

FEDERAL CITY COUNCIL | 2017 ANNUAL REPORT

A CATALYST FOR

PROGRESS



**// The Federal City Council's
greatest strength is as a convener
and coordinator of the people,
organizations and businesses
most committed to Washington,
D.C.'s long-term success. We
identify and then press for
innovative solutions to D.C.'s
challenges and opportunities to
build a stronger, more vibrant
District of Columbia. //**

*— W. Edward Walter, Global CEO, Urban Land Institute,
and FC2 Chairman*

ON THE COVER: Photo by Ted Eytan

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DEAR TRUSTEES,

The landscape in which the Federal City Council (FC2) operated in 2017 would be enviable to many cities. The District of Columbia's economy continued to grow, with new residents, amenities and businesses taking hold in neighborhoods across the city, not just downtown.

But a growing economy and tax base comes with its own challenges; first and foremost, pressures on housing affordability. Despite rapid educational improvements, many residents aren't adequately qualified to compete for the best jobs created by our economy. The urgency for change and bold steps is diminished.

In this environment, the public-private partnerships at the center of the FC2's operating model continue to serve D.C. well. This year, like they have for the last 64 years, our trustees came together to identify the city's most pressing challenges and opportunities, and then worked collaboratively and creatively, with clear eyes, to address them.

This Annual Report links all the work we undertook in 2017 back to our belief that the existence of the FC2 has never been more essential and valuable. Our progress on The Langston Initiative, the Washington Housing Initiative and Metro Reform stand as a testament to the hard work of our trustees.

Trustees who actively shared ideas and worked collaboratively to build far-reaching, visionary initiatives have always been at the forefront of our activities. We count on them to bring their intellectual, political and business rigor to bear on the biggest challenges facing D.C.

2017 was a pivotal year for the organization, as well. We committed to moving the FC2 toward financial resilience and stability by adopting a model that allows us to invest in key projects that can achieve some modest benefit to support our operations.

There are many organizations doing good work in the District, and we have come to rely on the talents and vision of our trustees and staff to advance innovative ideas and initiatives. Community service is an essential pillar for any great city and any nonprofit organization, and we have it in abundance at the FC2.

Today D.C. is at a significant juncture where a number of important decisions about our future are going to be made—and they are going to be made by people like you who remain committed and passionate about their work on behalf of the District and its residents.

Sincerely,



W. Edward Walter
Chairman



Anthony A. Williams
CEO and Executive Director

“Trustees who actively shared ideas and worked collaboratively to build far-reaching, visionary initiatives have always been at the forefront of our activities. We count on them to bring their intellectual, political and business rigor to bear on the biggest challenges facing D.C.”

The Langston Initiative

Improving National and Community Assets to Foster Equitable Growth

The Federal City Council's (FC2) reputation for developing resourceful programs was on display again in 2017 with its ongoing work on The Langston Initiative, the innovative project to redevelop the National Park Service's (NPS) three golf courses and one of the tennis facilities in the District of Columbia.

By reimagining D.C.'s public courses—Langston, Rock Creek and East Potomac—and the tennis facility at East Potomac, The Langston Initiative seeks to create world-class venues that draw residents and visitors alike and contribute significantly to the D.C. economy.

In 2017, the FC2 worked with the NPS to develop and sign a Letter of Intention (LOI) to enter into a long-term lease for the facilities. The LOI triggered a feasibility period, during which the NPS and the FC2 negotiate terms for the proposed lease. The long-term lease allows for an investment program that would improve the quality of the courses and restore them to their intended state as national recreational assets.

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

Much of the work is focused on the golf courses themselves, which entails long- and short-term improvements. In the short term, this work may include rebuilding the sand traps, re-seeding sections, trimming

back trees and making modest improvements to greens, turf and irrigation systems. In the long-run, the FC2, through its project Infrastructure DC, will work with the NPS and its partners to reimagine the portfolio and make improvements that raise the quality of and experience at the facilities.

Ever mindful of D.C.'s need to remain competitive and inclusive, the Initiative intends to couple the investment in the courses with a set of community-facing benefits



Langston Golf Course

Photo: GolfDC.com

that better connect the facilities and the neighborhoods adjacent to them.

The complex Initiative, which is comprised of elements related to golf course design, community development, facility operations and fundraising, has presented an opportunity for FC2 trustees to engage and shape the Initiative as it advances.

Langston's plans are ambitious in terms of attracting national sporting events to the newly modernized facilities.



Rock Creek Golf Course

Photo: GolfDC.com

It is possible that one of the facilities could be a contender for a U.S. Golf Association event in the future, and the new tennis center, which may also serve as the home to the Washington Kastles tennis team, could be for the International Tennis Federation's Davis Cup, a global team tournament.

For more information about The Langston Initiative, please reach out to Emeka Moneme, our Deputy Executive Director, at EMoneme@federalcitycouncil.org.



Tennis Center at East Potomac Park

Photo: Tim Evanson via
Wikimedia Commons

“To me, The Langston Initiative is a quintessential Federal City Council project. As a signature initiative, it involves and responds to the community and sparks a high degree of interest among trustees. You see trustees working hand in glove with the FC2 staff, but the vision started with Tony Williams. He was the driving force and we have picked up on his vision.”

