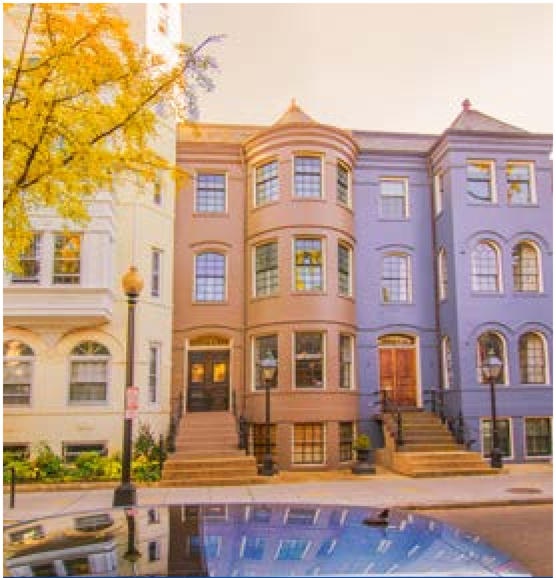
2021
ANNUAL REPORT



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Our Mission

The D.C. Policy Center is a non-partisan, independent think tank focused on advancing policies for a strong, competitive, and vibrant economy in the District of Columbia. Our mission is to arm decision makers with fact-based, unbiased, and reliable research and analyses to help create a vibrant local economy that can maximize opportunities for residents, workers, and businesses in the District of Columbia.

Our thanks to Ted Eytan and Bekah Richards, who have opened their entire photography libraries to the D.C. Policy Center. Photos throughout this report are by Ted Eytan, Bekah Richards, or Aimee Custis, except as noted here: Page 3 (Key Bridge) by Mike Maguire, https://www.flickr.com/photos/mikespeaks/52014748420, CC BY 2.0 license. Pages 6-7 (students) by DC Public Charter School Board used with permission.

From the Chairman & the Executive Director

Dear Friends and Supporters of the D.C. Policy Center:

The year 2021 was transformative for the D.C. Policy Center. We celebrated the fifth anniversary of our founding, launched the Alice M. Rivlin Initiative for Economic Policy & Competitiveness, expanded our work to include criminal justice, and began working on a new housing initiative to empower private investors to create affordable housing for middle-wage workers.

Now, this year, we are laser focused on the shifts in economic and demographic trends that are creating significant headwinds for the District of Columbia. The District is a city that is in recent years has been accustomed to planning for sustained growth. But recent data suggest that such growth may no longer be the norm:

- The city is losing population because many more people are moving out compared to moving in. And with lower birth rates and the concentrated outmigration among the 26 to 45 age cohort, natural growth is no longer strong enough to deliver reliable population increases.
- Public school enrollment is flat and likely to decline. Lower grades are losing enrollment, which will impact the system for many years to come. This has implications for school budgets, which depend on growth.
- The city is losing commuters. Given that most commuters into to D.C. have jobs that can be done remotely, office occupancy is stuck at around 40 percent Tuesdays through Thursdays, and downtown remains empty Mondays and Fridays. This has implications for the local service economy, sales taxes, and commercial property taxes.

Therefore, our work in 2022 and moving forward will be to advocate for an overall policy environment that can bring growth back to the city, and create a vibrant, competitive, and strong economy.

We remain grateful for your support and your partnership.

Charles “Sandy” Wilkes
Chairman of the Board

Yesim Sayin
Executive Director

The Year in Numbers

975

The number of large office buildings that account for 40 percent of all property taxes paid in the District of Columbia.

Read more about the Rivlin Initiative and telework, page 4

$32,000

The average annual income of a young adult born and living in the District of Columbia.

Read more from our Education Policy Initiative, page 6

>40%

The share of children born in the District who leave the public school system before high school to attend private schools or public schools elsewhere.

