

2017

INTERIM REPORT, JULY 2017



D.C. POLICY
CENTER



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Letter from the Chairman of the Board and the Executive Director

Dear Supporter of the D.C. Policy Center:

The D.C. Policy Center started its pre-launch operations in October of 2016. After five months of preparation, the Center officially launched in March, 2017 with four full-time staff, over 20 affiliated Fellows, an Advisory Committee of 11 highly regarded scholars, and a robust website. The Center's 22-member Board of Directors has provided wise counsel, helping us to build the Center on the strongest possible foundation.

Highlights and Impact

Since its official launch, the D.C. Policy Center published over 50 studies and received broad media coverage including Bloomberg, Associated Press, WAMU, WUSA, Washington Times, Greater Greater Washington, Washington City Paper, and DCist, among others. The Center's website received over 80,000 pageviews and social media has made our name increasingly well-known. The Center staff has met with elected officials, agency directors, and D.C. Council staff, providing research, analyses, and ideas to help shape policy.

Mission and Objectives

The primary goal of the D.C. Policy Center is to advance policies that support economic growth and job creation in the District of Columbia. No other think tank has a comprehensive growth-driven agenda with such a singular focus on the District. No other entity provides the same breadth of objective and targeted data and analyses necessary for productive policy debate. Already, we are heartened by our early influence on policy and the strong enthusiasm for the Center's work on part of the D.C. Government, foundations, think tanks, and universities.

Organizational Structure

At present, the Federal City Council (FC2) is incubating the D.C. Policy Center by providing operational support and space. FC2's support has greatly enhanced our fundraising, brand recognition, and outreach. Because of this support, the Center has gathered momentum quickly.

The D.C. Policy Center is now transitioning to an independent, non-profit structure. We expect to receive 501(c)(3) status this Fall. After incorporation, the Center will continue to share offices with FC2 and receive guidance and support from FC2's CEO Mayor Anthony Williams and its remarkable staff.

Looking Forward

As we plan for 2018, we are deepening our research and analytical capacities and working diligently to expand our funding sources. Indeed, the Center is close to securing grants from two large national foundations; it has also started generating revenue through research contracts.

In this Interim Report, you will find a summary of our activities, operations, fundraising efforts, financial condition, and plans for next year.

Finally, your dedication to our organization has helped advance policies for a more business-friendly, prosperous, and inclusive District of Columbia. We are now an important part of the District's policy conversation and debate, and we look forward to many fruitful years of positive impact on the District.

Sincerely,

Charles (Sandy) Wilkes
Chairman of the Board

Yesim Sayin Taylor
Executive Director

Our Business Plan



The D.C. Policy Center’s “**Prospectus**,” developed with guidance from the Executive Committee of its Board of Directors, explains why a new research and policy organization in the District was deemed necessary and how the D.C. Policy Center will fulfill this need. We summarize below the salient points of the plan, and we invite all of our supporters to read the full Prospectus.

Mission

The D.C. Policy Center’s mission is to advance policies to support economic growth and job creation in the District of Columbia in ways that fit the economic and demographic realities of the District. The unifying theme in our work is the premise that a strong and competitive economy creates the greatest range of options and the requisite resources to serve the needs of our city, especially our most vulnerable residents. Guided by this mission, the D.C. Policy Center tests policy ideas, disseminates its findings, and engages in constructive dialogue and debate. We strive to put forward comprehensive policy options to address major challenges in our city including: job creation, workforce development, inclusive growth, poverty alleviation, and infrastructure investment.

Goals

The D.C. Policy Center’s immediate goal is to be a respected and influential institution and to establish an impeccable reputation for integrity and highest quality, data-driven policy analysis. We plan to facilitate forums for the exchange of ideas, measure the impacts of policies, review current events, and provide data for public consumption. Over the long term, the Center will seek to

create a new, stable, cross-issue network of policy leaders in the District that can work together to promote a strong, growing, and resilient local economy.

The D.C. Policy Center’s mission is to promote policies that fit the economic and demographic realities of the District.

Strengths

The D.C. Policy Center has three key strengths that will help distinguish us. First, we have an unwavering focus on the District’s residents and economy: tracking population, jobs, wages and income, changes in industry structure, business conditions, housing fundamentals, activities in key industries, and changes in demography. Second, we have a commanding knowledge of the most recent and innovative research on urban economic and social policy, and we draw from the insights and experiences of our distinguished Advisory Committee members. Third, our close ties with the employers in the District of Columbia allow us to collaborate with them, their organizations, and associations, and build coalitions in ways not always possible for other research and policy organizations.