—*Matthew Cutts, Partner, Squire Patton Boggs, and FC2 Vice President*

Washington Housing Initiative

Forging Partnerships to Cultivate Community-Minded Enterprises

In 2017, the Federal City Council and JBG SMITH, a leading national real estate developer, advanced the Washington Housing Initiative as a transformational, market-driven model to produce affordable workforce housing in the Washington, D.C., region.

The Initiative will preserve and create affordable housing in High-Impact Locations in D.C., and partners with best-in-class providers to deliver neighborhood services to both residents and the broader community. The long term objective is to develop a model that can be replicated and scaled by others.

Conversations about the Initiative began in 2014 and have been developed and refined over time with input from leaders in the public, private and philanthropic communities.

The Initiative's primary objectives are to maximize affordability for D.C. middle-income families, fund neighborhood amenities and social impact opportunities, deliver competitive risk-adjusted returns and reduce energy consumption and contribute to healthy living.

The effort would provide capital through the Impact Pool and establish a trusted entity to serve as owner of the properties known as the Washington Housing Conservancy (WHC).

Managed by JBG SMITH, the Impact Pool supports the creation and preservation of affordable workforce housing across the Washington, D.C. area. The goal is to secure \$100 million to \$150 million in investments, with half or more of the capital to be invested in the District.

Affordable workforce housing is housing where rent payments are approximately 30 percent of income for households earning between 60 percent and 100 percent of the area median income. In 2017, the area median income in the D.C. region ranged from \$49,000 to \$117,000, depending on the size of the household.

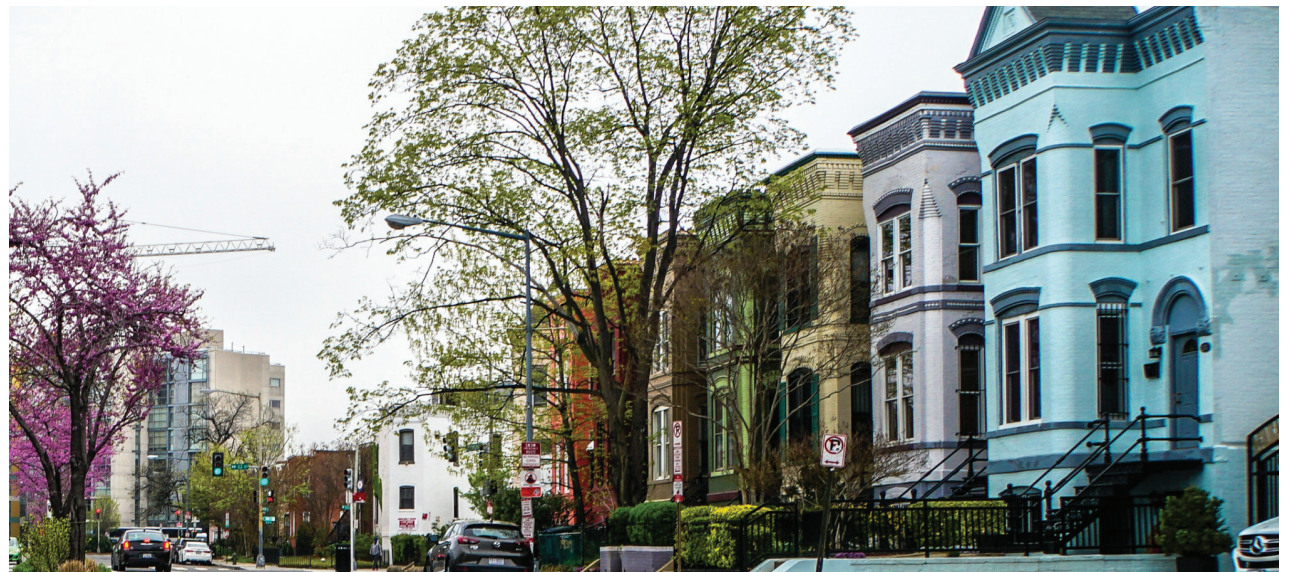
It also provides secondary financing, which enables owners and developers to secure long-term, lower-cost permanent financing. Returns on investments are capped, with excess proceeds used to support long-term affordability and neighborhood services across the portfolio.

Under the Initiative, High-Impact Locations are rapidly growing areas that are still affordable today but expected to become less so over the next five to 10 years. The Initiative focuses on High-Impact Locations to leverage

other investments, which enable residents to benefit from improvements to schools, services and retail amenities.

The goal of the Initiative is to preserve affordability at a time when Washington's housing market is explosively growing in demand and prices. Profits from the Initiative are re-invested to sustain affordability and support service providers. When a property is sold, a portion of the net proceeds is set aside to preserve affordability in that community. Additional profits are earmarked for support services.

The WHC is an independent, non-profit organization created to acquire, develop, own and operate workforce housing in High-Impact Locations. The Conservancy is funded through donations, as well as earnings from the properties it owns.



