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The D.C. Policy Center’s fiscal year runs from January 1 through December 31. The Annual Report is published in 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, Bekah Richards, and Aimee Custis, and are used with permission.
Introduction from the Chairman and Executive Director

While it would be convenient if public policy happened in predictable cycles, the reality isn’t so tidy. Change comes in fits and starts, often following years of lead time. When done right, it requires trust, expertise, and constructive dialogue grounded in data.

Likewise, success in the policy arena requires flexibility and a willingness to examine hard truths. The D.C. Policy Center’s fifth anniversary in 2022 provided a valuable opportunity to take stock of our mission, how we work to accomplish it, and our overall impact.

We share with you—our colleagues, supporters, and friends—a vision for a vibrant, competitive local economy that maximizes opportunities for everyone. And we believe that the city can provide the investments and support that District residents and businesses need only when there is sustainable economic growth.

Our mission at the Policy Center is to arm decision makers with actionable research that can improve public policy. And our values—objectivity, neutrality, a grounding in data, proactive engagement, and a deep commitment to economic opportunity—have helped us pursue our mission effectively. In the coming years, our work—which prioritizes economic policy and competitiveness, public education, housing, and workforce—will be needed even more. As the city strives to put the pandemic in its rear view mirror, it faces challenges not seen here in a generation.

The District persists in having the highest rate of post-pandemic remote work in the country. Federal workers, who make up a significant share of the workforce, have still not returned to their offices in large numbers—and downtown suffers as a result. As office demand declines, commercial real estate values have plummeted, jeopardizing the city’s fiscal health. Crime has increased. And students are struggling to recover from pandemic learning loss, the extent of which we are still uncovering.

Successfully navigating the city through these challenging times will require a shift in mindset by policymakers away from an assumption of ever-increasing resources, and toward fiscal responsibility. As you’ll read in these pages, we are playing an important role in setting that shift in motion—with real results.

On behalf of our colleagues on the Board, and the staff of the D.C. Policy Center, thank you for your continued support.
What we’ve published

Since our founding in 2016, the D.C. Policy Center has published 428 original reports, articles, and original work. Since January 2022, we have added 14 in-depth reports and 71 shorter-form publications to our library.
Our reach

While we strive to cultivate a broad audience, the D.C. Policy Center also works to have the ear of the right audience, to help our work gain traction and reach in the marketplace of ideas.

122K
Website views
More young people are visiting dcpolicycenter.org—53% of visitors are age 34 or younger.

6K
Followers and subscribers
More people are seeking out the Policy Center’s expert analyses. Our followers and subscribers grew by 20% in 2022.

70
Media mentions
All of D.C.’s top local media outlets cited the D.C. Policy Center in 2022, as did many national outlets. The Policy Center is cited, on average, 1.3 times each week.

279
D.C. government staff
Those who work in or report to the Wilson Building—as well as the Mayor and all 13 Councilmembers—subscribe to the D.C. Policy Center.

Who we’re working with

Policy ideas are of limited use if they gather dust on a shelf instead of being put into practice. Building partnerships, educating the community, and working with stakeholders of all stripes to advance good ideas are what bring our work to life. Below is a selected list of those we’ve engaged, supported, or partnered with this year.

Anne Frank House
Bisnow
Black Swan Academy
Business Coordinating Group
Capitol Hill Village
Catalogue for Philanthropy
CityWorks DC
COMPASS
Data Quality Campaign
DC Action
DC BID Council
DC Chamber of Commerce
DC Department of Human Services
DC Department of Insurance Securities & Banking
Office of the Deputy Mayor for Education
Office of the Chief Financial Officer
DC Education Research Collaborative
Developer Roundtable
Douglas Land Trust
ElectED DC
Federal City Council
Georgetown University
Greater Greater Washington
Leaders of Color
League of Women Voters
Metropolitan Washington Council of Governments
PAVE
Mikva Challenge
Pi Sigma Alpha
PIE Network
SchoolTalk
SPUR
Spark the Journey
Ward 3 Democrats
Youth Invest Partners
A clear consensus has emerged that the District of Columbia will need to re-imagine downtown to rebound from the profound changes wrought by remote work.

Building a drumbeat: The scope of COVID’s economic impacts from the beginning

The Policy Center’s Alice M. Rivlin Initiative for Economic Policy & Competitiveness has been the hub of our work on COVID’s economic toll. The first of the Rivlin Initiatives flagship reports on remote work and the future of D.C., How is remote work changing the geography of work in the District of Columbia?, found that remote work is most prevalent in industries with better pay and highly educated workers, making it a particularly vexing problem in the District. It also highlighted that, pre-pandemic, more than two thirds of the city’s workforce commuted in from other jurisdictions.

To sharpen the focus on remote work’s impacts, the Rivlin Initiative published nine short pieces on this topic as part of our Chart of the week series. Our writing on remote work has been viewed by over 10,500 readers. And this work has reached an even wider audience with repeated coverage in both general interest and special-interest media outlets.

Downtown conversions: Priming the pump on long-term solutions

The same Washington Post op-ed that cited our remote work report continued with a reminiscence of then-Mayor Marion Barry in the 1990s, lamenting “I should have surrounded these [downtown] squares with residential 20 years ago.”

Indeed, our assessment of the city’s office market, Is mixed-use the future of downtown D.C.?, found that even pre-pandemic, neighborhoods combining housing and commercial uses had become increasingly competitive with downtown, and diversifying downtown would help protect District revenue from future economic downturns. A new regional playing field: How can D.C. stay economically competitive with

D.C. Policy Center
its suburban neighbors? added further urgency, finding that D.C.’s suburbs have increased their competitive position during the pandemic.