Read more from our Education Policy Initiative, page 6

80%

Roughly the share of D.C. residents who lived within a half mile of a homicide in 2021. Of these residents, half lived within a half-mile of at least five homicides.

Read more about our growing work on Criminal Justice and Public Safety, page 10

$62m

The Rivlin Initiative's estimate of the city's annual lost sales tax revenue as a result of the shift to remote and hybrid work.

Read more about the Rivlin Initiative and telework, page 4

110,000

The number of D.C. residents who now have jobs that can be worked remotely, regardless of where those jobs are located.

Read more about the Rivlin Initiative and telework, page 4

92

The total number of Planned Unit Developments (PUD) in the District, which we have catalogued in our Updated PUD Database.

Read more from our Housing Policy Initiative, page 8

13%

Or approximately 950 students—the decrease in enrollment at D.C.'s adult and alternative public and public charter schools in school year 2020-21.

Read more about our State of D.C. Schools report, page 7

400

The number of D.C. students, across 20 schools, who have received a school lottery placement using the at-risk preference we modeled.

Read more from our Education Policy Initiative, page 6

30%

The share of collisions in D.C. involving a person outside of a vehicle that were called into 911, but were not included in the city's final crash data.

Read more about crash data disparities, page 10

43%

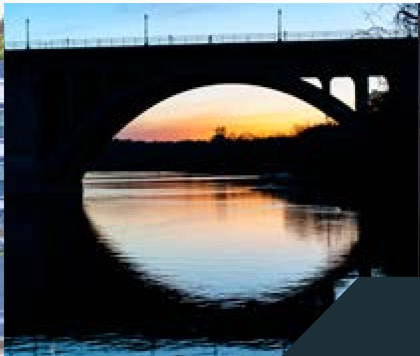
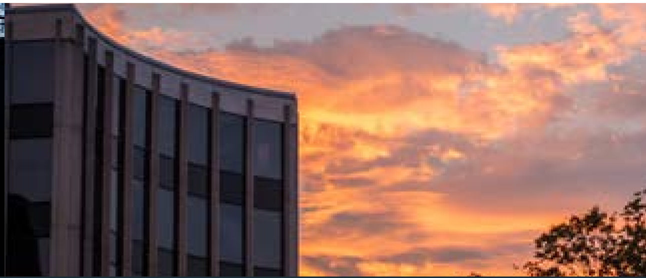
The average rent of a 2BR apartment in D.C., as a share of median teacher salary. A household spending more than 30% of its income on rent is considered "rent burdened."

Read more about the work of our Housing Policy Initiative to address this, page 9

28,403

The number of historic properties contributing to the District's 70 historic districts.

Read more about historic districts in our housing work, page 8

Alice M. Rivlin Initiative

FOR ECONOMIC POLICY & COMPETITIVENESS

Our Alice M. Rivlin Initiative for Economic Policy & Competitiveness provides an in-depth and objective look at the factors that influence the District of Columbia's competitive position. Its specific focus is on developing policies that can make the city more attractive to all residents, workers, and businesses.

FLAGSHIP REPORT

Remote Work and the Future of D.C.

Remote work is here to stay, and it is reordering the relationship between where people live and where they work.

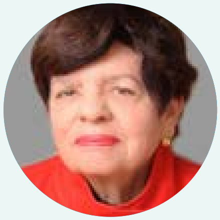
As office workers continue to work from home, economic activity will shift from where workers work to where workers live. In *Remote Work and the Future of D.C.,* we find that this has domino effects on the city. These effects include:

- Up to $62 million lost in sales tax revenue,
- An increase in vacant office space by up to 60 percent, which may result in up to $128 million lost in property tax revenue, and
- Income tax revenue volatility as residents can more easily relocate to other jurisdictions.

Putting the analysis to work, we presented these findings to the D.C. Council at its 2022 Annual Retreat.