Homes along a D.C. street

Photo: Ted Eytan

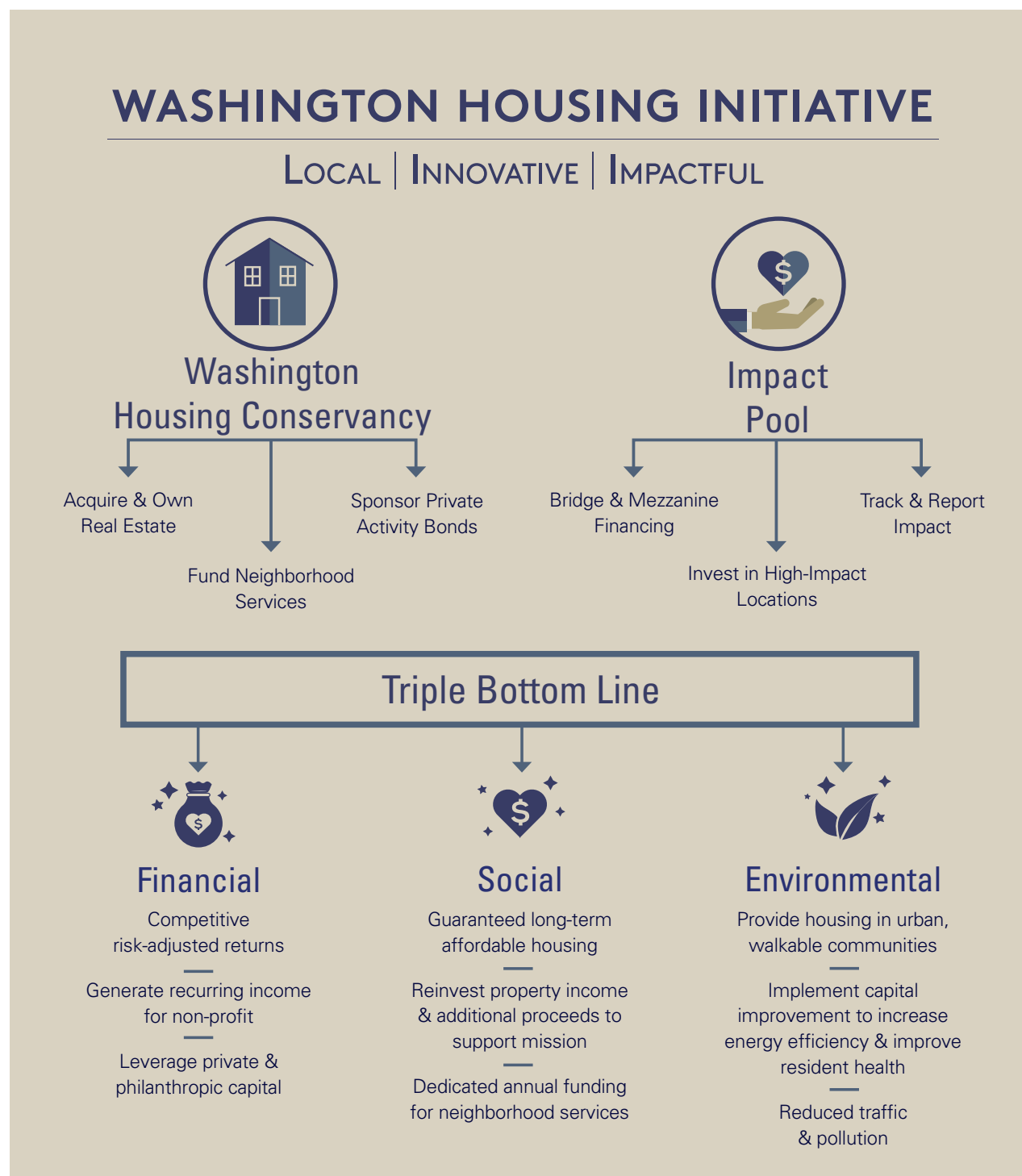
Both the WHC and the Impact Pool receive critical input from a new Stakeholder Council, which consists of thought leaders, academics, government and policy leaders, non-profit service providers, key investors and donors, on decisions regarding real estate, social impact and community engagement.

By laying the foundation for trustees to leverage partnership prospects, the FC2 is able to offer new dimensions of engagement for trustees and regional stakeholders while trying to solve affordable housing, one of the region's most persistent and challenging problems.

For more information about the Washington Housing Initiative, please reach out to Kevin Clinton, our Chief Operating Officer, at KClinton@federalcitycouncil.org.

"The FC2's ability to convene people from all the communities is unparalleled. It's a huge benefit to us so that we make sure that we have the right voices in the room and are bringing in all the constituencies for the Initiative. The FC2's long track record on important issues in the area and its reputation as a credible and trusted voice has helped us demonstrate in a very clear way the breadth of the initiative."

—**Matt Kelly**, Chief Executive Officer, JBG SMITH, and FC2 Trustee



Education Reform

Convening Community Leaders to Help Improve Educational Outcomes

Over the past two decades, the foremost priority of the Federal City Council (FC2) has been the improvement of educational outcomes for D.C. students, with the understanding that educating children is the most important responsibility of the D.C. government.

