

# DISTRICT OF COLUMBIA



**2023**

**POPULAR ANNUAL  
FINANCIAL REPORTING**

# POPULAR FINANCIAL REPORT



The Popular Annual Financial Report (PAFR) is a document that simplifies **financial data** to make it easier for citizens to understand. Typically, the financial presentation includes a summary of assets, liabilities, revenues, and expenses, along with major changes over the year. Integrated into this, the report highlights **key programs** (such as education, healthcare, and infrastructure), emphasizing their **benefits** for the city.

A PAFR can also include a **six capital** and **SDG** model to measure sustainability, examining areas like human capital (education and workforce quality), natural capital (environmental resilience), and social capital (community services). Finally, the **financial decisions** of the city governance are also a fundamental part of the report because they highlight the effort for an economic and environmental growth.

## ...methodologies

The document has been created in collaboration with the Department of Management, following the guidelines proposed during the Public Management lectures. The group conducted an in-depth analysis with the aim of highlighting the city's financial situation in comparison to the year 2022. Furthermore, the participants examined the activities, financial decisions, and key programs proposed by the city's governance, with the aim of informing citizens about the benefits achieved.

## PREPARED BY

**Burdese Ludovica**



**Cane Giada**

**Frigerio Giorgia**

**Geremia Chiara**



# MAYOR'S LETTER

FEBRUARY 1ST 2024

DEAR CITIZENS OF THE DISTRICT OF COLUMBIA:

WE ARE PLEASED TO PRESENT THE CITIZENS' FINANCIAL REPORT ON THE FINANCIAL CONDITION OF THE GOVERNMENT OF THE DISTRICT OF COLUMBIA (DISTRICT OR CITY) FOR THE FISCAL YEAR (FY) ENDED SEPTEMBER 30, 2023.

AFTER FACING NUMEROUS ECONOMIC CHALLENGES BROUGHT ON BY THE COVID-19 PANDEMIC OVER THE LAST SEVERAL YEARS, FY 2023 HAS BEEN DEEMED OUR COMEBACK YEAR. POPULATION IN THE DISTRICT GREW FOR THE SECOND CONSECUTIVE YEAR; TOURISM BEGAN TO BOUNCE BACK; TRANSIT NUMBERS IMPROVED AND WERE STRONG; AND NEW EMPLOYERS OCCUPIED MORE SPACES DOWNTOWN. THESE SIGNS WERE INDICATORS OF THE SIGNIFICANT PROGRESS THAT WAS MADE IN 2023.

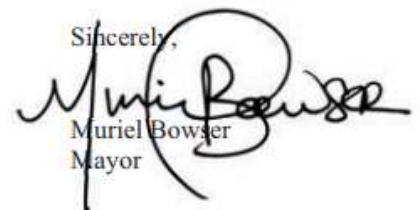
THE PURPOSE OF THIS CITIZENS' FINANCIAL REPORT, WHICH IS ALSO REFERRED TO AS THE POPULAR ANNUAL FINANCIAL REPORT (PAFR), IS TO SUMMARIZE THE FINANCIAL INFORMATION PRESENTED IN THE DISTRICT'S FY 2023 ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR). THE ACFR IS PREPARED IN ACCORDANCE WITH U.S. GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) AND IS INDEPENDENTLY AUDITED. THIS PAFR IS INTENDED TO SIMPLIFY, BUT NOT REPLACE, THE ACFR.

AS THIS REPORT SHOWS, IN FY 2023 THE DISTRICT'S FINANCIAL POSITION CONTINUED TO BE STRONG DUE TO SOUND FINANCIAL MANAGEMENT PRACTICES, TIMELY AND EFFECTIVE DECISION-MAKING, AND THE AVAILABILITY OF HEALTHY RESERVES. THE PRESENCE OF THESE FACTORS HELPED TO SUSTAIN THE LOCAL ECONOMY AND DISTRICT GOVERNMENT OPERATIONS.

AS A RESULT, THE DISTRICT WAS ABLE TO ADDRESS UNANTICIPATED CHALLENGES AND PROVIDE NEEDED SERVICES AND PROGRAMS TO DISTRICT RESIDENTS AND BUSINESSES. BUILDING UPON THE PROGRESS MADE IN 2023, WE WILL CONTINUE TO FOCUS OUR EFFORTS ON CREATING OPPORTUNITIES FOR DISTRICT RESIDENTS AND BUSINESSES AND BUILDING SAFE, VIBRANT NEIGHBORHOODS ACROSS THE CITY. IF YOU WOULD LIKE MORE INFORMATION REGARDING THE DISTRICT OF COLUMBIA GOVERNMENT AND ITS VARIOUS DEPARTMENTS AND AGENCIES, PLEASE VISIT THE CITY'S WEBSITE AT [WWW.DC.GOV](http://WWW.DC.GOV). COPIES OF THE FINANCIAL REPORTS (ACFR AND PAFR) CAN BE OBTAINED FROM:

OFFICE OF THE CHIEF FINANCIAL OFFICER  
OFFICE OF FINANCIAL OPERATIONS AND SYSTEMS  
1100 4TH STREET, SW, 8TH FLOOR WASHINGTON,  
DC 20024 (202) 442-8200  
WEBSITE: [HTTPS://CFO.DC.GOV](https://CFO.DC.GOV)  
RESPECTFULLY SUBMITTED,

Sincerely,

  
Muriel Bowser  
Mayor



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# EXECUTIVE BRANCH



**Muriel Bowser**  
(Mayor)

The mayor serves a 4-year mandate and is responsible for the daily administration of the district government. He/she appoints the City Administrator

The City Administrator manages the District government agencies. He/she sets goals and implements the policies and the decisions of the mayor.