REMEMBERING OUR NAMESAKE

Alice M. Rivlin



While the economy has always been a core focus of the D.C. Policy Center, in 2021 we centralized and deepened our economic research under the Alice M. Rivlin Initiative for Economic Policy & Competitiveness.

Our namesake, Dr. Alice M. Rivlin, has a legacy that goes beyond the list of her numerous accolades, credentials, and affiliations. She was a champion for this city, consummate public servant, and a trailblazer for women.

FRAMEWORK FOR ECONOMIC COMPETITIVENESS

A New Regional Playing Field: How Can D.C. Stay Economically Competitive With Its Suburban Neighbors?

In an analysis of the flow of people, businesses, and jobs across the region, we found that the District's competitive position has weakened in the past few years. This is not because the District lacks job growth, but because surrounding jurisdictions have become increasingly competitive in attracting new jobs. This underscores the importance of the city's ability to attract businesses and residents, especially as the pandemic has made the city particularly vulnerable by reducing the importance of being close to a large downtown employment center.

The findings from this analysis are critical as we move forward with our work and will allow us to dig deeper into these challenges.

ORIGINAL RESEARCH

Impacts of the Pandemic on Real Estate in the District

In October, Executive Director Yesim Sayin testified before the D.C. Council's Special Committee on Pandemic Recovery on the narrowing value differential between commercial office and residential use and how the District can encourage office to residential conversions considering a changing market.

Following this testimony, we assessed the District's office market to identify trends in post-pandemic recovery. *Is Mixed-Use the Future of Downtown?*, published in November 2021, found that prior to the pandemic, mixed-use neighborhoods in D.C. were becoming increasingly competitive with downtown. Now, these markets have proven to be more resilient to the pandemic's negative impacts. This suggests that diversifying the use of space downtown would help create a more livable, inclusive environment and protect District revenue from future economic downturns.

UPCOMING RESEARCH

Regional Survey of Businesses

Our next major publication will uncover businesses' location considerations in the region and decipher what really prompts businesses to choose one jurisdiction over another. For this work, we are creating a survey that will be sent to businesses that have left the District, those that have recently chosen to relocate to the District, and those that have chosen to stay. The results will help identify how local policy and other economic considerations shape location decisions.

Education Policy Initiative

Our Education Policy Initiative brings original and objective analyses to D.C.'s education policy discussions and formulations, with a focus on how schools relate to broader issues such as housing, workforce, and pandemic shifts.

REGIONAL SURVEY

Exit & Voice: Perceptions of the District's Public Schools Among Stayers and Leavers

Over 40 percent of children born in the District leave the public school system before the start of high school to attend private schools or public schools elsewhere—but little is known about their reasons for leaving.

We conducted a regional survey of parents to learn more about the dynamics behind these decisions to stay or leave. We found that the parents who decide to stay and those who opted to leave have different socioeconomic profiles and prioritize different information in school decisions. They also learn about schools and rank school characteristics differently.

ORIGINAL RESEARCH

Measuring Early Career Outcomes in D.C.

While D.C. monitors key educational outcomes such as graduation rates and postsecondary enrollment, we know very little about other

MAKING A DIFFERENCE

Implementing a priority in the common lottery for D.C.'s students designated as 'at-risk'

Our analyses based on school and student-level data shaped the *Expanding Equitable Access to Great Schools Act of 2019*, which the D.C. Council passed to set aside seats for students designated as "at-risk." Implemented in 2022, 400 students across 20 schools received a match under this program—a major victory for access and equity.

early career outcomes for D.C.'s public school alumni. *Measuring Early Career Outcomes* takes stock of what information D.C. is already gathering and provides a blueprint for how to build out stronger longitudinal data systems incorporating postsecondary and workforce data. The report's release event, in partnership with CityWorks DC, attracted over 120 attendees.

FLAGSHIP REPORT

State of D.C. Schools, 2020-21

Our third annual *State of D.C. Schools* report provided a systemwide overview of how the District's public schools performed during a year of mostly virtual learning. Informed by focus group findings with students, parents, and teachers, the report details what the school environment looked like, how students performed, as well as lessons learned, and also includes recommendations for how D.C. should begin tracking recovery.