In 2017, our work continued, despite the disruptions and disappointments from questions surrounding DC Public Schools high school graduation rates, student residency rules and leadership decisions that eventually resulted in changes at the top of D.C.'s education system. It was a year that began with great promise and ended in discouragement.

What the turbulence cannot diminish, however, are the overall improvements in the D.C. education system, a trend that continued in 2017. After hovering near the bottom of national surveys for years, D.C. has shown significant improvement among urban school districts.

As advocates for school reform, FC2 trustees redoubled their efforts in 2017 by lending their skills, expertise and talents to advancing the FC2's larger educational objectives

and working closely with local educators to address the most pressing education-related problems for families and students in the District.

Chief among the FC2's education contributions in 2017 was its participation in the Cross-Sector Task Force, which was charged by Mayor Muriel Bowser with providing recommendations on how to improve the coherence of public education and increase the collaboration between the DCPS and public charter schools.

The task force outlined potential solutions for citywide concerns including: reducing concentrations of poverty in public schools; investing in programs to serve at-risk youth; bolstering efforts to improve attendance; and improving data and information sharing to better inform planning decisions.

Additionally, the FC2, as a membership organization that represents employers, is uniquely positioned to build relationships between academic programs and the business community, both in the design of programs and providing access and connections. The FC2 continued to support DCPS internships, through programs such as

the DCPS Career Ready Summer Intern Initiative, to give students pre-college or pre-work experiences to inspire and energize young learners.

For more information about Education Reform, please reach out to Kevin Clinton, our Chief Operating Officer, at KClinton@federalcitycouncil.org.

"The progress our schools have made over the last ten years is significant, and we also have gained unassailable ground relative to our peer cities across the country. Issues big and small that arise along the way should be taken as fresh reminders that this work has no short-cuts. It requires a long-term commitment to real educational equity and consistent, focused investment."

—*Katherine Bradley, FC2 Education Reform Committee Chair and President, CityBridge Education*



Students learning at DC Public Schools' buildings.



Photos from the DC Public Schools

Metro Reform

Ensuring the Long-term Reliability of Our Transit System

The Federal City Council's (FC2) work on Metro Reform in 2017-2018 reinforced the legacy of the organization's strong commitment to the Washington Metropolitan Area Transit Authority (WMATA), with an ambitious vision for Metro's future funding and governance.

After previously calling for Metro's wide-scale reform—the formation of a temporary reform board and the commitment of sufficient, dedicated and bondable funding—the FC2's efforts in 2017 and 2018 were designed to build consensus, convene key stakeholders and advocate for change with regional civic leaders.

Major milestones included coordinated calls for reform from D.C. Mayor Muriel Bowser, Maryland Gov. Paul Hogan and Virginia Gov. Terry McAuliffe; the release of the Metro reform report from former U.S. Secretary of Transportation Ray LaHood; and the introduction in the U.S. House of Representatives of the METRO Accountability and Reform Act by U.S. Rep Barbara Comstock, R-Va.

Working with the Greater Washington Board of Trade, the 2030 Group and the Greater Washington Partnership, the FC2 also unified the regional business community behind a comprehensive Metro reform agenda under the umbrella of the MetroNow Coalition.

The FC2's trustees worked tirelessly to provide the muscular support and advocacy that would be vital in statehouse and city council deliberations in the three jurisdictions that are part of the WMATA Compact (the District, Maryland and Virginia) and the federal government.

"The Federal City Council takes the long view on the enhancement and betterment of the city. When the Federal City Council takes a 20-year view and focuses on issues that impact the city in the years ahead, that is refreshing. Coupled with an ethical leadership team, with leadership from Tony Williams and others, the FC2 is viewed as an honest thought leader that can truly make a difference," says Jair K. Lynch, President & CEO, Jair Lynch Real Estate Partners, and FC2 Transportation Committee Co-Chair.

Thanks to those efforts in 2017, the FC2 is closer to realizing its vision for a reinvigorated Metro, most notably with the three jurisdictions committing to additional funding based on existing Metro funding formulas. Maryland will contribute an additional \$167 million, Virginia \$154 million and the District \$178.5 million under the formula. In the year ahead, FC2 will continue to advance critical reforms to Metro's governance in order to ensure the long-term success of Metro.

"The establishment of the Metro in the 1960s created a key regional asset for the District, Maryland and Virginia. At the time, it represented a visionary pledge from individuals and groups like the Federal City Council to invest in the long-term success of the region. It was designed to reposition the D.C. region as a world-class city, and that vision and those investments have been realized," says Deborah Ratner Salzberg, President, Forest City Washington, and FC2 Transportation Committee Co-Chair.

For more information about the Metro Reform Initiative, please reach out to Emeka Moneme, our Deputy Executive Director, at EMoneme@federalcitycouncil.org.