**Kevin Donahue**  
(City Administrator)

The District government is composed of four Deputy Mayor who manage the day-to-day operations of agencies.

The Office of the Chief Financial Officer is an independent agency.





# LEGISLATIVE BRANCH

It is composed of a 13 Member Councils

**8**

**Members (one per ward)**

**4**

**At-Large Members**

**1**

**Council Chairman**

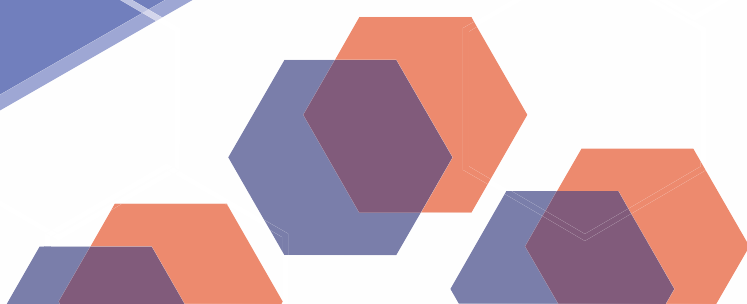
**41**

**Advisory  
Neighborhood  
Commissions**

A small sub-set of the wards

**It passes laws, approves budgets and practices a general oversight of the executive branch**

**They provide recommendations on issues and present testimony to independent agencies, boards, commissions, and Federal agencies**





# JUDICIAL BRANCH



Superior Court of the District of Columbia

chief judge    61 associate judges



Milton C. Lee Jr.



District of Columbia court of appeals

chief judge    8 associate judges



James E. Boasberg

Involved in cases concerned with criminal and civil law









# GENERAL DATA AND CONTEXT



## About the city

The **District of Columbia**, or **Washington D.C.**, is the **capital city** and **federal district** of the United States.



|                                                                                                              |                                                                                            |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|  <b>Location</b>             | Potomac River, borders Virginia (west) and Maryland (north, east)                          |
|  <b>Established</b>         | July 16, 1790 (Residence Act)                                                              |
|  <b>Named After</b>        | George Washington (first U.S. President) and Columbia (female personification of the U.S.) |
|  <b>Area</b>               | 68.34 sq mi (177 km <sup>2</sup> ) -> 10.67% of total area is water                        |
|  <b>Population (2024)</b>  | 686,995 residents                                                                          |
|  <b>Daytime Population</b> | >1 million (including commuters)                                                           |
| <b>Metro Area Population (2023)</b>                                                                          | 6.3 million (7th-largest in the U.S.)                                                      |

The federal district is home to important **government buildings**, including:

- the **U.S. Capitol** (with the Senate and the House of Representatives)
- the **White House** (where the president lives and works)
- the **Supreme Court Building**, (where court rulings are made)

The city is also full of **landmarks**, such as:

- the **Washington Monument**
- the **Thomas Jefferson Memorial**
- the **Lincoln Memorial**



# GOVERNMENT BUILDINGS



the **U.S. Capitol** (with the Senate and the House of Representatives)

the **White House** (where the president lives and works)



the **Supreme Court Building**, (where court rulings are made)

# LANDMARKS

**Washington Monument**



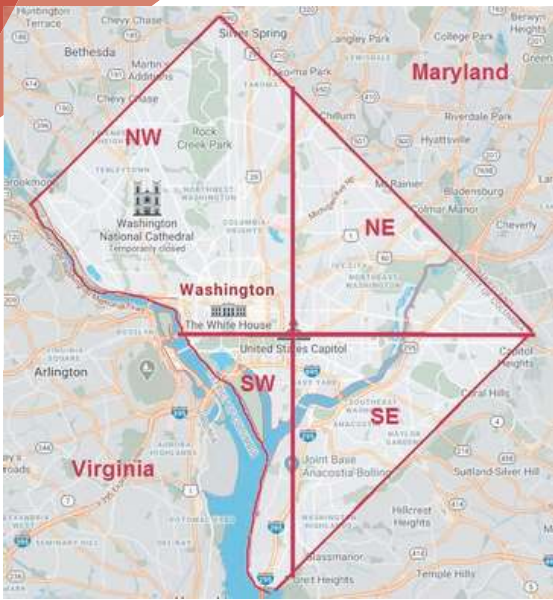
**Thomas Jefferson Memorial**



**Lincoln Memorial**



4



The city is divided into **four different sections**, known as **quadrants**, all centered around the Capitol Building.

