



**D.C. POLICY
CENTER**

RESEARCH AND IMPACT

ANNUAL REPORT 2023





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The D.C. Policy Center's fiscal year runs from January 1 through December 31. The Annual Report is published the following June, to ensure that audited financials can be included. As always, our thanks to the local photographers whose images appear throughout our work, including this Annual Report. Except where otherwise noted, all photos are by Ted Eytan.



Letter from the Chairman and Executive Director



Charles "Sandy" Wilkes
Chairman of the Board



Yesim Sayin
Executive Director

Dear Friends and Supporters:

In 2023 at the D.C. Policy Center, we continued our work to deepen public awareness and understanding of the complex issues facing our city through rigorous research, advocacy, and active engagement. Once again, our research covered a broad spectrum of topics, all aimed at informing policy decisions and undertaken in alignment with our mission to promote a vibrant and competitive District of Columbia.

As reflected in this year's Annual Report outlining the challenges and accomplishments of the past year, the D.C. Policy Center remains fully committed to driving important conversations that result in meaningful policy changes in our city.

While our priority issue areas are wide-ranging, we are especially focused on enhancing the city's competitive edge needed to foster economic growth and opportunity. Further, we rigorously evaluate our methods to ensure our actions are both meaningful and impactful.

In doing so, we ask ourselves: **Did our research successfully uncover an important policy concern for the city? Have we generated innovative and viable solutions? Have we disseminated and debated these solutions? Have**

we collaborated with others to adopt and implement them? Did the policies we developed and helped implement achieve the intended outcomes? Can they be improved?

Our 2023 Annual Report answers each of these questions, identifying the Policy Center's role, influence, and impact in the District's policy arena. The following pages outline our original research, the path from research to legislation or executive action, our relationships with policy and advocacy leaders, and our impact on policymaking decisions.

In conclusion, we are deeply grateful for our supporters, who make the Policy Center's work possible. As we celebrate our 2023 accomplishments, we look forward to future research and initiatives, supporting the District's resilience, vitality, and competitiveness.

Thank you for your continued support.

Charles "Sandy" Wilkes

Chairman of the Board

Yesim Sayin

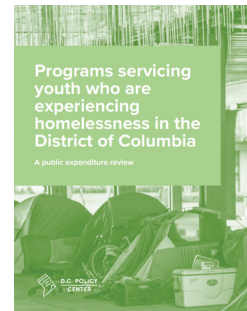
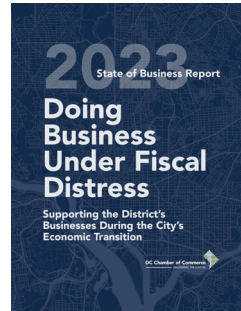
Executive Director



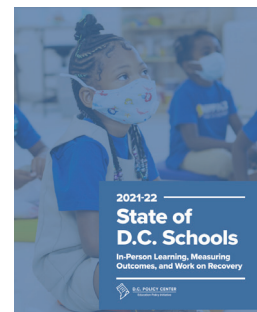
BY THE NUMBERS

2023 Publications

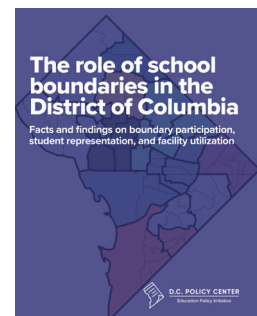
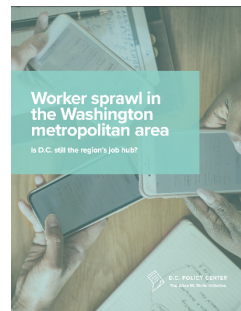
18
Articles



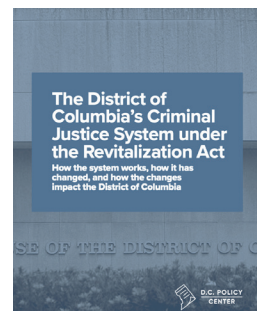
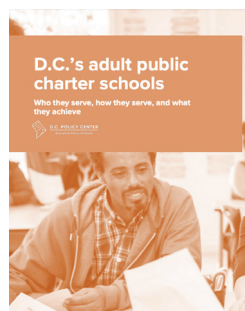
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Long form reports



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Charts of the week



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Testimonies



Our reach

In 2023, the D.C. Policy Center had:

184K

Website users

With nearly 5k file downloads

359K

Website Views

A nearly two-fold increase over 2022 website views

88

Media mentions

From outlets including the Washington Post, Politico, Axios, and Business Insider

73

Individual and organizational supporters

Contributing to advance the work of the D.C. Policy Center

Who we're working with

The Policy Center's research is driven by a commitment to collaborate with policymakers, government officials, community members, and advocacy organizations. Below is a select list of those we engaged, supported, or partnered with in 2023.