Equation For Success



At least \$500 million/year in new, dedicated and bondable funding from DC, Maryland, and Virginia



Accountability reforms that create a smaller board focused on outcomes for the entire system to ensure long-term durability

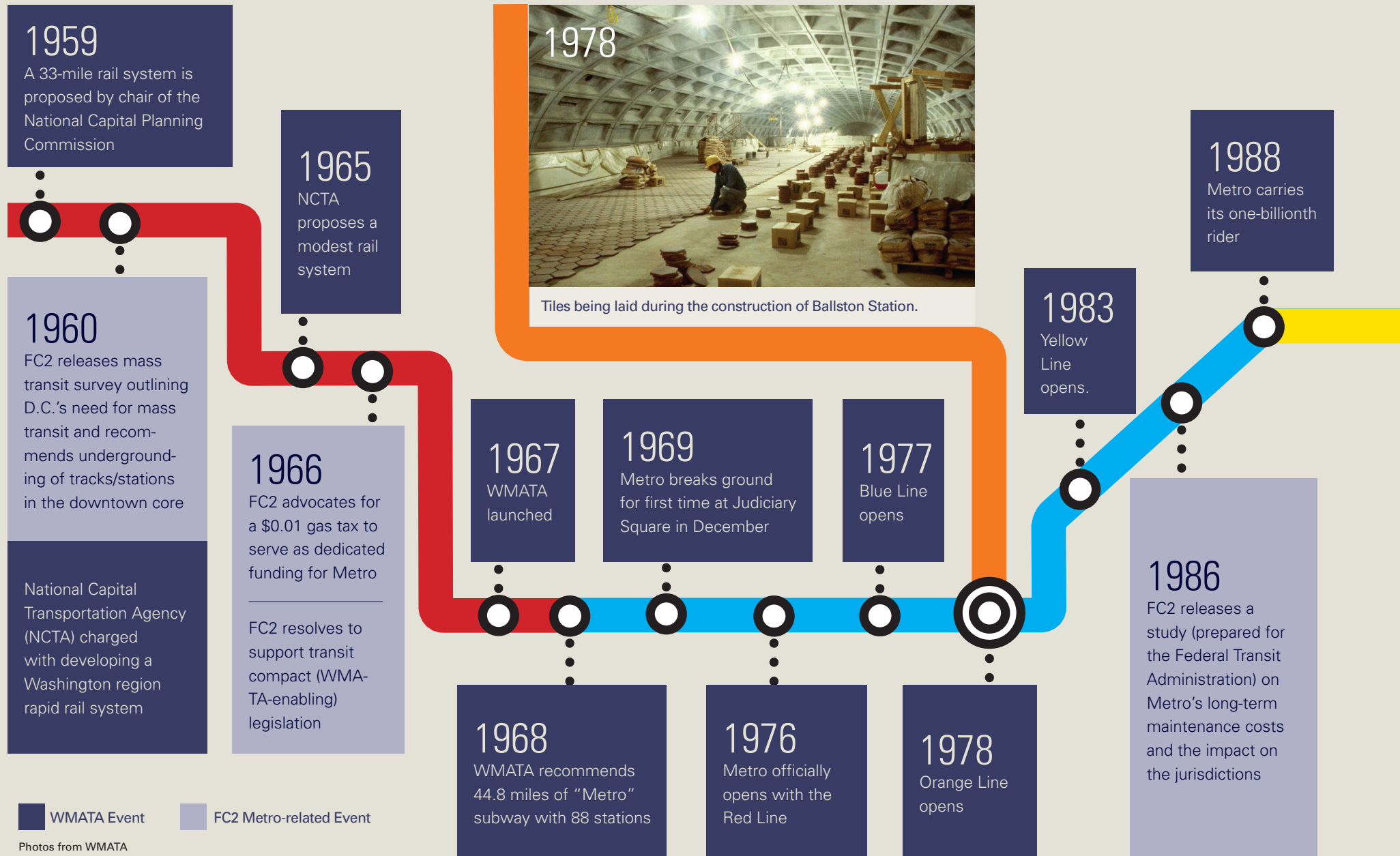


Operations that provide safe, frequent, and reliable transit, increased ridership, and reasonable fares that contribute to the region's quality of life and economic success

"Metro strengthens our region by joining us from the heart of the District to the farthest stations in Maryland and Virginia. It remains an economic engine that, with increased investment and accountability, will ensure the region's future prosperity."

—W. Edward Walter, Global CEO, Urban Land Institute, and Chair, FC2 Board of Directors

METRO TIMELINE



"The region's achievements in population growth, neighborhood revitalization, and economic expansion were not preordained. They are the result of a vision first put forward by the Federal City Council and other farsighted groups in the early 1960s and then reaffirmed by our ongoing commitment to supporting Metro."

—Robert J. Flanagan, President, Clark Enterprises, Inc., and FC2 Vice President

1991

Green Line opens

2005

Metro-managed DC Circulator begins bus service

2005

FC2 co-chairs the Metro Funding Panel tasked with identifying long-term funding options, including a compact-wide increase in the sales tax of 0.50 percent

1999

WMATA launches SmarTrip fare cards

1990



Construction workers walk along the massive strands of rail that will be welded and installed along the Green Line at West Hyattsville.

2009

Red Line car collides with train, killing nine and injuring 80

2015

Yellow Line train stops and fills with smoke in tunnel and rider dies.