The quadrants are designated as **NE**, **NW**, **SE** or **SW** and in each quadrant, the numbering of street addresses increases number and letter values.

**GOVERNMENT AND REPRESENTATION:**

|                               |                                          |
|-------------------------------|------------------------------------------|
| <b>Local Governance</b>       | Mayor and 13-member Council (since 1973) |
| <b>Federal Representation</b> | No voting representation in Congress     |
| <b>U.S. House Delegation</b>  | 1 non-voting delegate                    |
| <b>Presidential Electors</b>  | 3 electors (per Twenty-third Amendment)  |

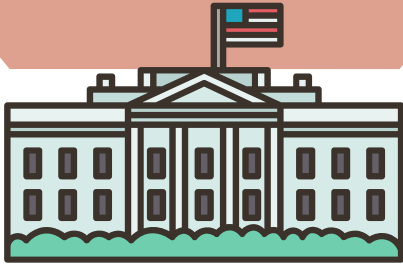
Washington, D.C. residents are, on the federal level, **politically disenfranchised** since they **do not** have **voting representation** in Congress; the residents elect a single **non-voting** congressional **delegate** to the U.S. **House of Representatives**.

**Tourism and attractions**

Washington, D.C. attracts **20-25 million visitors annually**, with a strong post-pandemic recovery bringing tourism close to pre-2020 levels. This influx of domestic and international tourists significantly boosts the local economy, particularly in the hospitality, dining, retail, and transportation sectors.



## Historical/Government sites



- **National Mall:** Iconic monuments and memorials (Lincoln Memorial, Washington Monument, World War II Memorial)
- **U.S. Capitol:** Notable architecture and political significance
- **White House:** Exterior view from Lafayette Square; tours for U.S. residents through Congressional representatives
- **Supreme Court:** Self-guided tours and potential to hear arguments during open sessions

## Museums and Galleries



- **Smithsonian Institution:** The largest museum complex in the world with 17 museums in D.C. (the entry is FREE)
- **National Gallery of Art:** Collection from Renaissance to contemporary art

## Outdoor spaces



- **Rock Creek Park:** 1,700-acre oasis for hiking, picnicking, horseback riding, and golfing - A blend of urban and natural attractions, appealing to various interests

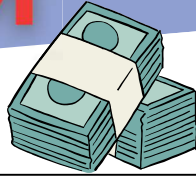
# Rankings and Positioning

DC stands out not only for its political significance but also for its rich **cultural heritage** and **remarkable achievements**

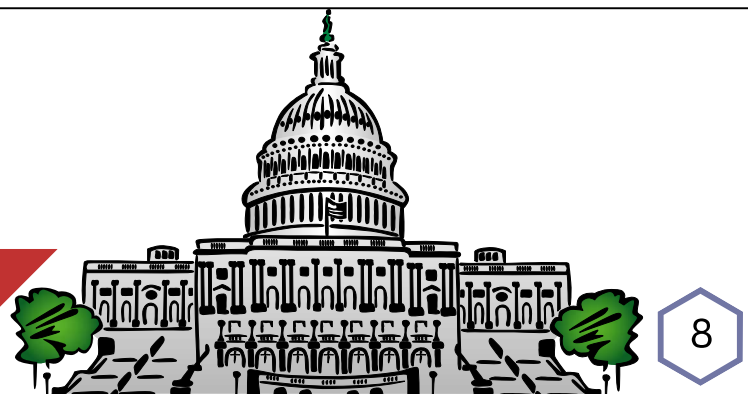
- Ranked among the **wealthiest** cities, excelling in **education, safety,** and economic **opportunity.**
- One of the best cities for **young professionals,** especially in government, technology, and education sectors.
- Offers **diverse neighborhoods** that contribute to a vibrant arts scene and culinary experiences
- Recognized for **innovation** and **entrepreneurship,** emphasizing its role in **technology** and **education.**
- Leader in **environmental initiatives,** reinforcing its reputation as a **progressive** urban center.