Bisnow	DC Association of Realtors	Education Reform Now	Office of the Deputy Mayor for Education
Black Swan Academy	DC BID Council	Empower K12	Office of the State Superintendent of Education
The Brookings Institution	DC Chamber of Commerce	Federal City Council	PAVE
Business Coordinating Group	DC Education Research Collaborative	Georgetown University	Pepperdine University
Carleton College	DC Department of Human Services	George Washington University	Pi Sigma Alpha
Carlos Rosario	DC Postsecondary Success Collaborative	Greater Greater Washington	PIE Network
Capitol Hill Village	DC Students Succeed	Halcyon	School Leader Lab
Catalogue for Philanthropy	DC Tax Revision Commission	Howard University	SchoolTalk
CityWorks DC	Developer Roundtable	Leaders of Color	Spark the Journey
Compass	DLA Piper	Mikva Challenge	Talent Pipeline Working Group
Criminal Justice Coordinating Council		Office of Out of School Time Grants and Youth Outcomes	University of the District of Columbia
Cushman Wakefield		Office of the Chief Financial Officer	Urban Land Institute
Data Quality Campaign			Washington Housing Conservancy
DC Action			



Legislative impact

Fact-based and reliable research is necessary for changing policy. Effective policy change also requires time, collaboration, and persistence. The D.C. Policy Center is committed to seeing through policy from idea to legislation and evaluation. Here is a sample of legislative and advocacy wins from our recent history:



The BEST ACT

Beginning in 2021, the D.C. Policy Center provided research and advocated for the Business and Entrepreneurship Support to Thrive (BEST) Amendment Act. The BEST Act, which was enacted in 2023, will reduce barriers to starting and maintaining a business in D.C. Through research and testimony, the Policy Center was vital to securing funding for the BEST Act in the FY2025 budget.

Expenditure Review



Since 2019, the Policy Center has been advocating to the DC Council for a formal expenditure analysis. This advocacy resulted in the creation of an Expenditure Commission in 2020 and additional investments for expenditure analyses in the Council's budget office beginning in FY2025.



Office-to-residential conversions

Through research and testimony before the DC Council and the DC Office of Planning, the Policy Center advocated for public funding for office-to-residential conversions beginning in 2021. In 2023, the Policy Center helped pass legislation that created tax abatements for these conversions.

Inclusionary Conversions pilot



As part of our ongoing research, the Policy Center designed the Inclusionary Conversions model, a new approach to affordable housing at a fraction of the cost of publicly subsidized housing. In 2021, Policy Center researchers helped draft, pass, and fund the Generating Affordability in Neighborhoods Act, a \$5M pilot program for the model.



Equitable Access

In a 2018 report, Policy Center researchers identified challenges to increasing diversity in D.C. schools. Following the report, the Policy Center supported the development of an Equitable Access (EA) option for the common lottery. The EA option was outlined in a 2020 report, subsequently enacted by the DC Council, and implemented by 52 D.C. schools in the 2024 lottery process.



Clean Hands legislation

In 2022, the Policy Center contributed to the drafting of the Clean Hands Certification Equity Amendment Act that would increase the Clean Hands threshold. The legislation, which would reduce business licensing barriers for aspiring entrepreneurs, was passed and funded in the FY2025 budget.



Early Career Outcomes data tracking

In 2022, the Policy Center created a blueprint for a longitudinal data system to track early career outcomes of the District’s public school alumni. The Policy Center then supported the passing and funding of legislation authorizing the creation of such a system in the FY2024 and FY2025 budgets.



Inclusionary Zoning

Pulling from our extensive housing research, the Policy Center successfully opposed legislation in 2023 that would have expanded Inclusionary Zoning to D-Zones. The legislation would have increased housing costs across the District.



Tax Revision Commission

The Policy Center was integral to drafting and passing legislation for Tax Revision Commission. Since 2023, Executive Director Yesim Sayin has served on the Commission to create a tax regime that fits the changing economic realities of D.C.



Out-of-School Time programming

In 2023, the Policy Center collaborated with the Deputy Mayor for Education (DME) to conduct a landscape analysis of out-of-school time programs, advancing opportunities for children and youth. The Policy Center’s research was foundational in expanding investments in these programs beginning in FY2024.

Where to find our research



The D.C. Policy Center is a trusted source for data and analysis of economic, education, housing, and other policy challenges. Included in the graphic are examples of research organizations and government offices who have cited our work or with whom our researchers have collaborated.



Selected research citations

- › DC Council. (2023). *B25-0630 - Universal Out of School Time Amendment Act of 2023.*
- › Heritage Foundation. (2023). *The D.C. City Council Failed at Criminal Justice Reform— Congress Must Fix It.*
- › Jobs for the Future. (2023). *From Designing Policy Solutions to Building Coalitions: Key Strategies for Intermediaries to Engage in Policy and Advocacy.*
- › Office of the Deputy Mayor for Education. (2023). *Launching D.C.'s Education Through Employment Data System.*
- › Progressive Policy Institute, the Metro Federalism Caucus, and the Association for Enterprise Opportunity. (2023). *From Prison to Business: Entrepreneurship as a Reentry Strategy.*
- › Urban Institute. (2023). *Race and perceptions of revitalisation in the 'District of Gentrification.'*

Selected media citations

- › Axios DC. (2023). *A 2023 recession would still hurt Washington.*
- › Axios DC. (2023). *Pandemic-era migration cost D.C. more than \$1 billion.*
- › Business Insider. (2023). *The nation's capital is struggling more than any state in the country to recover pandemic job losses.*
- › Commercial Observer. (2023). *Coworking Spaces in Suburbs On the Rise.*
- › Greater Greater Washington. (2023). *DC's school boundary review could advance equity, advocates say.*
- › NBC4. (2023). *Families face challenges trying to move away from gun violence.*
- › Politico. (2023). *What Shutdown? Downtown D.C. Is Already a Ghost Town.*
- › Washington Business Journal. (2023). *Downtown D.C. faces bleak future if Wizards, Capitals depart for Northern Virginia.*
- › Washington Post. (2023). *Downtown D.C.'s struggles mount as many workers remain remote.*
- › WTOP. (2023). *Amid chronic absenteeism from pandemic, fewer DC students repeating 9th grade.*

Professional affiliations

D.C. Policy Center staff are involved with a number of local organizations and institutions, serving on Boards, as fellows, and in other capacities. These include:

- The Brookings Institution
- D.C. Tax Revision Commission
- District Bridges
- Empower K12
- Ingenuity Prep
- Seeding Disruption
- Surge Institute
- PIE Network





In 2023, the D.C. Policy Center worked with Compass, an organization offering strategic guidance to nonprofits. Over the course of the year, the Compass team helped to formulate clear metrics for measuring the Policy Center’s success and impact.