WMATA hires General Manager Paul Wiedefeld

2017

Back2Good initiative launched to complete safety and reliability projects

FC2-backed LaHood report, Review of Operating, Governance and Financial Conditions, released by the Virginia governor

2007

Green Line train derails and 18 people are injured

2014

Silver Line opens

2016

Federal City Council begins its Metro Reform initiative with op-ed in The Washington Post

2018

FC2 successfully leads the MetroNow Coalition's historic efforts to secure \$15.5 billion in dedicated capital funding for Metro from jurisdictions

D.C. Policy Center

Informing Public Debate Through Rigorous Research and Analysis

The Federal City Council's (FC2) activation of the D.C. Policy Center (DCPC) proved to be a remarkable story in 2017, as the DCPC swiftly became a trusted source for data-driven insights and contributed to the formulation of regional policies, legislation and regulations.



D.C. POLICY CENTER

As an independent research center, the DCPC was established by the FC2 to advance policies for a

strong and vibrant D.C. economy. It was conceived as a non-partisan institute to inform regional policy-making by offering data on and analyses of the District and to look broadly at the impacts of policies, investments and socioeconomic trends on the D.C. government, businesses and economy.

One of the original goals of the FC2 in founding the DCPC was to supplant the national organizations that often bring their own agendas to the District with a born-and-bred organization that is focused on the District and the region.

Launched in March 2017, the DCPC has five full-time staff and more than 20 affiliated fellows, as well as an Advisory Committee of 11 highly regarded scholars. In its first year, the DCPC published more than 70 studies and received broad regional media and social media coverage of its reports, testimonies and analyses.

With its growth-driven agenda and its exclusive focus on the D.C. region, the DCPC became a think tank that provides a clear and robust voice in helping guide District policymakers and serving as an antidote to politically motivated decision-making. Early on, elected officials sought out the DCPC to vet their ideas, and

other nonprofit organizations tapped it to assess the impact of specific policy proposals.

With its singular focus on the District's economy and residents, the DCPC brought employers into the conversation about the region's future through their engagement in the policy drafting and approval process. This is an especially useful role, given that DCPC research shows the region has considerable strengths, including its growing economy, high-skilled workers and residential employment, which is growing faster than the jobs available.

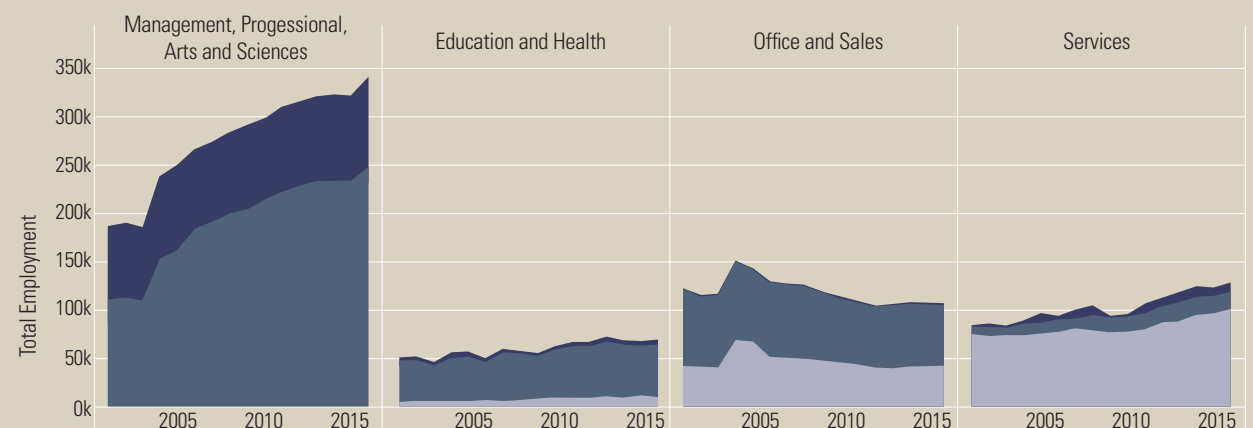
As a primary FC2 initiative, trustees played a profound role in the DCPC's birth and launch in 2017. Their deep engagement helped drive not only the creation of the DCPC but also helped outline the mission and vision for the organization and the path toward its future.

For more information about the D.C. Policy Center, reach out to Yesim Sayin Taylor, Executive Director, at Yesim@dcpolicycenter.org.

"The guiding principle informing all of the D.C. Policy Center's work is that rigorous, quantitative analysis—not just a theory or a political calculation—is essential when weighing policies that have the potential to adversely impact the city's economy or to advance its continuing growth for the benefit of all of its residents."