# INDUSTRIAL AND ECONOMIC ECOSYSTEM



|                                     |                                                                                                                                                                                   |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Job Market</b>                   | Over <b>800,000 jobs</b> in Washington, D.C.                                                                                                                                      |
| <b>Key Industries</b>               | Professional <b>services, technology, healthcare, and government.</b>                                                                                                             |
| <b>Tech Hub Status</b>              | Ranked <b>#5</b> in the World's 10 Best Cities for <b>Tech Workers.</b>                                                                                                           |
| <b>Educational Ranking</b>          | Ranked <b>3rd most educated</b> city in America (2023) by Forbes.                                                                                                                 |
| <b>Notable Universities</b>         | <b>Georgetown</b> University, Howard University, American University.                                                                                                             |
| <b>Hospitality &amp; Tourism</b>    | Robust industry fueled by historical landmarks and cultural attractions; contributes <b>millions in annual revenue</b> and provides <b>thousands of jobs.</b>                     |
| <b>Embassy Presence</b>             | Home to over <b>175 diplomatic missions</b> , fostering a multicultural environment.                                                                                              |
| <b>Economic Impact of Embassies</b> | <b>Job creation</b> in diplomatic services, <b>security</b> , and <b>support industries</b> catering to embassies.                                                                |
| <b>International Organizations</b>  | Hosts institutions like the <b>World Bank</b> and <b>International Monetary Fund</b> , enhancing global standing, attracting foreign investment, and fostering trade relations.   |
| <b>Wealth Metrics</b>               | One of the <b>wealthiest metropolitan areas</b> in the U.S.; median household income around <b>\$90,000</b> , significantly above the national average of approximately \$70,000. |
| <b>High-Paying Job Sectors</b>      | Significant <b>employment in lobbying and consulting</b> , with many residents working for major firms influencing national policy.                                               |
| <b>Talent &amp; Innovation</b>      | Presence of <b>prestigious universities</b> and research institutions enhances the local economy, attracting <b>talent</b> and fostering <b>innovation.</b>                       |



# THE REPORTING ENTITY

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## Legally separate entities

controlled by the District, which also has financial accountability on them:

- 1.the Green Finance Authority,
- 2.Health Benefit Exchange Authority,
- 3.Housing Finance Agency,
- 4.University of the District of Columbia,
- 5.Washington Convention and Sports Authority.

2

**Blended component** units which are independent entities

1. Not-for-Profit Hospital Corporation (United Medical Center), whose corporate owner is the District
- 2.Tobacco Settlement Financing Corporation, under the responsibilities of the District which enjoys the benefits



## DISCRETELY PRESENTED COMPONENT UNITS

- District of Columbia Green Finance Authority  
<https://dcgreenbank.com>
- Health Benefit Exchange Authority  
<https://hbx.dc.gov>
- Housing Finance Agency  
<http://www.dchfa.org>
- University of the District of Columbia  
<https://www.udc.edu>
- Washington Convention and Sports Authority  
<http://eventsdc.com>

## BLENDED COMPONENT UNITS

- Not-for-Profit Hospital Corporation
- Tobacco Settlement Financing Corporation

# THE BUDGETING PROCESS

DURING THE **FIRST QUARTER OF EACH FISCAL YEAR**, AGENCIES BEGIN THE BUDGET PROCESS FOR THE UPCOMING FISCAL YEAR



The Mayor presents to the Council:

1. an operating budget
2. a multi-year capital improvements plan

The Council holds public meetings adopting the operating budget and capital improvements plan

**Adoption** of the approved budget by the Mayor

the Federal Portion Budget Request Act is sent to the President of the United States and then to the Congress for the final approval.



The Congress approves the federal part of the budget through the approval of a bill

The Local Budget Act authorizes expenditures at the agency level and by appropriation title (function), such as Public Safety and Justice; Human Support Services; or Public Education System.



# THE STATEMENT OF NET POSITION

|                                       | Totals                |                       |                     |
|---------------------------------------|-----------------------|-----------------------|---------------------|
|                                       | 2023                  | 2022,<br>as restated  | 2021                |
| <b>ASSETS</b>                         |                       |                       |                     |
| Current and other assets              | ▼ \$ 10,352,116       | ▼ \$ 11,205,702       | \$ 11,630,070       |
| Capital assets, net                   | ▲ 18,099,329          | ▲ 17,560,382          | 16,814,048          |
| <b>Total assets</b>                   | <b>▼ 28,451,445</b>   | <b>▲ 28,766,084</b>   | <b>28,444,118</b>   |
| <b>DEFERRED OUTFLOWS OF RESOURCES</b> | <b>▼ 1,017,936</b>    | <b>▲ 1,363,465</b>    | <b>110,109</b>      |
| <b>LIABILITIES</b>                    |                       |                       |                     |
| Long-term liabilities                 | ▼ 16,844,685          | ▲ 16,861,710          | 14,829,938          |
| Other liabilities                     | ▼ 2,987,654           | ▼ 3,486,272           | 4,111,604           |
| <b>Total liabilities</b>              | <b>▼ 19,832,339</b>   | <b>▲ 20,347,982</b>   | <b>18,941,542</b>   |
| <b>DEFERRED INFLOWS OF RESOURCES</b>  | <b>▼ 1,234,365</b>    | <b>▼ 1,296,199</b>    | <b>2,284,769</b>    |
| <b>NET POSITION</b>                   |                       |                       |                     |
| Net investment in capital assets      | ▲ 3,581,338           | ▼ 3,187,888           | 4,007,430           |
| Restricted                            | ▼ 2,098,709           | ▲ 2,507,044           | 2,419,940           |
| Unrestricted                          | ▼ 2,722,630           | ▲ 2,790,436           | 900,546             |
| <b>Total net position</b>             | <b>▼ \$ 8,402,677</b> | <b>▲ \$ 8,485,368</b> | <b>\$ 7,327,916</b> |

## What is the statement of net position?

The net position is the difference between what the district owns and owes and it is important to understand the **financial health** of the District.