NEW HIRE

Julie Rubin, Senior Education Analyst

Julie Rubin joined the Policy Center staff in September 2021. She brings a rich background to her research, including time as an AmeriCorps VISTA member, at the American Federation of Teachers, and in the Executive Office of Michigan Governor Gretchen Whitmer.

UPCOMING RESEARCH

What's next?

Our 2022 schedule of research includes:

- An examination of what has driven stagnant enrollment in D.C.'s public schools during the pandemic
- A look at high-impact tutoring offerings in D.C. as part of learning acceleration efforts
- An analysis of why school boundaries matter in D.C. to better inform the redrawing process
- An overview of D.C.'s unique adult public charter school landscape
- A study of the school-level distributions of federal recovery funding in D.C.

Housing Policy Initiative

As the real estate landscape changes drastically in the District, our efforts have focused on the relationship between housing policy and housing opportunities, particularly in light of the pandemic recovery.

INFORMATION MAPPING

The Declining Importance of Commute Times

Housing prices—especially the price of single-family homes—in the Washington metro region have increased rapidly since COVID-related restrictions were first implemented in March 2020. We mapped these housing value increases across metro area counties and found that demand for housing in the region has been shifting towards areas with longer commutes and cheaper prices.

ORIGINAL ANALYSIS

Do Residential Properties in D.C.'s Historic Districts Outperform the Rest of the City in Value Appreciation?

Washington D.C. has a higher share of properties in historic districts than all other major cities in the country. These properties are generally more expensive than those outside these neighborhoods. However, our analysis showed that these buildings have actually underperformed in value appreciation compared to the rest of the city.

DATA ACCESSIBILITY

Updating the Database of D.C. Planned Unit Developments (PUDs)

D.C.'s Planned Unit Development (PUD) process allows developers to gain additional height and density for a project in exchange for delivering additional public benefits back to the community. In 2019, our team combed through PUD documents to build a scannable, sortable database. We have continued this work this year to bring this resource up to date.

Andrew Trueblood, former director of the D.C. Office of Planning, has joined our team as Senior Advisor, Housing Policy Initiative, to lead development of our Cash 4 Covenants model. He is supported by Summer Research Intern Robert Newman.

Inclusionary Conversions and Cash 2 Covenant

In 2020, we developed a policy tool, *Inclusionary Conversions*, to quickly expand the city's affordable housing stock at a fraction of the cost of building new affordable units, by offering a one-time cash payment to landlords in return for placing some existing units under a time-limited affordability covenant. Our proposal was adopted by the D.C. Council in the FY 2022 budget and funded with $5 million as a pilot program dubbed "Cash 2 Covenant" by the Mayor in December 2021.

We are now adapting this model for use by private funders including foundations, employers, and anchor institutions. We hope to scale this model into a national non-profit to build a much-needed stock of affordable housing across the country.

The Private Funding Model

A nonprofit, seeded with private funding, would provide upfront funding to landlords in dense and rapidly-developing neighborhoods. The nonprofit would receive a master lease on several units for a fixed period, in turn sub-leasing those units at an affordable rate. Philanthropic supporters would cover the gap between what the tenants pay the nonprofit and the cost of the master lease.

This model is especially attractive to nonprofits and anchor institutions, which can potentially target their funding to support essential staff housing close to their organizations.

Appeal of the Cash 2 Covenant Model

- *Faster:* The model removes many of the hurdles of developing affordable housing units. This reduces the amount of red tape and will allow for affordable units to be available quickly.
- *Cheaper:* The model creates affordable housing atorders of magnitude cheaper than existing affordable housing programs.
- *Flexible:* The model market- and industry-agnostic, and could be implemented across the country.