An analytical approach to success

Compass took a three-prong approach to assessing the Policy Center’s research and dissemination process. First, they conducted stakeholder interviews to identify how the Policy Center is perceived by the public, supporters, and policy professionals. Compass experts then established a metrics analysis to determine how the Policy Center views success, what existing metrics we use, and methods for streamlining our process. Finally, Compass experts conducted a best practices analysis, looking to comparable organizations for common metrics and output norms.

The Policy Center’s “dual-hatted” role places it in an influential position.

One of the primary findings of the analysis was that the D.C. Policy Center holds two distinct roles in the District’s policy sphere: research advisor and influencer.

As a research advisor, the Policy Center publishes reliable research on some of the region’s most pressing challenges. Our conclusions and recommendations are reliable and relevant even under everchanging conditions.

The Policy Center’s role as an influencer is more difficult to track and measure. Staff and board members maintain strong

relationships and regularly communicate with elected officials, policymakers, and advocates in the region. Policy Center research is routinely cited in the media, and staff often testify at legislative and oversight hearings. Nonetheless, tracking the connection between influence and impact is not always self-evident or appropriate.

Formalizing the relationship between research and influence

Since the Policy Center’s inception, staff members have developed processes for conducting and disseminating research, with an eye toward legislative and regulatory impacts in D.C. The Compass team, after interviewing staff and supporters and evaluating existing systems, developed a formal “logic model” to track the Policy Center’s work and influence. The logic model threads together hard research metrics—publications, citations, testimonies—with soft influence metrics such as coalition building, advocacy meetings, legislative support. The model allows both researchers and supporters to see the Policy Center’s impact from the inception of a policy idea through its implementation and periodic evaluation.

Ultimately, the logic model will provide a framework for a deeper understanding of the Policy Center’s research and impact.

LOGIC MODEL

Post-implementation, researchers will review legislative and program impact, identifying trade offs and areas for improvement.

EVALUATE OUTCOMES



The Policy Center offers legislative support, providing input on proposed legislation, testifying before the DC Council, and joining stakeholders for implementation support.

HELP ADOPT, IMPLEMENT, AND FUND SOLUTIONS



SHOP AND DEBATE POSSIBLE SOLUTIONS

Following the initial publication, researchers engage in meetings and testify at hearings to offer insights on proposed solutions.

IDENTIFY A PROBLEM

The Policy Center looks to stakeholders, data analysis, and literature reviews to identify policy challenges. While the model is iterative, this can be thought of as the starting point for each research project.



CREATE INTEREST IN ADDRESSING THE PROBLEM

Through meetings with supporters and advocacy groups, staff and supporters drive interest in and urgency towards the identified issue.



DEVELOP INSIGHTS AND SUGGEST SOLUTIONS

With an initial publication, the Policy Center explains the issue and offers possible solutions.

As a part of the Business Sentiments Survey project, the first round survey results will contribute to an understanding of the business community's experiences and challenges in the D.C. region.

Developed in 2023, the Quarterly Business Sentiments Survey was implemented based on stakeholder suggestions. There is a lack of clear understanding of the impact of the District's policies and regulations on businesses and economic development. As a result District policies may not reflect the interests of the business community.

The results from the first round of the survey helped generate policy recommendations. The results led to a number of recommendations, including regulatory reforms. The survey results informed conversations with elected officials during the FY2025 budget season.

The first round of the survey identified challenges to the business community in the D.C. region. Namely, the results revealed pessimism around the District's economic outlook. The results also suggested that low level crimes such as disorderly behavior and property damage, as opposed to violent crimes, were placing a notable burden on local businesses. The first round of the survey contributed to budget guidance, testimony, and conversations with elected officials and members of the media.

Following the first round of the Business Sentiments Survey (circulated in January 2024), the Policy Center compiled a summary of the results and hosted presentations for stakeholders, survey respondents, and members of the media. The presentations were particularly helpful in developing interest in and helping frame the second round of the survey (circulated in April 2024).

The Business Sentiments Survey fields direct insights from members of the business community. While there are a number of business oriented groups in D.C. (BCG, BIDs, etc.), there is limited business perceptions data available. The survey offers the opportunity for business leaders to share their concerns, ideas, challenges, and aspirations.



ALICE M. RIVLIN INITIATIVE

for Economic Policy and Competitiveness



Daniel Burge
Director, Rivlin Initiative

The D.C. Policy Center's Alice M. Rivlin Initiative for Economic Policy and Competitiveness provides an in-depth and objective look at the factors that influence the District of Columbia's attractiveness and competitive position in the region and in the nation.

In 2023, the Rivlin Initiative published several long-form reports on an array of economic topics, including how remote work has affected the local labor market, household growth, and migration trends of businesses and workers.

In addition to the long-form reports, the Rivlin Initiative published numerous timely short-form articles and charts of the week on topics including the District's budget, job growth, household migration, the geography of work in the region, business formation, the regional economy, commute times, and commercial office values.