Also influenced by:

- changes in population,
- property tax base,
- infrastructure conditions,
- other non-financial matters

↑ Increase in initiatives and project in 2023  
Increase in fundings to support the sire in unemployment claims

↓ Decrease in net position with respect to year 2022

↑ Increase in the use of annual leave balances with respect to the year 2022

↓ Decrease in liability, so of the debts that the District owes

↑ Increase in new bonds for the capital projects resultig in more debt

# VISUAL OVERVIEW



## BUILDINGS

**48.30%** 2023 ▲ \$ 8,742,772  
2022 8,696,362

## INFRASTRUCTURE

**24.90%** 2023 ▲ \$ 4,506,355  
2022 4,468,913

## CONSTRUCTION IN PROGRESS

**11.23%** 2023 ▲ \$ 2,032,857  
2022 1,618,671

## RIGHT-TO-USE ASSETS

**6.50%** 2023 ▲ \$ 1,175,945  
2022 1,167,165

## LAND

**5.61%** 2023 ▲ \$1,015,607  
2022 974,946

## EQUIPMENT

**3.46%** 2023 ▼ \$625,793  
2022 634,325

## CAPITAL ASSETS, NET

2023 ▲ \$ 18,099,329  
2022 17,560,382

## LONG-TERM LIABILITIES BONDS AND NOTES

2023 ▲ \$12,449,410  
2022 12,419,623

## GENERAL OBLIGATION BONDS

**50.84%** 2023 ▲ \$6,329,085  
2022 6,002,310

### BOND RATINGS

**AA+**

Fitch Ratings  
6 consecutive years

**Aaa**

Moody's Investor Service  
6 consecutive years

**AA+**

Standard & Poor's Global Ratings  
6 consecutive years

## INCOME TAX SECURED REVENUE BONDS

**40.04%** 2023 ▼ \$ 4,984,250  
2022 5,216,810

### BOND RATINGS

**AA+**

Fitch Ratings  
10+ consecutive years

**Aa1**

Moody's Investor Service  
10+ consecutive years

**AAA**

Standard & Poor's Global Ratings  
10+ consecutive years

## OTHER OUTSTANDING BONDS AND NOTES

**9.12%** 2023 ▼ \$ 1,136,075  
2022 1,200,503

SOURCE:

<https://cfo.dc.gov/sites/default/files/dc/sites/ocfo/publication/attachments/FY%202023%20PAFR.pdf>

# THE STATEMENT OF ACTIVITIES

The Statement of Activities shows how the net position changed based on the change of **revenues - expenses**

| Totals                |                       |                     |
|-----------------------|-----------------------|---------------------|
| 2023                  | 2022                  | 2021                |
| ▼ \$ 1,162,368        | ▲ \$ 1,332,752        | \$ 1,184,058        |
| ▼ 6,715,767           | ▼ 6,967,124           | 7,137,868           |
| ▲ 219,345             | ▼ 209,696             | 309,217             |
| ▲ 3,049,854           | ▼ 2,876,250           | 3,152,529           |
| ▲ 2,011,790           | ▲ 1,814,079           | 1,310,154           |
| ▲ 4,157,773           | ▲ 4,102,718           | 3,486,898           |
| ▼ 970,061             | ▲ 1,282,031           | 1,104,453           |
| ▲ 973,986             | ▲ 777,332             | 684,891             |
| <b>▼ 19,260,944</b>   | <b>▲ 19,361,982</b>   | <b>18,370,068</b>   |
| ▼ 1,566,494           | ▲ 1,648,275           | 1,412,671           |
| ▲ 1,003,128           | ▲ 858,316             | 722,913             |
| ▲ 2,365,404           | ▲ 2,242,005           | 1,880,627           |
| ▲ 4,412,973           | ▲ 3,933,866           | 3,400,015           |
| ▲ 7,022,388           | ▲ 6,759,631           | 6,041,025           |
| ▼ 1,516,730           | ▲ 1,531,347           | 1,338,065           |
| ▲ 479,610             | ▼ 447,069             | 458,346             |
| ▲ 503,930             | ▼ 373,978             | 424,627             |
| ▲ 258,014             | ▲ 234,895             | 218,086             |
| ▲ 89,251              | ▼ 39,994              | 1,497,798           |
| ▼ 125,713             | ▼ 142,883             | 150,034             |
| <b>▲ 19,343,635</b>   | <b>▲ 18,212,259</b>   | <b>17,544,207</b>   |
| ▼ (82,691)            | ▲ 1,149,723           | 825,861             |
| -                     | -                     | -                   |
| ▼ (82,691)            | ▲ 1,149,723           | 825,861             |
| ▲ 8,485,368           | ▲ 7,335,645           | 6,502,055           |
| <b>▼ \$ 8,402,677</b> | <b>▲ \$ 8,485,368</b> | <b>\$ 7,327,916</b> |



# DID DC'S EXPENSES EXCEED ITS REVENUES DURING THIS FISCAL YEAR?



In FY 2023, Washington DC's expenses surpassed its revenues.