Now, to attract and retain residents, the city is turning to office-to-residential conversions to assure downtown’s future viability. Examining office to residential conversions in the District dug into challenges associated with such conversions, highlighting the policies and incentives the city will need to meet the Mayor’s goal of 15,000 new residents in downtown in the next five years.

Innovative use of data: Measuring remote work-adjusted job activity in D.C.

Amid a growing feeling that conventional economic measurements weren’t fully capturing the depth of remote work’s impacts, we set out to find a measure that would. Worker sprawl in the Washington metropolitan area: Is D.C. still the region’s job hub? introduced ‘job activity’ to capture the spread of regional jobs based on where workers are actually working—and uncovered that the city’s regional economic positioning is weaker than is broadly recognized.

Leading necessary discussions of the right approach to the problem

With numbers in hand on the impacts of remote work and the challenges of office-to-residential conversion, much of 2022 focused on conversations with lawmakers and the real estate community on paths forward. Our staff continue to work with District agencies and several Councilmembers and serve as a sounding board and resource.

In addition, our invitation-only breakfast series has developed into a forum for candid conversation between the business community and city leaders. We have met with D.C. Council Chairman Phil Mendelson, Councilmember Kenyan McDuffie, and Chief Financial Officer Glen M. Lee about the city’s current path, and what is needed to improve its trajectory.

Executive Director Yesim Sayin was invited by the D.C. Council to present at its annual retreat—and used the opportunity to share with the Council how the D.C. Policy Center is tracking job activity, what our research reveals, and why our findings matter for the Council’s work.

By our estimate, 155,550—or 1 in 4—private sector workers who once commuted to D.C. could remain permanently hybrid or remote.

How much lower D.C.’s actual revenue was in 2022 compared to the CFO’s pre-pandemic projections for the same year—or 90% of the city’s debt service.

$900m

In April, Rivlin Initiative Research Director Bailey McConnell spoke to Swiss television about downtown’s laggard recovery from COVID. Photo: Swiss Broadcasting Corporation.
After two decades of unqualified economic success, residents and decisionmakers in the District have grown used to an abundance of federal fiscal aid during the pandemic, and an ever-growing budget with new and expanded programs and services. New economic conditions are now afoot. The city must recognize these painful new headwinds and respond with different strategies to avoid repeating the District’s meltdown of the 1990s.

Recognizing the early signs and sounding the alarm

As far back as early 2019, the D.C. Policy Center recognized that D.C.’s budget is growing faster than economic fundamentals can support.

Prior to the pandemic, the District’s robust revenue growth stemmed from both its resident population and its commuter population. In July, the second of the Rivlin Initiative’s flagship reports on remote work and the future of D.C., What does remote work mean for the District of Columbia’s tax base?, estimated that D.C. could lose up to $190.9 million in sales and commercial property tax revenue alone. The report made recommendations that in order to maintain, much less grow, its tax base, the city should diversify downtown, build more housing, offer a better business environment, support public transit, invest in public safety, focus on forward-thinking policies, and play to the city’s existing competitive advantages.

Illuminating and quantifying the city’s demographic losses and bright spots

In addition to the pandemic’s impacts on downtown and the commercial tax base, we wrote In the second year of the pandemic, D.C. gained early-career workers, but lost high-income residents, which confirmed the business community’s long-held suspicions that the city’s income tax base (long viewed as invulnerable) might also be at risk.

The report garnered coverage in outlets including the Washington Examiner, Axios, DCist, and Fox News.

Writing for the DC Chamber of Commerce in September, we identified in the 2022
State of Business report how, amid a difficult year, the District actually saw a wave of new businesses—and that supporting them will be critical to the city’s long-term recovery. The city is using our analyses as it drafts its next five-year Economic Development Plan.

Driving a conversation in the media and at the D.C. Council

At the D.C. Council, we testified four times in 2022 on matters related to the District’s changing economic conditions, the increasing fiscal risks, the value of deregulation and streamlining to improve the business climate for business owners and entrepreneurs.

Our expressed concern over the city’s fiscal future gained traction in local media as well, with jonetta rose barras asking “How soon will the drought come, and what’s the plan?” in The DC Line and Axios adding, “D.C. struggles to retain millennials.”

Putting theory into practice at the Tax Revision Commission

Tax reform is among the most sensible, impactful tools to counter the city’s financial headwinds. The D.C. Policy Center has been a longtime advocate for reinstating a Tax Revision Commission, which successfully created reforms in both 1996 and 2012.

After several years of advocacy, in the spring of 2021, the Mayor and the D.C. Council authorized a new commission that would reconvene every 10 years. In April 2022, Council Chairman Phil Mendelson appointed D.C. Policy Center board member Anthony A. Williams of the Federal City Council to chair the commission, as well as Executive Director Yesim Sayin, and Board member Jodie McLean as commissioners.

What we are watching for

The next few years will be critical for the District to regain its fiscal footing and adopt policies that will strengthen the District’s competitiveness. The Policy Center is focusing on the underlying fundamentals including population change, commercial property values, employment, and job activity. The next budget season, preparing for fiscal year 2025, will be especially difficult. The Policy Center will closely track the revenue picture, and work on policy proposals that can contribute to fiscal discipline, and spur economic growth.