Looking Forward

In the next 12 months, we will undertake the necessary groundwork for launching the model on a national scale:

- Engage philanthropies, landlords, and other housing partners to continue developing interest.
- Explore the implications of alternative financial models to fine tune the leasing model structure.
- Identify legal agreements that need to be in place with potential tenants, subtenants, and landlords.
- Identify an evaluation partner and develop an evaluation strategy for program implementation.
- Determine nonprofit partners who can place tenants in units and develop rental agreement forms.
- Launch a pilot program in D.C. and the region.

Criminal Justice and Public Safety

In 1997, the Federal government assumed responsibility for the majority of the District's criminal justice system, including D.C.'s prison system, parole-granting authority, pre-trial and post-conviction supervision, funding for District courts, and the appointment of judges (the "Revitalization Act.). In the almost 25 years that have passed since these changes have taken place, little has been written concerning the effects on criminal justice outcomes and operations.

PARTNERSHIPS

Collaborative Research with the Criminal Justice Coordinating Council (CJCC)

We have been pleased to work with the Criminal Justice Coordinating Council (CJCC) on an examination of this issue. Through this research, we have interviewed nine federal agencies and developed a comprehensive understanding of how the system has changed under the Revitalization Act, how the current arrangement is serving D.C. residents, and the landscape of agencies and organizations working on this issue. Look for a report later this year on the District's current operations, trends in outcomes, and recommendations for reform.

DATA ANALYSIS

Observed disparities between 911 calls and crash reports

In October, we compared MPD crash data to 911 calls. Data showed that approximately 30 percent of collisions involving a person outside of the vehicle were called into 911 but were not included in the final crash data, and that there were disparate reporting rates by ward. While there are a variety of legitimate reasons why a report may not be filed, the District Department of Transportation uses this data to make decisions about transportation infrastructure—the current practice that might obscure neighborhood needs for bicycle lanes, stop signs, and more.

UPCOMING RESEARCH

What's next?

We plan to expand our work on criminal justice in the upcoming year, focusing on connections to workforce and employment, housing, and education.

Workforce and Labor Markets

Our efforts have focused on improving workforce conditions and engagement by understanding the needs and barriers faced by workers themselves.

ORIGINAL RESEARCH

The Case for Investing in Trauma-Informed Management Practices in the Workplace

Our new research identified supports that would help participants of publicly funded training programs as well as employees of private employers. In the report, we explored the experiences of local non-profit Turnaround, Inc. and offered practical recommendations that private employees and public agencies could employ to support and reduce trauma responses for employees.

BUILDING A FRAMEWORK

Talent Pipelines and Early Career Outcomes

In April 2021, we released *The Case for Creating a Local Talent Pipeline in the District of Columbia*, which laid out the components of a robust local talent pipeline and the need to invest in our local residents.

In November 2021, we followed up with *D.C. High School Alumni Reflections on Their Early Career Outcomes*, exploring the perspectives of former D.C. high school students on early career outcomes and workforce experiences. The publication identified components of education and training programs that correlated with improved early career outcomes including participation in work-based learning, career counseling, and post-secondary planning.

UPCOMING RESEARCH

What's next?

We will continue to monitor employment conditions, trends and changes to work environments, as well as challenges faced by multiple employment sectors due to changing demographics and COVID-19.

Our People

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Robert Newman
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Listings on these pages are correct and complete as of July 1, 2022.

With Our Gratitude

We are deeply grateful for the support of these organizations and individuals for their financial contributions in 2021. Their support has made our work possible.

$100,000 and above

CityBridge Education & CityWorks DC

Education Forward DC

Walton Family Foundation

$50,000 - $99,999

Exelon

Pepco - An Exelon Company

Washington Gas

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$25,000 - $49,999

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PNC

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Quadrangle Development Corporation

Restaurant Association of Metropolitan Washington

Ruben Companies

Truist

Turnaround, Inc.