Tracking demographic shifts in the region

As the District began to emerge from the impacts of the Covid-19

pandemic, shifts in regional trends became clearer. Prior to the pandemic, workers tended to live within a relatively small radius of their workplaces. In the post-pandemic era, a new trend emerged: workers began to live farther from their workplaces, potentially as a result of increased hybrid and remote work opportunities.

The Rivlin Initiative examined worker location in "Worker sprawl in the Washington metropolitan area: Is D.C. still the region's job hub?" The report developed a much better metric for tracking the geography of employment across the D.C. metro region. Rather than relying on a business establishment's reported location, the Rivlin Initiative's "job activity" metric uses the location reported by a worker. The findings from this report were presented at a Council Retreat.

Household growth in the post-pandemic era

While population changes were front of mind for cities throughout the Covid-19 pandemic, the Policy Center's report, "D.C.'s household

ALICE M. RIVLIN INITIATIVE

for Economic Policy and Competitiveness

growth is predominantly driven by singles aged 25 to 34,” presented an intriguing finding. The District’s population declined during the COVID-19 pandemic, but the number of households in the District increased by just over 13 percent. Single adults between 25 and 34 with high income potential powered the growth in households.

Understanding the implications of changing economic and business conditions

Both worker and population shifts were highlighted in the “2023 State of Business Report: Doing Business Under Fiscal Distress,” the seventh annual report in the series. The report examined how economic activity in D.C. and the region changed between 2022 and 2023. Among the findings, the report highlighted that remote work arrangements had stabilized, and noted a common arrangement was for workers to come into the office two or three days a week. The report also found that D.C. continued to be a magnet for start-up businesses despite the challenges created by the pandemic.

Embracing transformation and promoting fiscal responsibility

Looking forward to years three and four, the Rivlin Initiative will continue to focus on the economic and demographic transformations resulting from the Covid-19 pandemic.

Planned research includes a look at how the end of the pandemic has affected demand for D.C. and how demand for living, working, and doing business in D.C. has changed in the last ten years. The report will examine migration patterns of businesses, households, and people. It will also investigate employment patterns among D.C. residents, and it will analyze the formation and investment patterns of businesses.

The Rivlin Initiative will also examine unemployment trends in the District, explore the idea of an abundance model for the region, and provide recommendations for fiscally responsible policymaking.



“The first year of Equitable Access: An examination of common lottery outcomes for at-risk students,” published January 31, 2024, examined the outcomes of Equitable Access implementation. Our Education Policy Initiative (EPI) showcased benefits of the first year of the program and opportunities for expansion and improvement. The report was an opportunity for EPI to see a policy through from idea to implementation and evaluation.

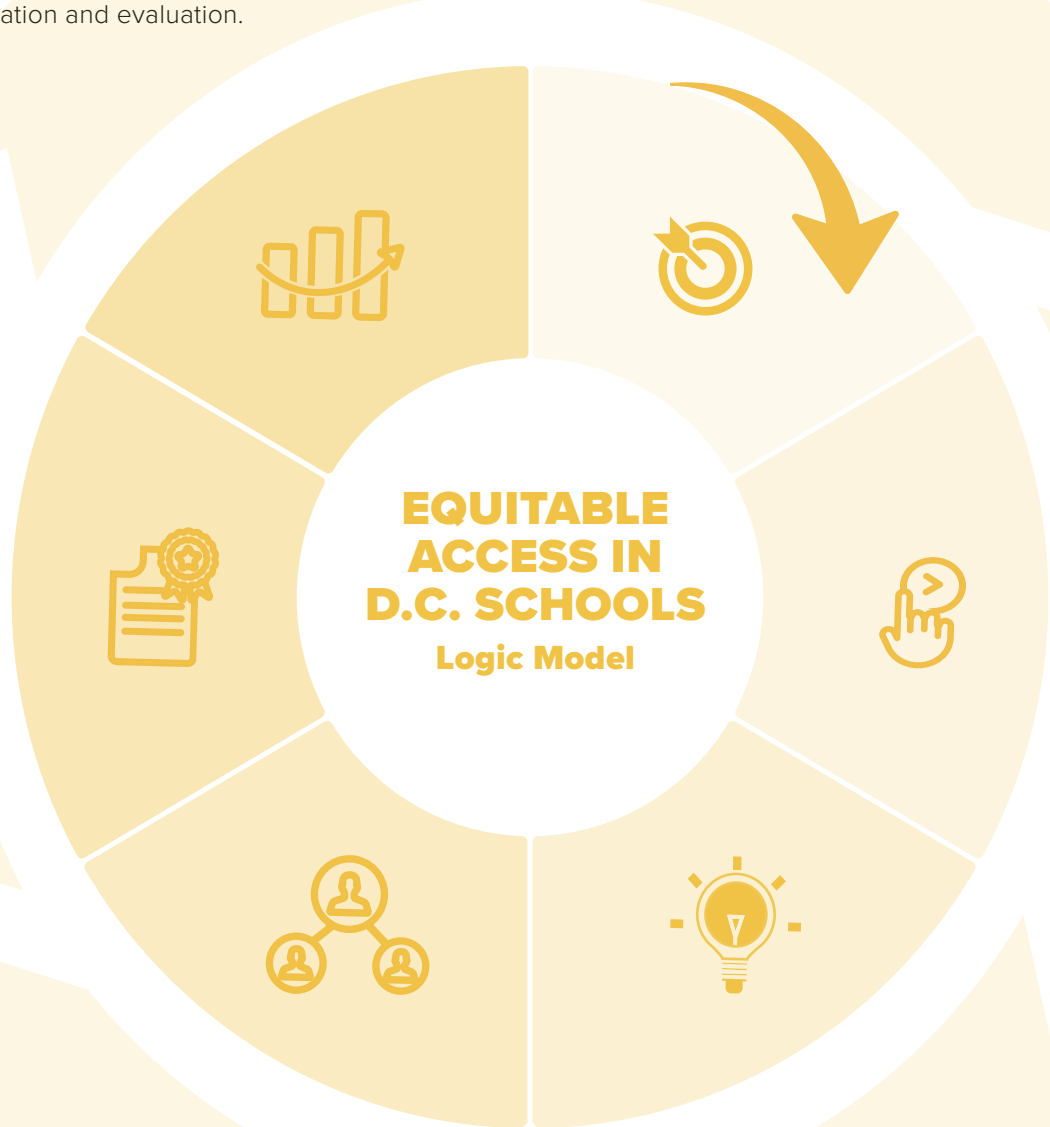
At-risk students lack access to some of D.C.’s most sought after public and public charter schools. The majority of students in D.C. attend schools based on the common lottery, providing students access beyond their assigned boundary schools. However, students identified as at-risk face barriers to attending sought after schools through the common lottery, through a lack of knowledge about the lottery process or through inequitable elements of the lottery process itself.