The estimated budget shortfall for FY 2025 facing the Washington Metropolitan Area Transit Authority (WMATA). $738m
Subsidized affordable housing in D.C. is expensive and slow to build. Yet an abundance of safe, accessible, affordable housing is in the best interests of residents, businesses, and government.

Grounded in our past research on the District’s housing market, our most recent work on affordable housing has moved from data and analysis to the formulation of an actual program—an exciting direction that is appropriate for an action-oriented think tank.

The problem

Because most publicly funded affordable housing is new construction, it is very expensive and tends to be built in parts of cities with lower land costs, which further contributes to segregation and concentrated poverty. In D.C., for example, half the subsidized units built since 2015 are in the city’s two wards with the highest incidence of family poverty (Wards 7 and 8).

Even at these locations, units can cost close to $500,000 each to produce, and current programs cannot produce deep affordability without additional operating subsidies.

A market-oriented solution

The D.C. Policy Center has proposed a model that converts a small share of market-rate units in existing multifamily buildings into rent-restricted units. Under this model, a nonprofit acts as a broker between landlords, investors (such as corporations or philanthropies, employers looking to find affordable housing for their workers, and government), and tenants. This model has several advantages over traditional publicly funded housing models: it is cheap, quick, flexible, and it aligns the interests of all parties involved.

Importantly, this model can leverage different types of funding. Corporations and employers can create a valuable benefit to attract and retain employees without putting pressure on the housing market. For philanthropy, this cost-effective model can be easily scalable and visible with a potential national impact. For investors and social impact funds, the model can provide a stake in a low risk diversified investment. And finally, for municipalities, this model can help respond to “missing-middle” concerns.
in high-cost urban areas, while creating affordable housing in well-resourced neighborhoods with restricted land use.

**A viable financial model to house nurses, teachers, and essential workers**

The D.C. Policy Center created a financial model that includes Washington D.C. and four other metropolitan areas. The model tracks rental costs to estimate the subsidies required to create affordability for various target populations. The model can be calibrated to estimate the necessary subsidy at various affordability levels. It can also be used to estimate the subsidy for workers in 13 different occupations.

For example, our modeling predicts that the annual cost of creating an affordable studio unit for a childcare worker in Ward 2 is just under $5,000. Providing a two-bedroom apartment in Ward 2 for a middle school teacher would cost $13,000 annually, and subsidizing a nurse’s assistant for a one-bedroom apartment in Ward 5 would cost just under $8,000.

### Next steps: Working with business and philanthropy

We began laying the groundwork for this project in 2022, and so far, have secured funding and commitments from three foundations. We are also working with DLA Piper, which has committed pro bono time to help us develop the legal and financial structures. We have begun putting together an advisory working group to guide the project and are now identifying potential development partners and target jurisdictions for the pilot project, starting with the District of Columbia.

### The potential for a national policy impact

Our goal is to launch a regional pilot in 2024 with up to 200 units that can serve as proof of concept. Ultimately, we hope to see this idea adopted and implemented nationally.

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**Renters and rentals in the District of Columbia**

Distribution of renter household by the maximum amount of rent they can afford, and available units at that rent level

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<thead>
<tr>
<th>Rent Category</th>
<th>Households</th>
<th>Units</th>
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<tbody>
<tr>
<td>Under $750</td>
<td>40,204</td>
<td>748</td>
</tr>
<tr>
<td>$750 to $1,000</td>
<td>16,043</td>
<td>5,080</td>
</tr>
<tr>
<td>$1,000 to $1,250</td>
<td>11,848</td>
<td>15,319</td>
</tr>
<tr>
<td>$1,250 to $1,500</td>
<td>12,145</td>
<td>13,474</td>
</tr>
<tr>
<td>$1,500 to $1,750</td>
<td>12,136</td>
<td>14,423</td>
</tr>
<tr>
<td>$1,750 to $2,000</td>
<td>10,998</td>
<td>13,835</td>
</tr>
<tr>
<td>$2,000 to $2,700</td>
<td>16,865</td>
<td>29,010</td>
</tr>
<tr>
<td>$2,700 and above</td>
<td>41,138</td>
<td>15,466</td>
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Source: Adapted from D.C. Policy Center publication “Appraising the District’s rental housing in creating affordability and economic inclusion in the District of Columbia.”

→ Of the District of Columbia’s 93,000 households that earn less than 80% of Area Median Income, approximately 40,000 can keep rent burdens under 30% of their incomes only if they spend less than $750 per month on rent. In comparison, we counted fewer than 800 rental apartment units with a rent below $750. As a result, these renters must pay a higher percentage of their incomes to live in D.C. and likely need subsidies to stay here sustainably.
When it comes to evaluating programs and making decisions, District policymakers and residents are accustomed to having a myriad of data at their fingertips. Yet, in some instances, data are surprisingly absent, and the impacts on our education system are tangible. Together with our partners in the education sector, the Policy Center’s Education Policy Initiative is working to identify and remedy these gaps.

Driving a conversation around school recovery and learning loss

Our fourth annual State of D.C. Schools 2021-22 examined the transition back to in-person learning, measuring outcomes for the first time since the start of the pandemic.

The report found that notwithstanding the universal return to in-person learning, students were still recovering socio-emotionally, and those impacts played out in (and outside) the classroom: 48% of public school students were chronically absent in school year 2021-22, compared to 29% pre-pandemic in 2018-19.