Policymakers are our natural allies, and can become our most effective partners especially if we provide them with sound information and intellectually rigorous policy propositions. The Center also works with industry groups and associations, providing them with ideas and research they can use in their advocacy (as we did in helping secure full implementation of the tax reforms).

Action Plan

The District's policymaking network is a fairly stable network of local stakeholders that includes executive appointees, career civil servants, D.C. Council staff, and a well-connected group of specialists, researchers, and interest group analysts. At times, this network can be unduly influenced by advocacy groups representing only a narrow set of interests, some pushing national agendas. It is inviting to target the District as a convenient and attractive forum to showcase their priorities, but the policies for which they advocate are not always tailored to our local economy or our needs.

The D.C. Policy Center offers data-driven analysis and actionable policy solutions for the policymaking network—and local stakeholders—to help them focus on what is good for our city, our residents, and our employers. As a home-grown, District-focused think tank with aspirations centered on advancing economic and social well-being in the city, we put the District first. While we seek to affect significant changes over the long run, we also embrace incremental improvements and near-term trade-offs that create a path to gradually improving what may be currently suboptimal policies.

Advancing growth-focused policies for the District requires direct, regular engagement with lawmakers, coalition building, creative ideas, sound political strategy, and hard work.

Coverage

Institutions that cover a broad range of policy areas tend to be more influential than single-issue or narrowly focused organizations. The D.C. Policy Center intentionally works in as many issue areas as resources allow as we help foster a comprehensive vision for a strong and vibrant District of Columbia. Media visibility contributes to policymaking influence. The Center has already achieved a major presence in print and electronic media, through coverage of our work and co-publishing relationships. This strategy has also attracted the attention of local and national foundations, who have informed us that our disciplined, data-driven analyses are far more useful to them than overheated advocacy driven by ideology.

Work Products

The D.C. Policy Center's primary goal is to engage productively with policy leaders who set the pace and direction of policy in the District of Columbia. Accordingly, the primary audience for our work products is the policy leaders who determine the direction of policy in the District. Our staff regularly meets with key members of the District's executive and legislative branches, as well as research groups, advocacy organizations, industry groups, and civic associations. Our work products intended for this audience include: proposals for reform in our key areas of engagement that help shape policy conversations with empirical evidence and data-driven analysis, tracking of the fiscal climate and executive capacity that affect policy outcomes, and participation in policy debates to strengthen our brand, increase our visibility, help create new alliances, and ensure that we take advantage of every opportunity to improve public policy.

We also produce original research to build our reputation as a reliable source of strong, robust analyses. Indeed, the audience for our original research products has extended beyond policy leaders to include researchers, journalists, and civic-minded residents. These work products have successfully reinforced our credibility with policy leaders such that they confidently consider and cite our policy work. The quality of the work products also already led to interest from foundations to financially support our work.

Engagement

Advancing growth-focused policies for the District requires direct, regular engagement with lawmakers, coalition building, creative ideas, sound political strategy, and hard work. The D.C. Policy Center works to help guide the direction of policy and improve economic and social outcomes. We are non-partisan, independent, and open-minded. We believe any idea can be debated and improved, and that people can disagree without being disagreeable or dogmatic. We strive to be open and unbiased in our research. We share our data and analyses, open our platform as a safe place for debate to those who disagree with us, and strive to find ways to serve of our city.

