the District's traditional public schools and its charter sector. (Some 44 percent of the DCPS students attend charter schools.) With such a broad mandate, the task force is looking at a variety of topics including facilities, assessment data, communications to parents, mid-year transitions and solutions to adult and special education, all areas that require citywide collaboration.

The first area the panel successfully tackled was the question of how best to handle mid-year student mobility. At the end of 2016, the task force drafted recommendations to help students and their parents identify suitable mid-year slots in both the DCPS and charter schools.

The proposed changes include new supports to help families understand their school options when families transfer into the city from another jurisdiction. The task force studied how to open up available seats in schools that may not be a student's default neighborhood school. This change allows the DCPS to provide more tailored options for students.

Much of the FC2's education work was tactical in 2016. The DC Council considered the Mayor's budget proposal to increase the per-pupil facility allotment for charter schools, and the FC2 was part of an alliance of civic groups supporting the increase and advocating for a provision, which the Mayor supported, that the allotment level be tied to construction inflation. The FC2 also advocated that the DCPS release its unused facilities for ultimate use by high-performing charter schools.

The FC2's support of the DCPS's Career Academies (CA) continued in 2016. It helped recruit trustees to the CA industry advisory boards—currently, 10 Trustees serve in this capacity—and encouraged its trustees' companies to participate in the CA's affiliated summer internship program. A number of FC2 trustees, such as Accenture, Abdo and the Washington Nationals, stepped up and offered student internships in 2016. The DCPS has Career Academies in four sectors: hospitality, IT, engineering and public safety.



DC Public Schools Chancellor Antwan Wilson

Photo: DC Public Schools

“The Federal City Council is guided by its ongoing commitment to raise student achievement and to support equal educational access for all students in the District. Recent successes have empowered families and encouraged the District's educational leaders to be bold in launching new programs that address inequities and incubate opportunity. We believe Chancellor Wilson will continue to produce high performance and a record of student success.”

— *Katherine Bradley, Founding Chair of CityBridge Education, and Chair of the FC2 Education Committee*



# A Competitive, Resilient Economy

Washington, D.C.'s economy in 2016 was a marvel, with a growing workforce, an influx of fashionable retailers and eclectic restaurants, and new buildings rising up in every neighborhood, from Union Market to Navy Yard to Anacostia.

The Federal City Council (FC2) remained one of the District's steadfast champions in developing and executing an economic ecosystem that favored job creation, business development and civic investment.

In 2016 the FC2's various economic initiatives maximized business investment opportunities in sectors where the District offers a relative advantage—such as hospitality, real estate and construction, professional services and government contracting—while also aligning its work to support the city's growth, vibrancy and sustainability.

Toward that goal, the FC2 engaged in efforts to persuade the Museum of the Bible, the International Spy Museum and The Advisory Board Co. to locate or stay in the city. Without the city's aggressive wooing of the Advisory Board, including significant property tax abatement, the organization would not have remained in the District.

The FC2 also weighed in on the important Exelon and Pepco Holdings Inc. union, supporting the \$6.8 billion merger and urging the D.C. Public Service Commission (PSC) and D.C. officials to agree on the plan. At one point, the merger was in doubt as the PSC and District officials battled over the allocation of \$78 million in pledged funding from the companies. The FC2 favored

a compromise plan that would protect ratepayers and provide additional funds for other programs. The merger was approved in March 2016.

Respected as it is for its role as a D.C. advocate for fiscal and economic responsibility, the FC2 was busy last year. In 2016 the FC2 participated with a coalition of business groups in protesting a proposed universal paid leave plan. It argued that the legislation, as proposed, would impose costs that diminish the value of the benefits and undermine D.C.'s competitiveness.

Business objections to the universal paid leave proposal centered on its expense to companies, large and small, as well as its cost to taxpayers. The overhead associated with administering the program would be significant—requiring a 0.62 percent increase in employer payroll taxes to offset costs. The business coalition argued that there were more cost effective and efficient ways to achieve the bill's objectives by leveraging the leave already provided by employers. Although the Council approved the proposal in 2016, we are engaged in promising efforts with the Council to improve upon the bill that was passed.

The FC2's initiatives to enhance the District's long-term strength and sustainability culminated in the selection of Washington, D.C., from more than 1,000 cities around the world, to be part of the Rockefeller Foundation's 100 Resilient Cities network. As member of the network, the city receives technical support and resources to develop and implement a resilience strategy for handling natural and man-made challenges.



Photo credit: Ted Eytan

“One of the capabilities of the Federal City Council is its capacity to understand the effects that various economic decisions can have on each other, and support solutions that encourage economic strength. Healthy development is crucial for the District, both for its residents and for investors who make decisions based on which markets are experiencing strong economic growth.”