In fall 2022, 25 D.C. public schools and public charter schools implemented an option for the common lottery process, which added a weight or set aside seats for students identified as at-risk. The equitable access option is intended to open educational opportunities for students in the District by increasing access to highly sought after schools across the city.

EPI Director Chelsea Coffin testified before the Committee of the Whole and the Committee on Education in support of piloting an EA option for the common lottery. At the same hearing, the July 2020 report was cited five times, including by elected officials, education leaders, and advocates.

While an Equitable Access (EA) option was not an entirely new idea, there was a lack of interest in the District as it would mainly target a small subsection of students. However, EPI argued that while the subsection was relatively small, the impact on that group would be significant. In July 2020, the Policy Center published “At-risk priority in D.C.’s common lottery: Potential implications for access and diversity,” which highlighted the potential benefits of an EA option.

In December 2018, the Policy Center published “Landscape of Diversity in D.C. Public Schools.” One of the report’s findings highlighted a subsection of D.C. schools with less than ten percent of their student populations identified as at-risk. The report also noted the benefits to students of diverse student bodies.



EDUCATION POLICY INITIATIVE



Chelsea Coffin
Director, Education Policy Initiative



Hannah Mason
Senior Education Research Analyst

Established in 2017 as the D.C. Policy Center’s first stand-alone subject matter initiative, the Education Policy Initiative (EPI) operates on a two-year research cycle, bringing original and objective analyses to education policy discussions and formulation in the District of Columbia. The Education Policy Initiative highlights a cornerstone of the Policy Center’s research: education policy is economic policy.

Documenting efforts to increase socioeconomic diversity in schools

The D.C. Policy Center partnered with the Deputy Mayor for Education (DME), WXY Studio, and LINK Strategies Partners to engage in a boundary and student assignment study. We provided landscape analysis on school feeder patterns, enrollment composition between neighboring schools, and participated in boundary meetings.

In school year 2022-23, D.C. implemented an Equitable Access (EA) option in the common lottery to

prioritize at-risk students’ applications, which previous D.C. Policy Center research showed had the potential to increase socioeconomic diversity at schools with smaller percentages of at-risk students. EPI published a report on the EA implementation, which analyzed application and enrollment patterns of at-risk students who applied to the 25 schools opting into this priority. The report release event reviewed the report findings followed by an expert panel discussion with public and charter school leaders, central office staff, and a senior fellow of a non-profit, non-partisan think tank. Lastly, our report linked to DME’s boundary and student assignment study that reviews public school boundaries and feeder patterns and District-wide student assignment policies.

“The first year of Equitable Access: An examination of common lottery outcomes for at-risk students” used quantitative and qualitative analyses to reveal higher levels of enrollment at these schools for at-risk students

in addition to schools' planning on continuing to offer this option to increase diversity at their schools.

Previewing budget constraints for D.C.'s public schools

To support pandemic recovery, D.C.'s public schools received \$540 million of Elementary and Secondary Emergency Relief Fund (ESSER) federal funds. These funds allowed school budgets to grow by 56 percent from fiscal year 2019 to 2024 while enrollment only grew by 9 percent.

"The fiscal future of public education in the District of Columbia" explores the impending fiscal cliff that D.C.'s education budget will confront when these federal funds end after fiscal year 2025 and as D.C. faces other budget constraints.

Our release event hosted 127 attendees. The event consisted of reviewing report findings and opening remarks from Maya Martin Cadogan, Founder and Executive Director of Parents Amplifying Voices in Education (PAVE). The event also featured an expert panel featuring public education and financial government staff, a CEO of a charter school network, and a partner at an education consulting firm. Following the event, Mayor Bowser announced a historic 12.4 percent increase in Uniform Per Student Funding Formula (UPSFF) to support schools in the upcoming budget.

Connecting our work to the education policy conversation

Our EPI team testified multiple times before the Committee of the Whole during hearings on out of school time, teacher retention levels, slow academic

recovery for high school students, chronic absenteeism and truancy, the District of Columbia Public Schools (DCPS) budgeting practices, and defining the lowest performing schools.