While D.C. anticipated an increase in some revenue sources, these projections were overshadowed by greater spending requirements, including rising costs for public safety, health, and economic recovery initiatives.

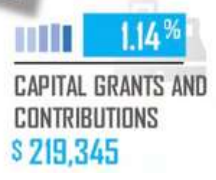
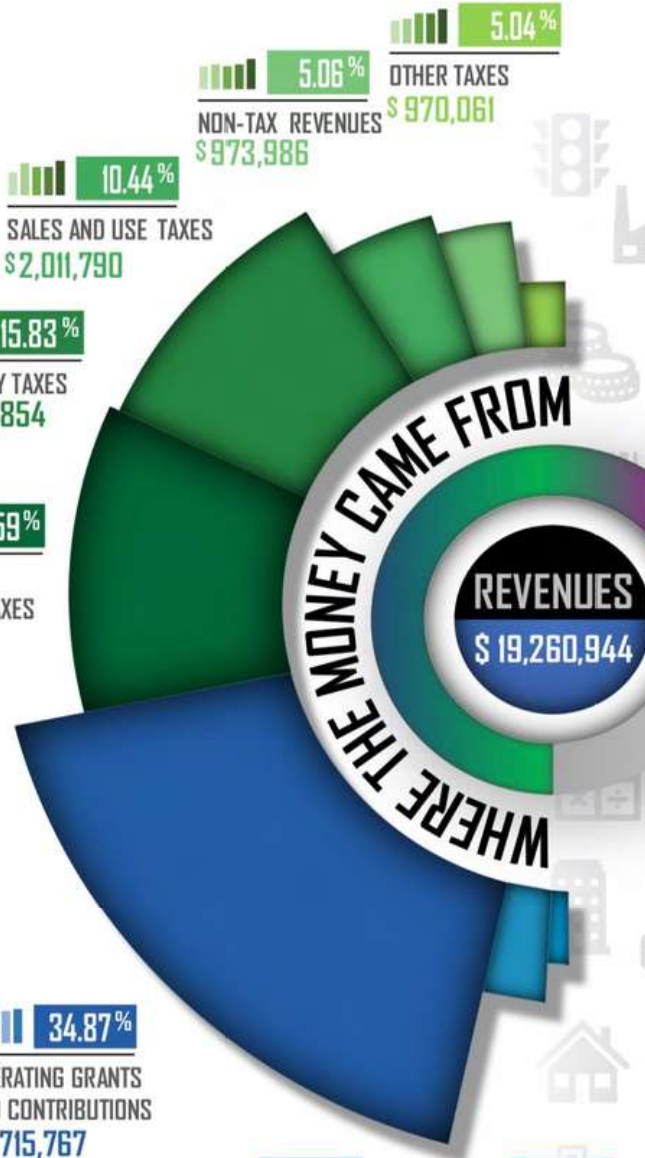
## Lower revenues

- expiration of certain stimulus funding provided through the American Rescue Plan Act of 2021 (ARPA)
- reduction in deed taxes, because of less sales and financing of real estate in FY 2023
- reduction in charges for services, because less resources were received for the treatment of patients



## Higher expenses

- more students enrolled in Medicaid than in the prior year
- more funds were spent to support a higher demand for home purchase assistance programs
- tuition assistance payments for childcare and tutoring programs
- payments on the District's debt due to higher interest rates in FY 2023.



SOURCE:  
<https://cfo.dc.gov/sites/default/files/dc/sites/ocfo/publication/attachments/FY%202023%20PAFR.pdf>

# ESG

## THE SUSTAINABLE DC PLAN 2.0

The city's plan “to make the District of Columbia the healthiest, the greenest, most livable city for all residents”

It covers **13 topics**

### GOVERNANCE

- Ensuring plan implementation and accountability by the District Government.

### HEALTH

- Enabling active lifestyles for resident
- Increasing healthy places for residents
- Improving community-level health



### NATURE

- Protecting and expanding aquatic wildlife and habitat
- Protecting and expanding land wildlife and habitat
- Improving residents' access to nature



### CLIMATE

- Reducing greenhouse gas emissions (climate mitigation)
- Increasing resilience to climate change (climate adaptation)



### FOOD

- Expanding urban agriculture
- Increasing access to healthy food
- Growing the food economy
- Reducing wasted food



### EQUITY

- Improving equity in District Government planning, starting with Sustainable DC



### BUILT ENVIRONMENT

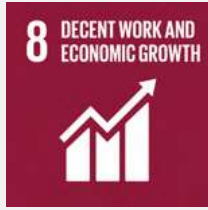
- Equitably accommodating population growth
- Strengthening existing neighborhoods
- Making existing buildings more sustainable
- Making new buildings more sustainable