The report also found that of every 100 ninth graders in D.C.’s public schools, only 8 complete a post-secondary program (such as college) within 6 years of graduating high school. Currently, D.C. has no mechanism to collect data on the outcomes of the other 92 of 100 students after high school.

Catalyzing a coalition of data supporters

These findings made major waves—together with our 2021 report Measuring early career outcomes in D.C.—at the D.C. Council’s education oversight hearing in April 2023, where the Policy Center’s work was cited six separate times in a single hearing, by educators, advocates from DC Action, Kindred, and CityWorks DC, and employment data advocates from the Federal City Council and the Center for Regional Economic Competitiveness.

Our findings on the lack of early career data on recent District graduates were also featured by national nonprofit Jobs for the Future.
Evaluating high-impact tutoring

Post-pandemic, high-impact tutoring (HIT) has emerged as one strategy to accelerate learning in D.C. Backed by research guidelines, HIT is concentrated, consistent, and builds strong tutor-student relationships.

Our Landscape of high-impact tutoring in D.C.’s public schools, 2021-22 highlighted the immense coordination effort across systems-level actors and organizations, local education agencies (LEAs), schools, and tutoring providers in the year following the pandemic.

Setting the stage for a community-wide conversation on school boundaries

For only the second time since 1968, the District is reviewing school boundary assignments. Based on their home address, these assignments determine the schools where each D.C. student is guaranteed a seat.

In advance of this process, the Policy Center published The role of school boundaries in the District of Columbia: Facts and findings on boundary participation, student representation, and facility utilization, to build a shared understanding of current school boundaries and their impacts. Among the findings:

• 75% D.C. public school students do not attend their by-right school.
• At Jackson-Reed (formerly Wilson) HS, Black students are under-represented and white students over-represented by at least 30 percentage points.
• In general, by-right schools are not racially or socioeconomically representative of students citywide.

As news coverage began to ramp up on this important topic, journalists repeatedly turned to our report and experts—six times and counting to date—to ground their reporting in objectivity.

Highlighting the innovation, impact, and potential of adult public charter schools

In D.C.—where many adults lack a high school diploma and most jobs require some postsecondary education—career and education support for adult learners is incredibly important.

D.C. is unique in offering adult public charter schools that are funded in the same way as PK-12 schools. D.C.’s adult public charter schools: Who they serve, how they serve, and what they achieve examines the 9 schools in D.C. that serve adult learners through a combination of academic and workforce supports and connect learners to postsecondary and workforce opportunities.

Over 70 education stakeholders including State Superintendent of Education Dr. Christina Grant, State Board of Education President Eboni-Rose Thompson and OSSE student representative China Jones-Burgess attended our fourth annual State of D.C. Schools report launch at MLK Public Library in March 2023.
Evidence has shown that programs providing residents with the supports they need to live productive, healthy lives—such as housing, after-school care, and mental health support—are indispensable to the District’s long-term public safety.

Mapping exposure to homicides and community violence—and talking about why it matters

Homicides have increased dramatically in the District of Columbia since 2017—and school children are feeling the impact.

In Proximity to homicide exposure in Washington, D.C., 2021, Policy Center contributor Alexander Din mapped where in the city residents and children are most likely to be impacted by community violence—showing that while the maps light up Wards 7 and 8, many other neighborhoods in the city are also being significantly impacted. Following up on Din’s analysis, we published D.C. students are exposed to more community violence, authored by Dr. Jasmine Brann, Principal of Tyler Elementary in Ward 6. The piece explored statistics on local and national exposure to community violence and how community violence as an adverse childhood experience (ACE) has long-term effects on D.C. students, and suggested transformative practices for schools to help students cope.

Resources for afterschool and summer programs

Following up on an analysis we first wrote in 2017, we published Needs assessment of out-of-school time programs in the District of Columbia, detailing where students live and go to school, where out-of-school time programs are located, and how many seats are available. This report includes information on the experience of parents and guardians as well as program providers.

We conducted a parent survey in partnership with DC PAVE, and found that parents in all wards—except Wards 2 and 3—report worrying about their children’s
safety getting to and from school. Keeping kids safe is a major reason for participating in out-of-school programs, especially for households making under $50,000/year.

Safe spaces for youth experiencing homelessness

Making youth homelessness rare, brief, and nonrecurring is important in ensuring the safety of all District youth. Fulfilling a 2017 recommendation to the D.C. government, we published Programs servicing youth who are experiencing homelessness in the District of Columbia: A public expenditure review, exploring the evolution of youth homelessness services since the city began providing them in 2017.

We found that by FY 2021, funding had doubled from $11.1m to $22.8m, and that the city was funding 25 programs across 12 providers for a total of 1,347 youth-dedicated beds, up from 730 in 2017.

Studying trauma-informed workplaces

Data suggest that many adults in publicly-funded workforce programs have struggled to find and keep work. Even so, in FY21, the District invested $100.5m in these programs.

Studying Turnaround Inc., a nonprofit that employed individuals referred by social service and case management agencies, we published The case for investing in trauma-informed management practices in the workplace: Knowledge, practice, and policy that can improve life outcomes in the District of Columbia, which explores what we know about the impact of trauma on employee success, what role policy and public programs can play in strengthening supports to maximize the success of employees with trauma responses, and what employers can do to support employees who have trauma responses.

An in-depth exploration of the District’s criminal justice system

We were commissioned by the District’s Criminal Justice Coordinating Council (CJCC) to undertake a study of the city’s criminal justice system, which has been largely federalized since the Revitalization Act of 1997.