Operations Update



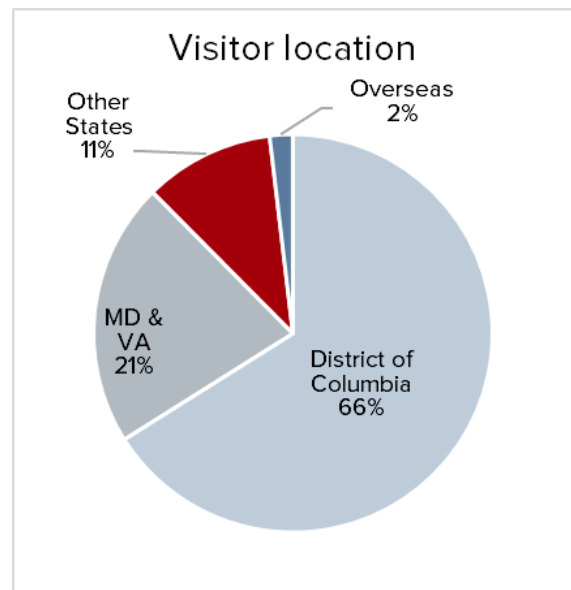
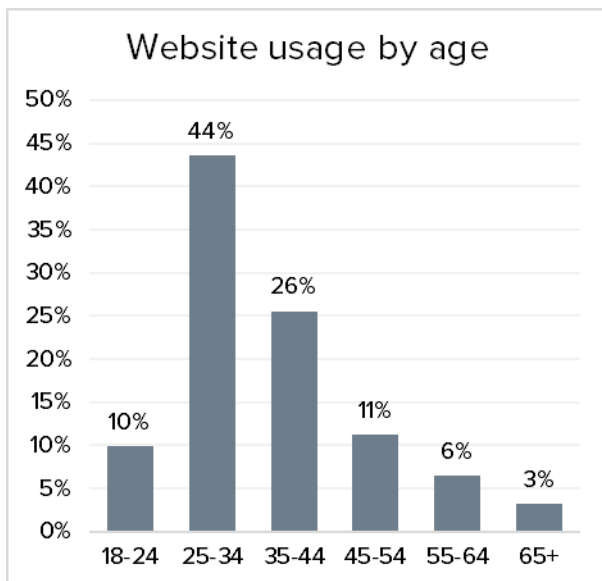
Launch Report

The D.C. Policy Center officially launched on March 8, 2017, when our website went live. Since then, we have published [over 50 studies](#) on topics including the District’s economy and demography, its business conditions including its tax structure and competitiveness, transportation, health, poverty, housing, and public safety.

Since our launch, [we have been frequently covered](#) by the media, including TV appearances (WUSA), radio interviews (WAMU, WMAL), and coverage by key national and other DC media outlets

(Bloomberg, Associated Press, Washington, the Washington City Paper, the DCist, and more). We have also established a cross-posting relationship with the Greater Greater Washington website to maximize our exposure.

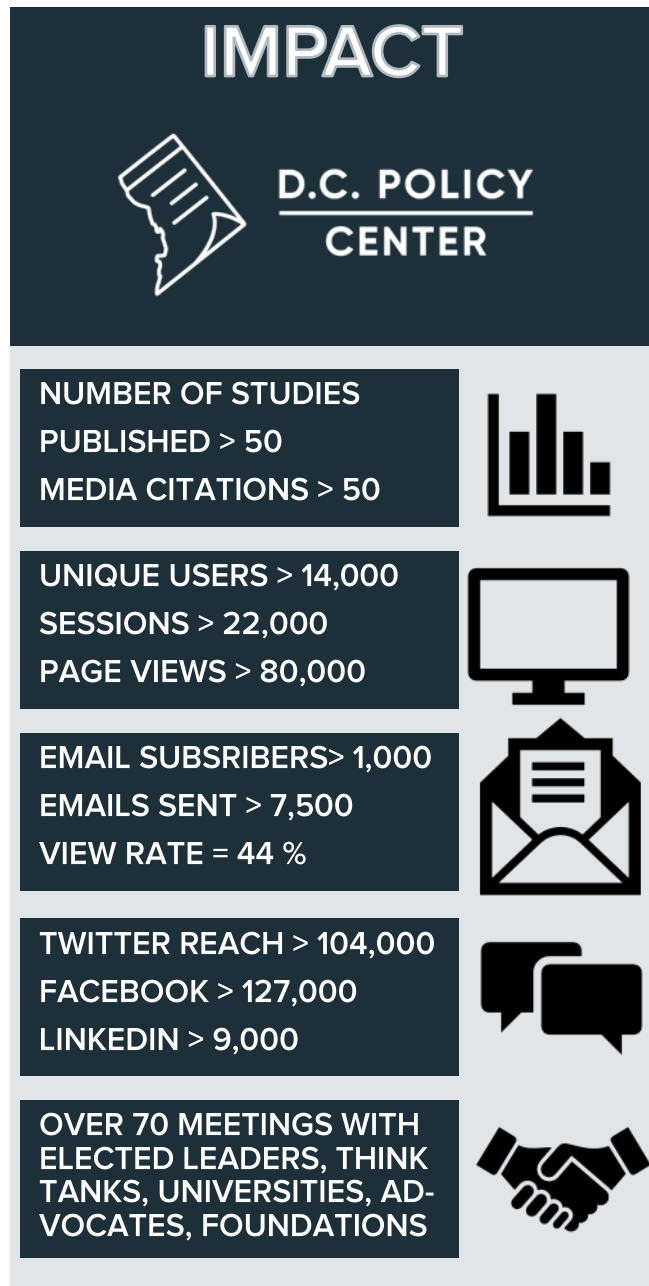
Our [website](#) has been a great success. Since our launch, we have had 80,000 page views, 22,000 sessions, and over 14,000 unique users. Two-thirds of our readers are D.C. residents and 70 percent are between the ages of 25 and 44. Over 800 people including supporters, journalists, elected officials and their staff receive regular updates on our activities and our publications.