—Charles (Sandy) Wilkes, Chairman, The Wilkes Company, and Chairman, D.C. Policy Center Board of Directors

High, Middle, and Low-Wage Occupations in DC, 2001 to 2016



Source: Bureau of Labor Statistics, May Occupational Data, 2005 and 2016. High wage occupations are those that earned more than 75 percent of the annual median wage in the District in 2005. Low wage occupations earned less than 25 percent. We apply the same D.C. Policy Center | dcpolicycenter.org

High Wage
Middle Wage
Low Wage

Financial Summary

ASSETS	2017
Cash and Cash Equivalents	\$850,038
Investments	\$248,875
Accounts Receivable	\$268,753
Other Assets	\$64,543
Property and Equipment, Net	\$104,637
Total Assets	\$1,536,846

LIABILITIES	2017
Accounts Payable	\$405,281
Deferred Revenue	\$686,830
Other Current Liabilities	\$13,709
Long-Term Liabilities	\$69,840
Total Liabilities	\$1,175,660

NET ASSETS	2017
Unrestricted	(\$132,457)
Unrestricted-Board Designated	\$247,268
Temporarily Restricted	\$246,375
Total Net Assets	\$361,186
Total Liabilities and Net Assets	\$1,536,846

REVENUE	2017
Membership Dues	\$1,736,200
Grants and Contributions	\$1,082,833
Sublease Income	\$729,515
Donated Services	\$99,528
Other Revenue	\$193,130
Total Revenue	\$3,841,206

EXPENSE	2017
Program Services	\$2,925,346
Supporting Services:	
Management and General	\$513,347
Membership Development	\$454,679
Total Expense	\$3,893,372

CHANGE IN NET ASSETS	2017
Changes in Unrestricted Net Assets	(\$19,433)
Changes in Temporarily Restricted Net Assets	(\$32,733)
Total Changes in Net Assets	(\$52,166)
Net Assets, Beginning of Year	\$413,352
Net Assets, End of Year	\$361,186

Preliminary results for the fiscal year ending December 31, 2017.

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 & Events

FC2 Trustees: Transforming Enthusiasm into Action

As the District faced new opportunities and challenges in 2017—including the steady flow of new residents, the influx of innovative businesses and industries, and the reinvestment in our infrastructure—the Federal City Council (FC2) continued to serve as a connector of ideas, resources and people, as well as a catalyst for progress.

Since 1954, the 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 the federal and local government.

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

WINTER BOARD MEETING, UNION STATION, FEBRUARY 2017



(L-R) FC2 Chairman Ed Walter and Mayor Muriel Bowser

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 and experience.

Trustees have opportunities to collaborate with the region's notable civic leaders and professionals through a series of quarterly Board meetings and subject-matter breakfasts featuring regional and national leaders.

One of the FC2's primary goals is to bring the experience and expertise of trustees to bear on the weighty questions facing the District. In 2017, there were many opportunities for trustees to reframe strategies, contribute to initiatives and rethink what is most effective in solving D.C.'s ongoing challenges, both on a macro and a micro level. Most significantly, trustees played a vital role in driving implementation of those solutions through collective leadership.

SPRING BOARD MEETING, HAMILTON LIVE, JUNE 2017



(L-R) FC2 Trustees Gregory McCarthy and Katherine Bradley

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

- ▶ **Commitment.** Membership is limited to top business, professional and civic leaders who have demonstrated concern for the nation's capital.
- ▶ **Selectivity.** The FC2 is discerning in choosing its projects, basing decisions on immediacy of need and whether there are established organizations to fill the gap.
- ▶ **Facilitation.** The FC2 is a catalyst for progress and does not seek to take on operational responsibilities for extended periods of time.

Trustees connect to the FC2's work in immeasurable ways. But the beginning of true engagement often comes during a conversation with a fellow trustee or staff member. If there are any aspects of the FC2's work that are appealing, please talk to fellow Board members, Membership Engagement Chair Josh Bernstein, or reach out to Melissa Crawford, our Director of Membership and Events, at MCrawford@federalcitycouncil.org.



(L-R) Former Secretary Ray LaHood, FC2 Chairman Ed Walter, DC Council Chairman Phil Mendelson, FC2 CEO and Executive Director Tony Williams, FC2 President Tom Davis

“What makes FC2 unique is it doesn’t advocate on behalf of its members, it advocates on behalf of all stakeholders of the city. The people who join and become trustees are people who care about the long-term success of the city and the region, ensuring that all stakeholders are well served by that success.”

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

New 2017 Trustees

LEONA AGOURIDIS, Golden Triangle BID

BRUCE BASHUK, J Street Companies

SHEILA BROOKS, SRB Communications

SYLVIA BURWELL, American University

RICHARD BYNUM, PNC Bank

OLIVER CARR III, Carr Properties

DENNIS COTTER, DAVIS Construction

CHESTER (CHIP) DAVIS JR., Association for Accessible Medicines

TOM GALLAGHER, E&G Group

WILLIAM HELLMUTH, HOK

JEFF HIRSCHBERG, The Northeast Maglev

MARK JOHNSON, Astra Capital Management

JEFF KEITELMAN, Stroock & Stroock & Lavan LLP

MATT KELLY, JBG SMITH

THOMAS LEBLANC, George Washington University

BRUCE MCNAMER, Greater Washington Community Foundation

KELLY SWEENEY MCSHANE, Community of Hope

JAMES (JIM) P. MORAN, McDermott Will and Emery

SUSAN NEELY, American Beverage Association

JOHN O'BRIEN, Alta Gas

IAN RAINEY, The Northeast Maglev

DAVID ROODBERG, Horning Brothers

DAVID SKORTON, Smithsonian Institution

JOHN STALFORT, Miles & Stockbridge P.C.