The District’s criminal justice system is unique in its structure: the city shares criminal justice responsibilities with the federal government—a direct consequence of the Revitalization Act with implications for public safety, the delivery of justice, the treatment of incarcerated residents, and even statehood.

The District of Columbia’s Criminal Justice System under the Revitalization Act explores how the system works, how it has changed, and how the changes impact the District of Columbia, including outcomes for D.C. residents in the system.

Dr. Jasmine Brann, Principal of Tyler Elementary in Ward 6, published her insights on community violence as a guest contributor.

Jasmine Brann, Ed.D.
@JasmineBrann

We know being exposed to violence leaves scars we may or may not see. Thank you @dcpolicycenter for sharing my piece that includes data, narratives, & ideas. It is a call to action for us ALL to work together in collaboration with schools to mend our communities in healing.

D.C. Policy Center @dcpolicycenter - Mar 21

In 2020 and 2021, 7.4% of DC children and youth were victims of, or witnessed, violence in their immediate neighborhoods. This is almost double the national average of 3.8%. New today: dcpolicycenter.org/publications/c...

Dr. Jasmine Brann, Principal of Tyler Elementary in Ward 6, published her insights on community violence as a guest contributor.

$400 to $750m

the estimated cost of constructing a new D.C. prison for 4,000 to 6,000 inmates. The annual operating cost to the District of such a facility (now a federal obligation) would be $180-$230m.
CATALYZING CHANGE

How we’re bringing our research to life

We strive to be more than a think tank—working to make our ideas reality through strategic partnerships, events, and by thoughtfully adapting our work products to the needs of our stakeholders.

Igniting passionate conversations about policy

2022 set a new standard at the Policy Center for integrating events into our research, advocacy and partnerships—with three report launch seminars hosted online, two such in-person events, and speaking engagements by Policy Center staff at events hosted by two dozen outside organizations. Our increased efforts to marry timely research with meaningful conversations paid off—participation in our events grew by 28% in 2022.

We have also spoken at events organized by other organizations, on topics ranging from the upcoming fiscal cliff in D.C.’s budget to Ward 3 Democrats to place-based environmental toxins to ER residents at George Washington Hospital.

A trusted outside source for D.C. government

The D.C. Policy Center has worked with many members of D.C. Council, and D.C. Policy Center reports are frequently cited by Council members and witnesses in Council testimonies. In addition, we presented our research on remote work and its impacts on the District’s economy at the 2023 Council retreat.

We were also contracted by local government agencies including the Deputy Mayor for Education, the Department of Human Services, and the Criminal Justice Coordinating Council for specific projects.

Our research often involves collaboration with government entities including 11 federal agencies for our analysis on the effects of the Revitalization Act on D.C.’s criminal justice system, and the Office of Out-of-School Time Grants and Youth Outcomes for our analysis of out of school time programs in the District.

Charts of the week: Breaking down data on a weekly basis

In 2022, we launched Charts of the week. Typically comprised of a single graph and under 500 words, these short-form analyses, published online and in our newsletters, give us the flexibility to make important and relevant policy points in real time, share updates on recurring data sets, and cover issues otherwise not included in our annual research agenda.

Faster to produce, easier to digest, and more responsive to emerging issues, our Charts of the week often reach nearly as wide of an audience as our traditional
reports and have been covered repeatedly by local news outlets.

**Top Lines: Timely news and analysis for D.C. business leaders**

In response to demand from prominent local business leaders, in early 2023 we launched Top Lines, a subscription-based bulletin to provide local policy top lines on the D.C. budget, the current legislative session, and other policy knowledge must-haves. Designed to be a 3-minute read, it’s helping to build a following with distilled facts, figures, and suggested actions on issues salient to D.C.’s business community and the success of the city.

**Identifying better metrics to measure our work**

What gets measured, improves. In early 2023, we were selected by Compass Pro Bono for a best practices study of nonprofit success metrics. Over the course of five months, we worked with them to crystalized an organizational logic model. The result? The Compass team’s recommendations on measurement, capacity, and communication are already improving our work.

**Easier, faster access to our library of research**

The vast majority of our audience finds us online, which means our website must be intuitive and easy to navigate. In January 2022, we unveiled the new dcpolicycenter.org. In the first six months following the relaunch, our web traffic increased by 58%.

![Director of Policy & Research Emilia Calma (center left) serves as a judge at the Georgetown McCourt School of Public Policy’s 2023 Georgetown Public Policy Challenge for graduate students. Photo/Georgetown McCourt School of Public Policy.](image)

Helpful on impact of remote work on D.C. via @dcpolicycenter

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<tr>
<td>of jobs in the D.C. metro area can be done from home.</td>
<td>of jobs across the U.S. can be done from home.</td>
<td>potential D.C. office vacancy, unless leasing improves.</td>
</tr>
<tr>
<td>Source</td>
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<table>
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<th>$62.9m</th>
<th>$128m</th>
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<tr>
<td>workers in D.C. can shift to a hybrid or permanent remote work schedule.</td>
<td>General sales tax revenue D.C. could lose out on, without a full return to office.</td>
<td>Property tax revenue D.C. could miss out on, without a full return to office.</td>
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<tr>
<td>Source</td>
<td>Source</td>
<td>Source</td>
</tr>
</tbody>
</table>

We're packaging our research and analysis in a variety of formats to meet the needs of our many audiences—ranging from elected officials, to academia, advocates, bureaucrats, journalists, students, business leaders, and the general public.
Milestones worth celebrating

2022 marked the fifth anniversary of the D.C. Policy Center’s founding.