We have also published two editions of D.C. Voices, a series that highlights how the education community is experiencing the post-pandemic recovery period, including (i) how schools are planning for the end of ESSER funding and (ii) what is influencing new trends in juvenile justice.

Finally, the annual State of D.C. Schools report ties together information from EPI's research, generating a valuable overview of the progress and challenges in D.C. schools. The State of D.C. Schools 2022-23 report highlighted the successes of the Equitable Access option, the difficulties in decreasing chronic absenteeism, and the systemic challenges facing schools as federal funding expires. In all, the report connects each aspect of EPI's work and has become a strongly anticipated publication every year.



OPEN WIDE THE FREEDOM GATES

NATHANIEL HAWTHORNE

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Following an examination of affordability and access for essential workers and recruitment of collaborators, The Housing Policy Initiative will continue to meet with industry leaders and legal experts to explore the legal and financial implications of the concept.

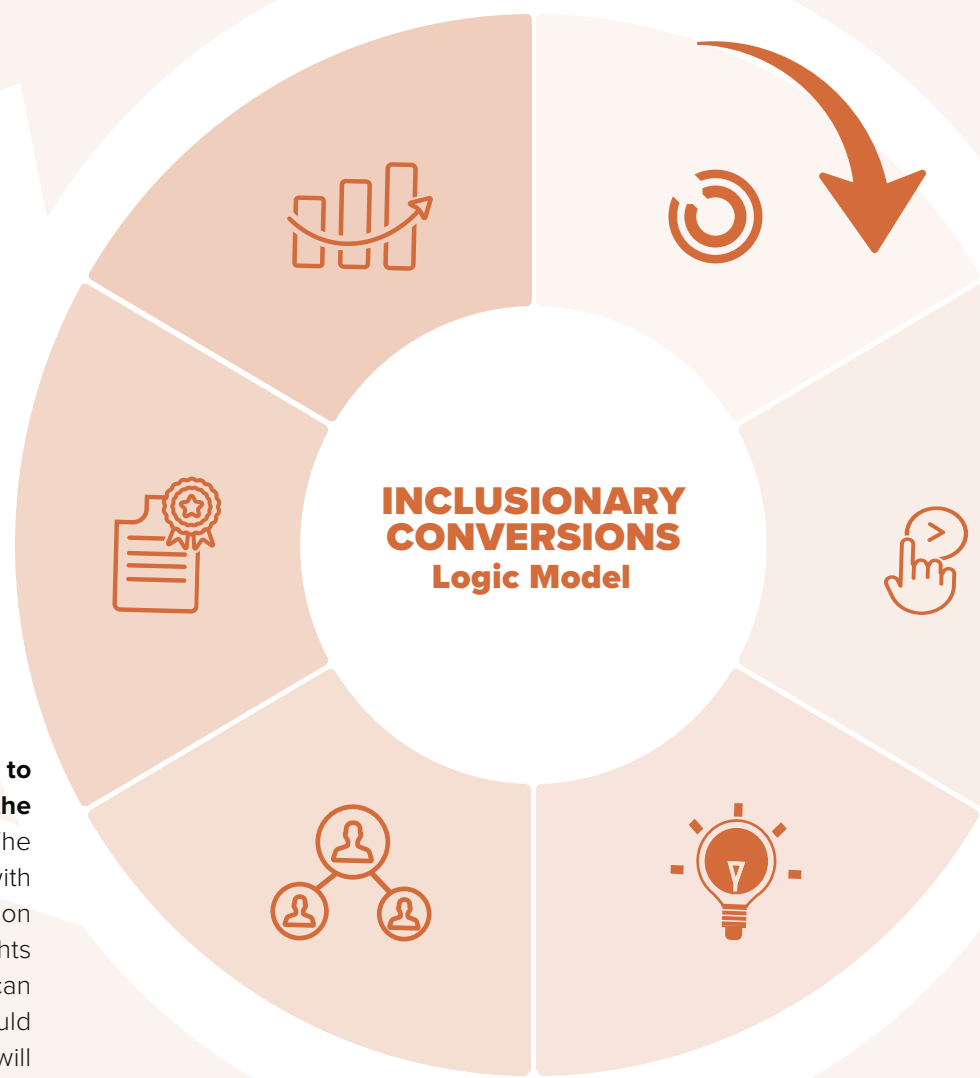
Affordable housing in high cost areas has been difficult and cost prohibitive for the government to produce. The struggle to produce affordable housing bleeds into other areas of the District’s overall wellbeing. The Policy Center’s 2020 publication, “Appraising the District’s rentals,” examined the availability and affordability of housing, noting significant housing burdens on middle class households.

The Inclusionary Conversions model is unique in its ability to establish affordable housing options with few upfront barriers. After the initial publications, it is key to recruit nonprofits and businesses to engage with the program. To this end, regular conversations with interested parties have begun.

The Policy Center is working to explain and marshal support for the Inclusionary Conversions model. The Housing Policy Initiative, along with the Rivlin Initiative and the Education Policy Initiative, are developing insights into where workers in select fields can afford to live and how far they would need to commute. These insights will link to workforce barriers.

The D.C. Policy Center created a model called inclusionary conversions that focuses on workforce housing for over 30 professions. The model is scalable to cities across the U.S. Following a pilot program in the District, the model can be adapted for implementation in cities facing similar housing challenges.

A lack of affordable housing creates challenges for everyone. One of the challenges in housing policy discussions is driving home the point that strong housing production at various levels of affordability lends itself to an inclusive, vibrant, and resilient economy. This research focuses specifically on housing affordability for workers in essential industries including nursing, education, and public safety.