MELISSA STEELE, E&G Group

JOE STERNLIEB, Georgetown BID

TAMIKA TREMAGLIO, Deloitte

FALL BOARD MEETING, HALCYON HOUSE, OCTOBER 2017



(L-R) FC2 Trustees Robert Bobb and Gilbert DeLorme



(L-R) FC2 Trustees Cherrie Doggett, Rusty Lindner and Michele Hagans

ANNUAL BOARD MEETING, RONALD REAGAN BUILDING AND INTERNATIONAL TRADE CENTER, DECEMBER 2017



FC2 CEO and Executive Director Tony Williams and Annual Board Meeting attendees

Trustees

JIM ABDON, Abdo Development
RICK ADAMS JR., United Bank, Inc.
LEONA AGOURIDIS, Golden Triangle BID
NEIL ALBERT, DowntownDC
MICHAEL ALPERT, Ashkenazy Acquisition Corp.
WILLIAM B. ALSUP, Hines
TAL ALTER, Washington Nationals Dream Foundation*
KIMBERLY ARCHER, Russell Reynolds Associates
FRANK BALTZ, Clark Construction Group LLC
JOHN H. C. BARRON JR., Duane Morris LLP
BRUCE BASCHUK, J Street Companies
BRENDAN BECHTEL, Bechtel Group, Inc.*
LUANN BENNETT, Bennett Group, Inc.
JOSHUA B. BERNSTEIN, Bernstein Management Corporation
JENNY BILFIELD, Washington Performing Arts
MATTHEW BIRENBAUM, AvalonBay Communities, Inc.*
ROBERT BOBB, The Robert Bobb Group, LLC
RANDALL BOE, Monumental Sports and Entertainment
A. SCOTT BOLDEN, ReedSmith
G. THOMAS BORGER, Borger Capital Management
JON BOUKER, Arent Fox
KATHERINE BRADLEY, CityBridge Education
SHEILA BROOKS, SRB Communications
S. JOSEPH BRUNO, Building Hope
ROBERT BUCHANAN, 2030 Group
CHESTER BURRELL, CareFirst BlueCross BlueShield
SYLVIA M. BURWELL, American University
RICHARD BYNUM, PNC Bank
CALVIN CAFRITZ, Morris and Gwendolyn Cafritz Foundation
CONRAD CAFRITZ, Cafritz Interests
SEAN CAHILL, Casey Trees
JERRY CARLSON, KPMG
OLIVER CARR III, Carr Properties
DICKIE S. CARTER, Carter and Carter Enterprises
GIUSEPPE CECCHI, IDI Group Companies
PAUL CHOQUETTE, Gilbane Building Company*
TAMARA CHRISTIAN, International Spy Museum
CAROL THOMPSON COLE, Venture Philanthropy Partners

KENNETH W. COLE, Pfizer
DENNIS COTTER, James G. Davis Construction Corp.
MICHAEL CURRAN, Curran Advisors*
MICHAEL CURTO, Squire Patton Boggs
MATTHEW CUTTS, Patton Boggs
CHESTER (CHIP) DAVIS, Generic Pharmaceutical Assoc.
CHIP DAVIS, Sibley Hospital
THOMAS M. DAVIS, Deloitte
LIA DEAN, Capital One*
TODD DEGARMO, STUDIOS architecture
JOHN J. DEGIOIA PHD, Georgetown University
MARGARET DELISSER, Hogan Lovells
GILBERT E. DELORME, Greenstein DeLorme & Luchs, P.C.
MARC DELUCA, KBS Realty Advisors
CHERRIE WANNER DOGGETT, Doggett Enterprises, Inc.
THOMAS DOHRMANN, McKinsey & Company
JOHN P. DREW, Trade Center Management Associates, LLC
MARGARET DUNNING, Finn Partners
MAUREEN E. DWYER, Goulston & Storrs
LEROY (TERRY) EAKIN III, Eakin/Youngentob Associates, Inc.
MARK D. EIN, Venturehouse Group
JAY A. EPSTIEN, DLA Piper LLP
ALLISON FANSLER, KIPP DC
PETER J. FARRELL, City Interests, LLC
MICHAEL FITZGERALD, United Bank
ROBERT J. FLANAGAN, Clark Enterprises, Inc.
LEE M. FOLGER, Lee and Juliet Folger Fund
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In Tribute



Alan Novak



Joe Stettinius

The leadership and staff of the Federal City Council pay tribute to the lives and legacies of Trustees Alan R. Novak (1934—2018), Partner and Co-Founder of CityInterests, and Joseph “Joe” Stettinius Jr. (1962—2018), Chief Executive of the Americas at Cushman and Wakefield. Both Alan and Joe demonstrated inspiring leadership in their pursuits of excellence. They were profoundly committed to the District. They were trusted colleagues and visionary leaders in their respective fields. We have deep appreciation for their dedication and unique contributions to the nation’s capital. Though each of them will be sorely missed, we will forever be reminded of their impact to the city and to our organization.



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