Ringing in five years of success

We are overwhelmed with gratitude to have celebrated our Fifth Anniversary last May at the Conrad Washington DC. What a happy occasion to celebrate! Together, we have created an institution that provides decisionmakers with fact-based, unbiased, and reliable analyses and offers practical solutions to difficult and complex policy issues. After two years of isolation, it was wonderful to join with over 200 people to enjoy the student musicians of the Duke Ellington School Jazz Combo and celebrate together our accomplishments and the role that the Policy Center now plays.

Maintaining Alice Rivlin’s policy legacy

In March 2022, the D.C. Policy Center launched the Alice M. Rivlin Initiative for Economic Policy and Competitiveness.
The initiative is named for the late Dr. Alice M. Rivlin, a friend and advisor of the D.C. Policy Center. Three core principles shape the Rivlin Initiative:

1. Economic growth is necessary for sustained economic mobility.
2. The District of Columbia must remain competitive in the region and in the nation to continue to grow and increase opportunity.
3. Combined with thoughtful policies, economic growth can create the fastest path to shared prosperity.

We’re building a deeper understanding of the competitive dynamics within our region to support a strong and growing District of Columbia and regional economy. We will strive to have the Rivlin Initiative live up to Dr. Rivlin’s profound impact on the District of Columbia.

**Partners in Policy**

We are so grateful for the opportunity to collaborate with DC PAVE (Parents Amplifying Voices in Education) on a regular basis on behalf of students and families in D.C.

In April, we were honored with DC PAVE’s 2023 Partner in Policy award. But in the words of our Education Policy Initiative Director Chelsea Coffin, the “best awards of the evening went to the amazing Parent Leaders who are a force for real change in DC’s schools.” Thank you, DC PAVE!

"Since its inception six years ago, the D.C. Policy Center has been a reliable resource on important questions of public policy. The District’s competitive edge as the region’s economic center of gravity is crucial. As we emerge from the pandemic, City policy must reflect a sense of urgency. It is impressive that the Alice M. Rivlin Initiative is going to focus on this area of research."

Phil Mendelson, Chairman, D.C. Council
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

Michael Goodwin
Secretary and General Counsel
Arnold & Porter

Sean Warfield
Treasurer
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William B. Alsup III
J. Tyler Anthony
Pepco Holdings

Leila Battles
Holland & Knight, LLP

Michele Blackwell
Uber

Monica Dixon
Monumental Sports & Entertainment

Mark Ein
Venturehouse Group

Robert Flanagan
Clark Enterprises

Angela Franco
DC Chamber of Commerce

Thomas P. Gallagher
Christopher Gladstone
Quadrangle Development Corporation

Michele V. Hagans
Fort Lincoln New Town Corporation

Karen M. Hardwick
WGL Holdings, Inc. and Washington Gas

Danny Hughes
Hilton

Marty Janis
Atlantic Parking

W. Matthew Kelly
JBG Smith

Matthew Klein
Akridge

Andrew Kline
Restaurant Association of Metropolitan Washington

Evelyn Lee
Trust

Rusty Lindner
The Forge Company

Jodie W. McLean
EDENS

Kurt Newman
Children’s National Health System

Gerren G. Price
DowntownDC Business Improvement District

James Reyes
Premium Distributors

Richard Ruben
Ruben Companies

Kenneth A. Samet
MedStar Health

Yesim Sayin
D.C. Policy Center

Stacy Spann
MidCity

W. Edward Walter
Urban Land Institute

Anthony A. Williams
Federal City Council

Yesim Sayin
Executive Director

Chelsea Coffin
Director of the Education Policy Initiative

Aimee Custis
Director of External Relations

Emilia Calma
Director of Policy & Research

Angela Charles
Director of Operations

Bailey McConnell
Research Director, Rivlin Initiative

Andrew Trueblood
Senior Advisor, Housing Policy Initiative

Hannah Mason
Senior Education Research Analyst

Nick Dodds
Research Assistant
Research Advisors

Advisors provide support and advice to the D.C. Policy Center in support of its mission. Organizational affiliations are provided for informational purposes only.

**Policy Center advisors**
- Melissa Bradley
  Sidecar Social Finance
- Uwe Brandes
  Georgetown University
- Tom Dohrmann
  McKinsey & Company
- Judith Feder
  Georgetown University
- Richard Florida
  University of Toronto
- Steven Glazerman
  Innovations for Poverty Action
- Heidi Hartmann
  Institute for Women’s Policy Research
- Antwan Jones
  George Washington
- Dan Tangherlini
  Emerson Collective

**Rivlin Initiative advisors**
- Kartik Athreya
  Federal Reserve Bank of Richmond
- Richard C. Auxier
  Urban-Brookings Tax Policy Center
- Evette Banfield
  CNHED
- Leah Brooks
  GWU Trachtenberg School of Public Policy and Public Analysis
- Joe Corthright
  Impresa, City Observatory
- Tracy Hadden Loh
  Brookings Metropolitan Policy Program
- Rachel Meltzer
  Harvard University Graduate School of Design
- Krista Ruffini
  Georgetown McCourt School of Public Policy

**Education Policy Initiative advisors**
- Matt Chingos
  Urban Institute
- Nora Gordon
  Georgetown University McCourt School of Public Policy
- Arthur McKee
  CityBridge Education
- Taylor White
  New America
- Jon Valant
  Brown Center on Education Policy at Brookings