HOUSING POLICY INITIATIVE



Emilia Calma
Director of Policy and Research

Housing policy has been central to the D.C. Policy Center’s work since its inception. Housing policy is economic development policy, and this notion has only become more evident in the post-pandemic era. Where individuals are able to afford housing and thus, where they choose to live, is directly tied to the economic wellbeing of the District. In the post-pandemic era, as the relationship between work and home continues to evolve, it is necessary to understand how the availability and affordability of housing impacts individuals, households, the District, and the economy.

Creating an innovative affordable housing model for the District, with applications across the U.S.

In 2023, the D.C. Policy Center continued its work on its workforce housing model, laying the groundwork for a series of future publications. Inclusionary conversions is a model that converts a portion of existing units in multifamily buildings into affordable units for workers making less than area median income. Using this

method, a nonprofit acts as a broker between landlords, investors (such as corporations or philanthropies, employers looking to find affordable housing for their workers, and even governments), and tenants. This affordable housing model can efficiently and inexpensively create affordable housing units in high-cost areas where government funded affordable housing has been difficult to produce. As a model that is replicable in metro areas other than the District of Columbia, it has the potential to create a surge of affordable housing units across the United States. In our conceptual paper explaining our housing model and our financial modeling, we included information on how this would work in large metro areas in the United States: Austin-Round Rock, TX; Durham-Chapel Hill, NC; Nashville-Davidson-Murfreesboro-Franklin, TN; Raleigh, NC.

The model focuses on 31 categories of essential workers including teachers, nurses, and service workers. These workers are needed to run core city functions such as schools, health care facilities, police

and EMS, as well as restaurants, bars, and hotels. Beyond the contribution of these workers to public and private functions, they also help create a diversified workforce and thus a stronger city. Proximity to jobs has declined in the last few decades, particularly for low-income and non-white populations. This impacts employment prospects for residents of the District and reduces the city's overall fiscal health. In addition, studies have found job proximity to be associated with employers' ability to hire workers, higher labor mobility, and increased economic development for metro areas.

In 2024, the D.C. Policy Center will publish a series of papers to explain how the program will work, provide a sample sublease and program model, and provide guidance and research on the pertinent legal issues such as Fair Housing Act rules, rent control, and eviction. In addition, the Policy Center will release (i) a report on what areas of D.C. are most affordable to essential workers and the subsidy required to house workers in different areas of the city, (ii) a report on how this program would work across the country's largest metro areas, and (iii) a supporting paper from Senior Advisor Andrew Trueblood.

The lasting impacts of rent control and alternatives for affordable housing

In partnership with the DC Association of Realtors (DCAR) and researchers at Howard University, the Housing Policy Initiative is developing a report on the history and impact of rent control policies in the District. The project aims to outline the history of rent control in U.S., its historical and current status in D.C., the implementation of rent control policies over time, and incentive structures created by such policies.

Exploring TOPA modernization for a strong housing market

The Tenant Opportunity to Purchase Act (TOPA) was established to prevent possible displacement when a rental building is sold, giving tenants the opportunity to buy their residences. However, the TOPA law has changed significantly since first adopted, and its effects have gone largely unmeasured.

To provide much needed insight into TOPA and potential reforms, the Housing Policy Initiative is developing a publication on the intent, impact, and future of TOPA, with recommendations for reform. The project will be developed with nonprofit partners and will include case studies and input from housing developers and investors in the District.



OUR PEOPLE

Board of Directors

Our Board of Directors maintains fiduciary responsibility for the D.C. Policy Center, setting its strategic direction and overseeing its financial health. Organizational affiliations are provided for informational purposes only.

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Chairman
The Wilkes Company

Christopher Gladstone
Vice Chairman
Quadrangle Development Corporation

Michael Goodwin
Secretary and General Counsel
Arnold & Porter

Sean Warfield
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Apartment & Office Building Association of Metropolitan Washington (AOBA)

William B. Alsop III
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Monica Dixon
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Financials

STATEMENTS OF FINANCIAL POSITION

December 31, 2023 and 2022

ASSETS	2023	2022
CURRENT ASSETS		
Cash	\$928,038	\$829,264
Accounts receivable	\$104,150	\$60,000
Employee Retention Credit receivable	--	\$150,986
Current portion of unconditional promises to give	\$396,000	\$30,000
TOTAL CURRENT ASSETS	\$1,428,188	\$1,070,250
Unconditional promises to give	\$110,000	--
TOTAL ASSETS	\$1,428,188	\$1,070,250
LIABILITIES AND NET ASSETS	2023	2022
CURRENT LIABILITIES		
Accounts payable	\$50,692	\$4,763
Current portion of Economic Injury Disaster Loan	\$12,503	\$12,164
Accrued vacation	\$27,015	\$17,980
Accrued interest	--	--
TOTAL CURRENT LIABILITIES	\$90,147	\$34,907
LONG-TERM LIABILITIES		
Economic Impact Disaster Loan less current portion	\$470,635	\$483,138
TOTAL LIABILITIES	\$560,782	\$518,045
NET ASSETS		
Without donor restrictions	\$198,239	\$445,955
With donor restrictions		
Subsequent years' operations	\$466,667	--
Development of Inclusionary Conversions	\$270,833	--
Building Career Assets	\$35,000	--
Business Survey Report	\$6,667	--
Education	--	\$106,250
TOTAL NET ASSETS	\$977,496	\$552,205
TOTAL LIABILITIES AND NET ASSETS	\$1,538,188	\$1,070,250

Our fiscal year. The D.C. Policy Center's fiscal year runs January 1 - December 31.