## ECONOMY

- Growing green jobs and economy
- Training residents for green jobs



## WASTE

- Reducing the amount of waste created
- Increasing reuse and recovery of materials
- Increasing recycling and composting

## WATER

- Making waterways fishable and swimmable
- Reducing the amount of stormwater runoff
- Reducing the amount of potable water used
- Ensuring safe drinking water



## EDUCATION

- Educating students about the environment
- Educating community members about sustainability



## ENERGY

- Improving energy efficiency
- Increasing renewable energy
- Modernizing energy infrastructure



## TRANSPORTATION

- Increasing transit use
- Increasing the number of bikers and walkers
- Reducing dependency on single occupant vehicles
- Reducing emissions from transportation

Each topic is organized into different goals, targets and actions

**GOALS** are big picture, overarching ambitions

**TARGETS** are the quantifiable method of tracking progress

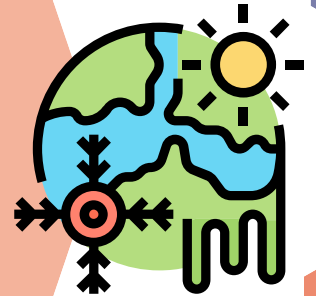
**ACTIONS** explain how the District will reach each of the targets; each action has a time frame for implementation: short, medium or long term

# 2023 PROGRESS REPORT

## ENVIRONMENT

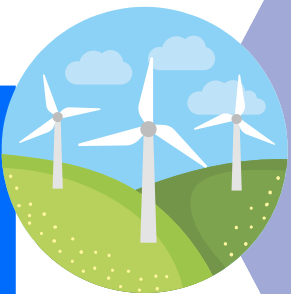
### CLIMATE

- The Department of Energy and Environment (DOEE) released Keep Cool DC, the District's extreme heat adaptation strategy
- The DC Commission on Climate Change and Resiliency issued its second report, affirming the substantial progress to both mitigate and adapt to climate change and identifying new opportunities for future action.
- The DC Flood Task Force approved 11 of its 28 action plans in 2022, in its mission to identify policies and bolster flood readiness while equitably protecting the District's residents and economy from the damage that floods can cause. These include plans to update floodplain maps, update flood regulations, install flood signs and sensors, develop a list of flood infrastructure projects, and more.



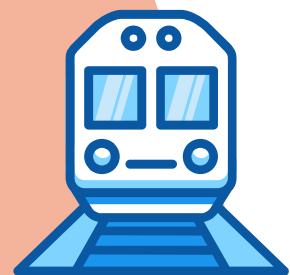
### ENERGY

- The DC Green Bank provided \$26 million in funding for solar, green building and stormwater projects in fiscal year 2022.
- The District reached 10,013 registered solar systems, over three times greater than the number of systems in 2017.
- The District's Public Service Commission approved the first long-term power purchase agreement for renewable energy to provide a portion of the electricity supply load beginning in December 2024.



### TRANSPORTATION

- The District released its Transportation Electrification Roadmap and was awarded nearly \$17 million in federal funds to scale up electric vehicle charging infrastructure over the next five years.
- The District Department of Transportation completed a new section of the Metropolitan Branch Trail from Brookland to Fort Totten,
- The Office of the State Superintendent of Education was awarded \$7.6 million to replace existing school buses in the DC Public Schools fleet with clean, zero-emission models to reduce harmful emissions.



## EQUALITY

- The Mayor's office of Racial Equity released the initial draft of the District's first-ever Racial Equity Action Plan (a three year road-map that will coordinate the efforts to close racial equity gaps)
- The Department Of Energy and Environment produced a suite of racial equity impact assessment tools and piloted them with 32 projects to develop strategies and actions that reduce racial inequalities and improve success for all groups
- More than 600 District Government staff completed one of the Mayor's Office of Racial Equity trainings



## EDUCATION

- The Office of the State Superintendent of Education launched the DC Futures Program, offering scholarships and support services to address barriers for completing college degrees, including for majoring in Urban Sustainability from the University of the District of Columbia (UDC).
- Anacostia High School students engaged in project-based learning to gain knowledge on flood readiness, green infrastructure and more, through a partnership with the Department of Energy and Environment (DOEE).



## HEALTH

- The District monitored air quality levels in compliance with all federal National Ambient Air Quality Standards (NAAQS) for the first time in decades
- DC Health launched Healthy People 2030, a 10-year, city-wide shared community agenda that sets population health goals, objectives, and targets for the year 2030 and recommends collective impact and policy strategies toward population health improvement.
- DC Health launched its Advancing Health Literacy Project, an equity-focused, multi stakeholder collaborative initiative that will promote the transformation of individual, organizational, and professional health literacy in the District.