**Housing Initiative advisors**
- Jamie Weinbaum
  Horning
- Emily Hamilton
  Mercatus Center
- David Roodberg
  The Menkiti Group
## Financials

### Statements of Financial Position

**December 31, 2022 and 2021**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$829,264</td>
<td>$801,043</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>$60,000</td>
<td>$17,600</td>
</tr>
<tr>
<td>Employee Retention Credit receivable</td>
<td>$150,986</td>
<td>--</td>
</tr>
<tr>
<td>Unconditional promises to give</td>
<td>$30,000</td>
<td>$220,000</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$1,070,250</td>
<td>$1,038,643</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$4,763</td>
<td>$12,769</td>
</tr>
<tr>
<td>Current portion of Economic Injury Disaster Loan</td>
<td>$12,164</td>
<td>--</td>
</tr>
<tr>
<td>Accrued vacation</td>
<td>$17,980</td>
<td>$17,088</td>
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<tr>
<td>Accrued interest</td>
<td>--</td>
<td>$5,977</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>$34,907</td>
<td>$35,834</td>
</tr>
<tr>
<td><strong>LONG-TERM LIABILITIES</strong></td>
<td></td>
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<tr>
<td>Economic Impact Disaster Loan</td>
<td>$483,138</td>
<td>$500,000</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$518,045</td>
<td>$535,834</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
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<tr>
<td>Without donor restrictions</td>
<td>$445,955</td>
<td>$57,809</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subsequent years’ operations</td>
<td>--</td>
<td>$75,000</td>
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<tr>
<td>Education</td>
<td>$106,250</td>
<td>$370,000</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>$552,205</td>
<td>$502,809</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$1,070,250</td>
<td>$1,038,643</td>
</tr>
</tbody>
</table>

*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 a 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.*
# STATEMENT OF ACTIVITIES

## Year ended December 31, 2022

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

## Year ended December 31, 2021

<table>
<thead>
<tr>
<th></th>
<th>Without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORT AND REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and grants</td>
<td>$605,833</td>
<td>$445,000</td>
<td>$1,050,833</td>
</tr>
<tr>
<td>Paid research</td>
<td>$176,100</td>
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<td>$176,100</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
<td>$781,933</td>
<td>$445,000</td>
<td>$1,226,933</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>$730,575</td>
<td>--</td>
<td>$730,575</td>
</tr>
<tr>
<td>Management and general</td>
<td>$363,663</td>
<td>--</td>
<td>$363,663</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$274,595</td>
<td>--</td>
<td>$274,595</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$1,368,833</td>
<td>--</td>
<td>$1,368,833</td>
</tr>
<tr>
<td><strong>NET ASSETS RELEASED FROM RESTRICTIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expiration of time restrictions</td>
<td>$80,000</td>
<td>($80,000)</td>
<td>--</td>
</tr>
<tr>
<td>Satisfaction of purpose restrictions</td>
<td>$50,000</td>
<td>($50,000)</td>
<td>--</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td>$130,000</td>
<td>($130,000)</td>
<td>--</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>(456,900)</td>
<td>$315,000</td>
<td>($141,900)</td>
</tr>
<tr>
<td>Net assets at beginning of year</td>
<td>$514,709</td>
<td>$130,000</td>
<td>$644,709</td>
</tr>
<tr>
<td><strong>NET ASSETS AT END OF YEAR</strong></td>
<td>$57,809</td>
<td>$445,000</td>
<td>$502,809</td>
</tr>
</tbody>
</table>
# STATEMENTS OF FUNCTIONAL EXPENSES

## Year ended December 31, 2022

<table>
<thead>
<tr>
<th></th>
<th>Research</th>
<th>Management &amp; General</th>
<th>Fundraising</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$599,677</td>
<td>$301,924</td>
<td>$240,665</td>
<td>$1,142,266</td>
</tr>
<tr>
<td>Professional fees</td>
<td>$59,768</td>
<td>$33,024</td>
<td>—</td>
<td>$92,792</td>
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<tr>
<td>Office expenses</td>
<td>$2,575</td>
<td>$5,405</td>
<td>$1,034</td>
<td>$9,014</td>
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<tr>
<td>Conferences and meetings</td>
<td>$30,275</td>
<td>$17,807</td>
<td>—</td>
<td>$48,082</td>
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<tr>
<td>Insurance</td>
<td>$1,850</td>
<td>$931</td>
<td>$742</td>
<td>$3,523</td>
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<tr>
<td>Occupancy</td>
<td>$50,399</td>
<td>$25,375</td>
<td>$20,226</td>
<td>$96,000</td>
</tr>
<tr>
<td>Advertising</td>
<td>—</td>
<td>$1,011</td>
<td>—</td>
<td>$1,011</td>
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<tr>
<td>Information technology</td>
<td>$23,625</td>
<td>$11,894</td>
<td>$9,481</td>
<td>$45,000</td>
</tr>
<tr>
<td>Interest</td>
<td>$8,008</td>
<td>$4,032</td>
<td>$3,214</td>
<td>$15,254</td>
</tr>
<tr>
<td>Travel</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>$3,853</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$776,177</strong></td>
<td><strong>$401,403</strong></td>
<td><strong>$279,215</strong></td>
<td><strong>$1,456,795</strong></td>
</tr>
</tbody>
</table>