United Bank

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$5,000 - $9,999

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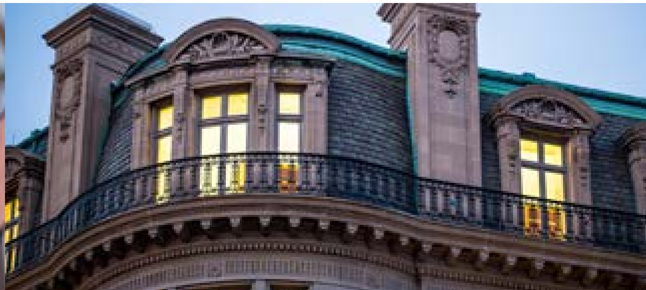
Anonymous

Contributions of cash, and contracts, by lifetime contribution, January 1 to December 21, 2021. In the interest of transparency and disclosure, this listing includes donations as well as commissioned research products and contracts.

The D.C. Policy Center strives to be complete and accurate in recognizing the generous support of our donors and contracts. We deeply regret any omissions or errors.

To make a charitable contribution to the D.C. Policy Center, please visit us at dcpolicycenter.org/donate, or contact our office at (202) 223-2233.



STATEMENT OF ACTIVITIES

	Without donor restrictions	With donor restrictions	Total
Year ended December 31, 2021			
SUPPORT AND REVENUE			
Contributions and grants	$605,833	$445,000	$1.050,833
Paid research	$176,100	--	$176,100
TOTAL SUPPORT AND REVENUE	**$781,933**	**$445,000**	**$1,226,933**
EXPENSES			
Research	$730,575	--	$730,575
Management and general	$363,663	--	$363,663
Fundraising	$274,595	--	$274,595
TOTAL EXPENSES	**$1,368,833**	**--**	**$1,368,883**
NET ASSETS RELEASED FROM RESTRICTIONS			
Expiration of time restrictions	$80,000	($80,000)	--
Satisfaction of purpose restrictions	$50,000	($50,000)	--
NET ASSETS RELEASED FROM RESTRICTIONS	**$130,000**	**($130,000)**	**--**
Change in net assets	**($456,900)**	**$315,000**	**($141,900)**
Net assets at beginning of year	$514,709	$130,000	$644,709
NET ASSETS AT END OF YEAR	**$57,809**	**$445,000**	**$502,809**

Year ended December 31, 2020	Without donor restrictions	With donor restrictions	Total
SUPPORT AND REVENUE			
Contributions and grants	$1,160,540	$100,000	$1,260,540
Paid research	$137,650	--	$137,650
TOTAL SUPPORT AND REVENUE	**$1,298,190**	**$100,000**	**$1,398,190**
EXPENSES			
Research	$759,678	--	$759,678
Management and general	$276,216	--	$276,216
Fundraising	$149,583	--	$149,583
TOTAL EXPENSES	**$1,185,477**	**--**	**$1,185,477**
NET ASSETS RELEASED FROM RESTRICTIONS			
Expiration of time restrictions	$78,049	($78,049)	--
Satisfaction of purpose restrictions	$110,000	($110,000)	--
NET ASSETS RELEASED FROM RESTRICTIONS	**$188,049**	**($188,049)**	**--**
Change in net assets	**$300,762**	**($88,049)**	**$212,713**
Net assets at beginning of year	$213,947	$218,049	$431,996
NET ASSETS AT END OF YEAR	**$514,709**	**$130,000**	**$644,709**

STATEMENTS OF FINANCIAL POSITION

December 31, 2021 and 2020

ASSETS	2021	2020
CURRENT ASSETS		
Cash	*$801,043*	*$1,029,225*
Accounts receivable	*$17,600*	*$31,600*
Unconditional promises to give	*$220,000*	*$100,000*
TOTAL ASSETS	**$1,038,643**	**$1,160,825**