More detailed information. Since 2019, the D.C. Policy Center has operated as an independent 501(c)(3) nonprofit. Our EIN is 82-2380479. For our full audited financial statements and Form 990, please visit our website at dcpolicycenter.org, or contact our offices at (202) 223-2233.

STATEMENT OF ACTIVITIES

<i>Year ended December 31, 2023</i>	Without donor restrictions	With donor restrictions	Total
SUPPORT AND REVENUE			
Contributions and grants	\$775,826	\$1,040,000	\$1,815,826
Paid research	\$134,927	--	\$134,927
Total support and revenue	\$910,753	\$1,040,000	\$1,950,753
EXPENSES			
Research	\$1,139,035	--	\$1,139,035
Management and general	\$203,913	--	\$203,913
Fundraising	\$182,604	--	\$182,604
Total expenses	\$1,525,552	--	\$1,525,552
NET ASSETS RELEASED FROM RESTRICTIONS			
Expiration of time restrictions	\$58,333	(\$58,333)	--
Satisfaction of purpose restrictions	\$308,750	(\$308,750)	--
Net assets released from restrictions	\$367,083	(\$367,083)	--
Change in net assets	(\$247,716)	\$672,917	\$425,201
Net assets at beginning of year	\$445,955	\$106,250	\$552,205
NET ASSETS AT END OF YEAR	\$198,239	\$779,167	\$977,406

<i>Year ended December 31, 2022</i>	Without donor restrictions	With donor restrictions	Total
SUPPORT AND REVENUE			
Contributions and grants	\$686,499	\$428,500	\$1,114,999
Employee Retention Credit	\$150,986	--	\$150,986
Paid research	\$240,206	--	\$240,206
Total support and revenue	\$1,077,691	\$428,500	\$1,506,191
EXPENSES			
Research	\$776,177	--	\$776,177
Management and general	\$401,403	--	\$401,403
Fundraising	\$279,215	--	\$279,215
Total expenses	\$1,456,795	--	\$1,456,795
NET ASSETS RELEASED FROM RESTRICTIONS			
Expiration of time restrictions	\$143,500	(\$143,500)	--
Satisfaction of purpose restrictions	\$623,750	(\$623,750)	--
Net assets released from restrictions	\$767,250	(\$767,250)	--
Change in net assets	388,146	(338,750)	\$49,396
Net assets at beginning of year	\$57,809	\$445,000	\$502,809
NET ASSETS AT END OF YEAR	\$445,955	\$106,250	\$552,205



STATEMENTS OF FUNCTIONAL EXPENSES

Year ended December 31, 2023

	Research	Management & General	Fundraising	Total Expenses
Personnel	\$934,636	\$157,727	\$152,076	\$1,244,439
Professional fees	\$40,756	\$18,205	\$15	\$58,976
Office expenses	\$10,259	\$1,731	\$1,669	\$13,659
Conferences and meetings	\$23,780	—	—	\$23,780
Insurance	\$7,466	\$1,260	\$1,215	\$9,941
Occupancy	\$72,101	\$12,168	\$11,731	\$96,000
Advertising	—	\$4,378	—	\$4,378
Information technology	\$39,922	\$6,737	\$6,495	\$53,154
Interest	\$10,115	\$1,707	\$1,646	\$13,468
Travel	—	—	\$7,757	\$7,757
TOTAL EXPENSES	\$1,139,035	\$203,913	\$182,604	\$1,525,552

Year ended December 31, 2022

	Research	Management & General	Fundraising	Total Expenses
Personnel	\$599,677	\$301,924	\$240,665	\$1,142,266
Professional fees	\$59,768	\$33,024	—	\$92,792
Office expenses	\$2,575	\$5,405	\$1,034	\$9,014
Conferences and meetings	\$30,275	\$17,807	—	\$48,082
Insurance	\$1,850	\$931	\$742	\$3,523
Occupancy	\$50,399	\$25,375	\$20,226	\$96,000
Advertising	—	\$1,011	—	\$1,011
Information technology	\$23,626	\$11,894	\$9,481	\$45,000
Interest	\$8,008	\$4,032	\$3,214	\$15,524
Travel	—	—	\$3,853	\$3,853
TOTAL EXPENSES	\$776,177	\$401,403	\$279,215	\$1,456,795



STATEMENTS OF CASH FLOWS

Years ended December 31, 2023 and 2022

CASH FLOWS FROM OPERATING ACTIVITIES

	2023	2022
Change in net assets	\$425,201	\$49,396
Adjustments to reconcile change in net assets to net cash flows from operating activities		
(Increase) decrease in assets		
Accounts receivable	(\$44,150)	(\$42,400)
Employee Retention Credit receivable	\$150,986	(\$150,986)
Unconditional promises to give	(\$476,000)	\$190,000
Increase (decrease) in liabilities		
Accounts payable	\$45,866	(\$8,006)
Accrued vacation	\$9,035	\$892
Deferred interest	-	(\$5,977)
Net cash flows from operating activities	\$110,938	\$32,919

CASH FLOWS FROM FINANCING ACTIVITIES

Principal payments on Economic Impact Disaster Loan	(\$12,164)	(\$4,698)
Change in cash	\$98,774	\$28,221
Cash at beginning of year	\$829,264	\$801,043
CASH AT END OF YEAR	\$928,038	\$829,264

SUPPLEMENTAL DISCLOSURE

Cash paid for interest	\$13,468	\$20,935
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