— *W. Edward Walter, Steers Chair in Real Estate, McDonough School of Business, Georgetown University, and Chair, FC2 Board of Directors*

# Financial Summary

| ASSETS                      | 2016        |
|-----------------------------|-------------|
| Cash and Cash Equivalents   | \$862,179   |
| Investments                 | \$336,338   |
| Accounts Receivable         | \$173,320   |
| Prepaid Expense             | \$66,876    |
| Property and Equipment, Net | \$121,809   |
| Total Assets                | \$1,560,522 |

| LIABILITIES       | 2016        |
|-------------------|-------------|
| Accounts Payable  | \$35,554    |
| Accrued Expense   | \$150,000   |
| Deferred Revenue  | \$733,705   |
| Other Liabilities | \$139,736   |
| Total Liabilities | \$1,058,995 |

| NET ASSETS                       | 2016        |
|----------------------------------|-------------|
| Unrestricted                     | (\$73,229)  |
| Unrestricted - Board Designated  | \$244,218   |
| Temporarily Restricted           | \$346,554   |
| Total Net Assets                 | \$517,543   |
| Total Liabilities and Net Assets | \$1,576,538 |

| REVENUE          | 2016        |
|------------------|-------------|
| Membership Dues  | \$1,796,345 |
| Grants           | \$533,783   |
| Sublease Income  | \$684,712   |
| Donated Services | \$69,228    |
| Other Revenue    | \$6,690     |
| Total Revenue    | \$3,090,758 |

| EXPENSE                | 2016        |
|------------------------|-------------|
| Program Services       | \$1,976,862 |
| Supporting Services:   |             |
| Management and General | \$576,978   |
| Membership Development | \$257,303   |
| Total Expense          | \$2,811,143 |

| CHANGE IN NET ASSETS                         | 2016      |
|--|-----------|
| Changes in Unrestricted Net Assets           | \$29,996  |
| Changes in Temporarily Restricted Net Assets | \$249,619 |
| Total Changes in Net Assets                  | \$279,615 |
| Net Assets, Beginning of Year                | \$237,927 |
| Net Assets, End of Year                      | \$517,542 |

Preliminary results for the fiscal year ending December 31, 2016.

Please see the audited financial statements (available on the Federal City Council's website) and the accompanying notes, which are an integral part of the financial statements.



# Membership Engagement

## What does it mean to be a Federal City Council trustee?

Since 1954 the Federal City Council (FC2) has mobilized community action on the region's most important economic and social issues. Through its civic stewardship, the FC2 has promoted meaningful connections among leaders in business, education and government in the District.

As the District faces new opportunities and challenges—including the steady flow of new residents, the creation of innovative businesses and industries and the reinvestment in our infrastructure—the FC2 turns even more to the leadership of its trusted members.

The FC2's projects and initiatives focus on solutions in areas of civic interest such as education reform, transportation, infrastructure and the economy. If the FC2's Executive Committee recommends that the organization take on a project, it may use the existing committee structure or establish an ad hoc task force with trustees in the lead to find solutions to particular problems.

While the FC2 membership is limited to 250 trustees, it is representative of the diverse business and civic leadership of the Washington, D.C., region. In keeping with the FC2's mission, the membership process emphasizes selectivity and maintains a balance between industries, geography and experience.

FC2 trustees are often called on to help develop the organization's ambitious vision for Washington, D.C.,

and to craft groundbreaking policy solutions to solve critical issues of the day. Most significantly, trustees play a vital role in driving implementation of those solutions through collective leadership.

The FC2's service is based on these core principles:

- ▮ **Exclusivity.** Membership is limited to top business, profession and civic leaders who have demonstrated concern for the nation's capital.
- ▮ **Economy.** A small, high-caliber staff keeps members informed of requests for assistance and possible civic solutions.
- ▮ **Independence.** The FC2 prefers to offer behind-the-scenes assistance but will urge a course of action, if necessary.
- ▮ **Selectivity.** Setting priorities is critical to determining what projects to support and often based on whether they warrant action or if there are organizations to fill in the gap.
- ▮ **Facilitation.** The FC2 is a catalyst for change and does not seek or want to take on operational responsibilities for extended periods of time.

Projects come and go. Priorities change with the times. But the basic idea of the FC2 has proved sound through the years. Becoming a trustee in an organization of civic leaders that works quietly to help public officials get the job done is an opportunity and a privilege.

## FC2 Trustees:



Participate purposefully in the economic future of Washington, D.C.



Join a powerful network of regional business and civic leaders.



Share ideas for how best to serve the District and its citizens.



Develop a greater understanding of regional and national issues.



Leverage their networks and resources on behalf of FC2 and the District.



Collaborate with their peers to ensure civic success.

“Membership in the Federal City Council provides a private forum for business and professional leaders in Washington, D.C., and the region to come together to address timely and important civic issues. It is a rare opportunity to provide guidance and leadership to shape the future for the District of Columbia and its residents.”

— **Joshua B. Bernstein**, CEO, Bernstein Management Corporation, and FC2 Vice President, Membership Engagement

# Trustees

JIM ABDO, Abdo Development  
RICK ADAMS JR., United Bank, Inc.  
NEIL ALBERT, DowntownDC Business Improvement District  
MICHAEL ALPERT, Ashkenazy Acquisition Corp.  
WILLIAM B. ALSUP III, Hines  
KIMBERLY ARCHER RUSSELL, Reynolds Associates  
JOHN H. C. BARRON JR., Duane Morris LLP  
LUANN BENNETT, Bennett Groups, Inc.  
JOSHUA B. BERNSTEIN, Bernstein Management Corporation  
JENNY BILFIELD, Washington Performing Arts Society  
ROBERT BOBB, The Robert Bobb Group, LLC  
RANDALL BOE, Monumental Sports & Entertainment  
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