## Year ended December 31, 2021

<table>
<thead>
<tr>
<th></th>
<th>Research</th>
<th>Management &amp; General</th>
<th>Fundraising</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$530,000</td>
<td>$283,675</td>
<td>$227,076</td>
<td>$1,040,751</td>
</tr>
<tr>
<td>Professional fees</td>
<td>$96,449</td>
<td>$171,25</td>
<td>—</td>
<td>$113,574</td>
</tr>
<tr>
<td>Office expenses</td>
<td>$1,490</td>
<td>$3,840</td>
<td>$887</td>
<td>$6,217</td>
</tr>
<tr>
<td>Conferences and meetings</td>
<td>$1,900</td>
<td>$2,308</td>
<td>—</td>
<td>$2,308</td>
</tr>
<tr>
<td>Insurance</td>
<td>$5,000</td>
<td>$2,676</td>
<td>$2,142</td>
<td>$9,818</td>
</tr>
<tr>
<td>Occupancy</td>
<td>$42,776</td>
<td>$22,896</td>
<td>$18,328</td>
<td>$84,000</td>
</tr>
<tr>
<td>Advertising</td>
<td>—</td>
<td>$1,782</td>
<td>—</td>
<td>$1,782</td>
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<tr>
<td>Information technology</td>
<td>$44,124</td>
<td>$23,616</td>
<td>$18,904</td>
<td>$86,644</td>
</tr>
<tr>
<td>Interest</td>
<td>$10,736</td>
<td>$5,745</td>
<td>$4,600</td>
<td>$21,081</td>
</tr>
<tr>
<td>Travel</td>
<td>—</td>
<td>—</td>
<td>$2,658</td>
<td>$2,658</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$730,575</strong></td>
<td><strong>$363,633</strong></td>
<td><strong>$274,595</strong></td>
<td><strong>$1,368,833</strong></td>
</tr>
</tbody>
</table>
## STATEMENTS OF CASH FLOWS

*Years ended December 31, 2022 and 2021*

### CASH FLOWS FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$49,396</td>
<td>($141,900)</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash flows from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Increase) decrease in assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>($42,400)</td>
<td>$14,000</td>
</tr>
<tr>
<td>Employee Retention Credit receivable</td>
<td>($150,986)</td>
<td>--</td>
</tr>
<tr>
<td>Unconditional promises to give</td>
<td>$190,000</td>
<td>($120,000)</td>
</tr>
<tr>
<td>Increase (decrease) in liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>($8,006)</td>
<td>$11,615</td>
</tr>
<tr>
<td>Accrued vacation</td>
<td>$892</td>
<td>$2,126</td>
</tr>
<tr>
<td>Deferred interest</td>
<td>($5,977)</td>
<td>$5,977</td>
</tr>
<tr>
<td><strong>Net cash flows from operating activities</strong></td>
<td>$32,919</td>
<td>($228,182)</td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM FINANCING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal payments on Economic Impact Disaster Loan</td>
<td>($4,698)</td>
<td>--</td>
</tr>
<tr>
<td>Change in cash</td>
<td>$28,221</td>
<td>($228,182)</td>
</tr>
<tr>
<td>Cash at beginning of year</td>
<td>$801,043</td>
<td>$1,029,225</td>
</tr>
<tr>
<td><strong>CASH AT END OF YEAR</strong></td>
<td>$829,264</td>
<td>$801,043</td>
</tr>
</tbody>
</table>

### SUPPLEMENTAL DISCLOSURE

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash paid for interest</td>
<td>$20,935</td>
<td>$21,081</td>
</tr>
</tbody>
</table>
We are deeply grateful for the support of these organizations and individuals for their financial contributions in 2022. Their support has made our work possible.

**$100,000 and above**
- Education Forward DC
- Walton Family Foundation

**$50,000 - $99,999**
- The Community Partnership for the Prevention of Homelessness
- Criminal Justice Coordinating Council
- Quadrangle Development Corporation
- Washington Gas

**$25,000 - $49,999**
- CityBridge Education
- DC Chamber of Commerce
- Exelon
- Huron Philanthropies
- Monumental Sports & Entertainment

**$10,000 - $24,999**
- Akridge
- William B. Alsup III
- Apartment & Office Building Association of Metropolitan Washington (AOBA)
- Arcana Foundation
- Arnold & Porter
- Atlantic Parking
- Diane & Norman Bernstein Foundation
- Boston Properties
- Brookfield Properties
- Children’s National Hospital

**Deloitte**
- DowntownDC Business Improvement District
- EDENS
- The Forge Company
- Hilton
- Holland & Knight, LLP
- JBG SMITH
- The Kimsey Foundation
- MedStar Health
- PNC
- Premium Distributors
- Ruben Companies
- Truist
- Turnaround, Inc.
- United Bank
- Venturehouse Group
- WC Smith
- The Wilkes Company
- Anonymous

**$5,000 - $9,999**
- Borger Realty Investments
- District of Columbia Building Industry Association (DCBIA)
- Downtown Development Roundtable
- Fort Lincoln New Town Corporation
- Hoffman & Associates
- MidCity Financial
- Oxford Properties Group
Park Hotels & Resorts
Qatari Diar/Hines
Restaurant Association of Metropolitan Washington (RAMW)
Stonebridge
Tishman Speyer

$2,500 - $4,999
Foulger-Pratt
Horning

$500 - $2,499
Christopher Bruch

Up to $499
Amazon Smile Foundation
Elizabeth DeBarros
Meagan Jepson
Ashley Simpson Baird
Statehood Research DC
Gerry Widdicombe

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