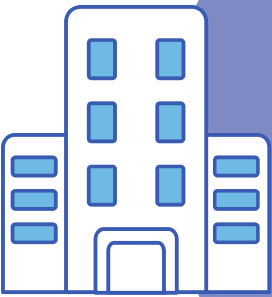
# GOVERNANCE

- The release of the Sustainable DC, Clean Energy DC, and Climate Ready DC 2022 annual progress reports continued to demonstrate transparency and accountability for each plan's implementation.
- Sustainable DC engaged with Destination DC leadership to strengthen their partnership and coordinate on sustainability efforts impacting the District's tourism industry



## BUILT ENVIRONMENT

- Mayor Bowser signed the Clean Energy DC Building Code Amendment Act of 2022, demonstrating the District's leadership on sustainable buildings by requiring new construction for most building types to meet a net-zero energy standard beginning in 2027.
- The Department of General Services published its Energy Management Plan that outlines how District government buildings will come into compliance with Building Energy Performance Standards and delivered the new net-zero energy ready facility Bard High School.



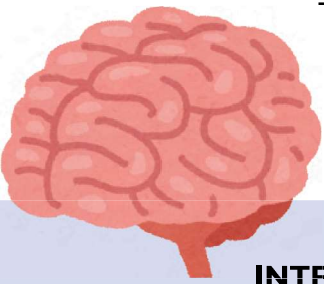
## ECONOMY

- The Department of Small and Local Business Development (DSLBD) launched Certified Business Enterprise (CBE) Green, a grant program to support CBEs pursuing energy efficiency and other green building market contracts.
- The Workforce Investment Council launched Career Coach DC to empower District residents to achieve their education and employment goals.
- DSLBD supported 24 returning citizens seeking to establish businesses through the Aspire to Entrepreneurship program, with each receiving between \$2,000 and \$10,000 (totaling \$200,000), including a solar panel cleaning business.
- The DC Community Anchor Partnership, which uses participating institutions' purchasing power to support local, District-based minority-owned businesses, increased the number of participating institutions and recorded \$186 million in spending.



# SIX CAPITALS

The Six Capitals model helps organizations and cities evaluate their performance by assessing different resources and relationships that contribute to sustainable value creation.



## INTELLECTUAL CAPITAL

D.C. is known for its intellectual resources, with a dense concentration of think tanks, research centers, and institutions (the Smithsonian museums). It also has significant reputational value and influence in shaping national and international policy.

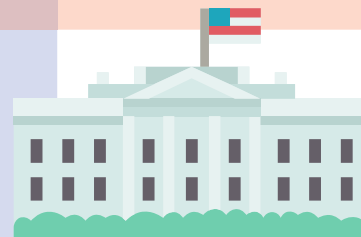


## FINANCIAL CAPITAL

It arises from local taxes, federal funding and public sector investments. As the US capital, D.C. enjoys a stable economic base due to federal government spending, tourism and private investment.

## MANUFACTURED CAPITAL

It includes government buildings, historic monuments, museums, public transportation systems and roads. (U.S Capitol and the Washington monument)



## HUMAN CAPITAL

Washington has a highly educated population thanks to universities (Georgetown and George Washington) and to the high concentration of government, diplomatic and policy professionals. This skilled workforce allows it to lead in fields like law, consulting and public policy

## NATURAL CAPITAL

Although urbanized, it has prioritized green spaces (Rock Creek Park and the National Mall). Environmental policies promoting sustainability and biodiversity contribute to the quality of life and make D.C. a city that values ecological balance.



## SOCIAL AND RELATIONSHIP CAPITAL

D.C. benefits from extensive global and local relationships, housing embassies, international organizations, and fostering ties across diplomatic, social, and economic domains. Local community organizations and nonprofit initiatives further strengthen its social fabric and support diverse communities.

# DISSEMINATION PLAN



## Objective

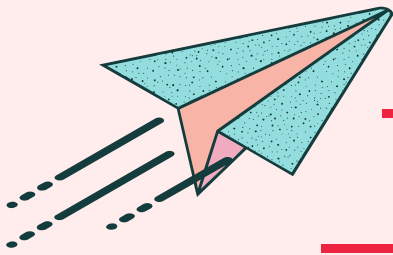
Use creative and engaging methods to ensure broad and meaningful understanding of Washington, DC's popular financial report among a diverse audience.

## Target audience

- Local Residents and Employees
- Policymakers and Government Officials
- Businesses and Investors
- Students and Professors



## Key messages



- DC's **fiscal information** and budget planning.
- Environmental and social **sustainability achievements**.
- DC's role as the **capital city** of the United States..
- DC's role as a **hub for innovation, technology, and growth**.

## Dissemination channels and methods

### INTERACTIVE DIGITAL MEDIA



Develop **interactive simulations** where users can explore the report's financial decisions and their **potential impacts**.

Use **across-platform social media accounts** to present key points through **engaging content**, behind-the-scenes facts, or "day-in-the-life" narratives on public services.



### SOCIAL MEDIA STORYTELLING

### COLLABORATIVE CONTENT CREATION



Invite **local influencers**, bloggers, or educators to interpret sections of the report, encouraging **different perspectives** and broader reach.





This work was completed as part of the Public Management course at the School of Advanced Studies (SAA), University of Turin, under the supervision of Prof. Valerio Brescia and Federico Chmet. The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra.

**THANK YOU!**