LIABILITIES AND NET ASSETS	2021	2020
CURRENT LIABILITIES	$35,834	$16,611
Accounts payable	*$12,769*	*$1,154*
Accrued payroll	*$17,088*	*$14,962*
Accrued interest	*$5,977*	--
LONG-TERM LIABILITIES	$500,000	$500,000
Economic Impact Disaster Loan	*$500,000*	*$500,000*
TOTAL LIABILITIES	*$535,834*	*$516,116*
NET ASSETS		
Without donor restrictions	*$57,809*	*$514,709*
With donor restrictions		
Subsequent years' operations	*$75,000*	*$80,000*
Education	*$370,000*	*$50,000*
TOTAL NET ASSETS	*$502,809*	*$644,709*
TOTAL LIABILITIES AND NET ASSETS	**$1,038,643**	**$1,160,825**

STATEMENTS OF FUNCTIONAL EXPENSES

Year Ended December 31, 2021

	Research	Management & General	Fundraising	**Total Expenses**
Personnel	$530,000	$283,675	$227,076	**$1,040,751**
Professional fees	$96,449	$17,125	—	**$113,574**
Office expenses	$1,490	$3,840	$887	**$6,217**
Conferences and meetings	—	$2,308	—	**$2,308**
Insurance	$5,000	$2,676	$2,142	**$9,818**
Occupancy	$42,776	$22,896	$18,328	**$84,000**
Advertising	—	$1,782	—	**$1,782**
Information technology	$44,124	$23,616	$18,904	**$86,644**
Interest	$10,736	$5,745	$4,600	**$21,081**
Travel	—	—	$2,658	**$2,658**
TOTAL EXPENSES	**$730,575**	**$363,633**	**$274,595**	**$1,368,833**

Year Ended December 31, 2020

	Research	Management & General	Fundraising	**Total Expenses**
Personnel	$542,685	$224,646	$133,047	**$900,378**
Professional fees	$149,950	$16,800	—	**$166,750**
Office expenses	$1,358	$1,808	$333	**$3,499**
Conferences and meetings	—	$5,123	—	**$5,123**
Insurance	$1,079	$446	$264	**$1,789**
Occupancy	$50,630	$20,958	$12,412	**$84,000**
Advertising	—	$619	—	**$619**
Information technology	$13,976	$5,786	$3,427	**$23,189**
Interest	—	$30	—	**$30**
Travel	—	—	$100	**$100**
TOTAL EXPENSES	**$759,678**	**$276,216**	**$149,583**	**$1,185,477**

STATEMENTS OF CASH FLOWS

Year Ended December 31, 2021 and 2020

CASH FLOWS FROM OPERATING ACTIVITIES	2021	2020
Change in net assets	($141,900)	$212,173
Adjustments to reconcile change in net assets to net cash flows from operating activities		
Amoritization of discount on unconditional promises to give	—	($1,951)
(Increase) decrease in assets		
Unconditional promises to give	($120,000)	($75,000)
Accounts receivable	$14,000	($31,600)
Increase (decrease) in liabilities		
Accounts payable	$11,615	($12,844)
Accrued payroll	$2,126	$2,926
Deferred revenue	—	($20,300)
Net cash flows from operating activities	**($228,182)**	**$223,944**
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from Economic Impact Disaster Loan	—	$500,000
CHANGE IN CASH	**($228,182)**	**$723,944**
Cash at beginning of year	$1,029,225	$305,281
CASH AT END OF YEAR	**$801,043**	**$1,029,225**

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

More detailed information. From its founding in 2016, through December 31, 2018, the D.C. Policy Center was an affiliated and fiscally supported affiliate of the Federal City Council, a 501(c)(3) nonprofit organization. As of January 1, 2019, the 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.

We are honored to have once again been recognized by the Catalogue for Philanthropy. Nonprofits recognized by the Catalogue undergo a rigorous annual review and selection process, to ensure they meet the highest standards of fiscal responsibility, transparency, and overall excellence.

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