Social Media and Outreach Campaigns

The D.C. Policy Center uses email campaigns and social media to promote our work, and share our news. Each month, the Center has increased its exposure and social media impact. Between March 8 and June 25, we have had the following presence:

- **Email campaigns:** We sent 2300 emails to over 780 subscribers.
- **Twitter:** @dcpolicycenter tweeted 192 times, reaching 104,000 readers. We got over 6,500 profile clicks, 242 mentions, and 290 new followers.
- **LinkedIn:** Reached 9,963 people, generated 35 followers, and 396 page views. Readership is tilted toward senior-level employees (43 percent) and those who work in public policy and higher education (45 percent combined).
- **Facebook:** The D.C. Policy Center's Facebook page, also created in early March, has already engaged 4,942 people, and through them, reached over 45,000 people who have seen at least one of our posts in their own newsfeed. Further, 127,000 people have seen impressions of our content. Together, these have generated 17,725 direct page visits, and 31,000 views of our various posts.
- **Other outlets:** Many have learned about the D.C. Policy Center through our cross post agreements, and extensive coverage of our work. Our impact numbers do not include the readership from these outlets as we don't have access to the readership statistics for websites that regularly cross-post our work.



Board and Staff Engagement

Frequency of engagement with key policymakers is an important metric of the D.C. Policy Center's effect on policy. To that end, staff have heavily engaged with the city's executive agencies, the D.C. Council (both members and staff), key business organizations and associations, research organizations, and foundations. Staff have given talks, presentations, and shared data and analysis. The resulting exposure has allowed us to expand our operations base, outreach, and funding sources. And, as a result, the demand for our work has increased. We have been asked by Councilmembers, their staff, agency personnel, universities, think tanks, and business leaders to provide analysis, commentary, or research in their interest areas, and we have secured research engagements as a result of this interest. The staff also has given talks at the Georgetown BID, the Adams Morgan BID, DCBIA, Ward 8 Democrats, and American University's Metropolitan Policy Center. Board members have made a series of courtesy visits to brief Mayor Bowser, Chairman Mendelson and other Councilmembers on the mission of the Center.

Technology and Data Usage Policy

The D.C. Policy Center is dedicated to responsible use of data to produce reliable analyses that can be replicated and used by other parties. To this end, we have accomplished the following in our first months of operation:

- **Website:** Successfully launched a reliable, user-friendly website. The Center engaged a third-party to develop its website, but now internally manages content, style, and design.
- **Data Usage Policy:** Developed a data ethics and usage policy and a style guide to (i) encourage responsible use of data by our Fellows, and (ii) allow for the creation of visualizations with the D.C. Policy Center brand.
- **Data Collection:** Streamlined data collection and general workflow by using automated data downloads (APIs), data scrappers, which can compile any data stored in table format, and data collecting, cleaning, and processing systems for data that are published in unusable formats such as PDFs (a common format for D.C. Government reports).
- **Data Dissemination:** The D.C. Policy Center makes available to the public all data and analyses used in its studies, including coding used for visualizations. Some of these are downloadable from our website and others, including details on programming or data processing, are available at the D.C. Policy Center GitHub site.

Research and Policy Initiatives

During its first months of operation, the D.C. Policy Center has published many well-received studies, in as many different issue areas as possible in order to generate readership, appeal, brand awareness, and to build our reputation as a multi-dimensional organization with deep expertise in all matters D.C. We have worked closely with the Federal City Council and business organizations to support the full implementation of the tax reform package, and we are working now with the D.C. Council to design sensible early care and workforce development policies. We will soon be moving to inform policymakers on transportation, housing, and education policies and related best practices.

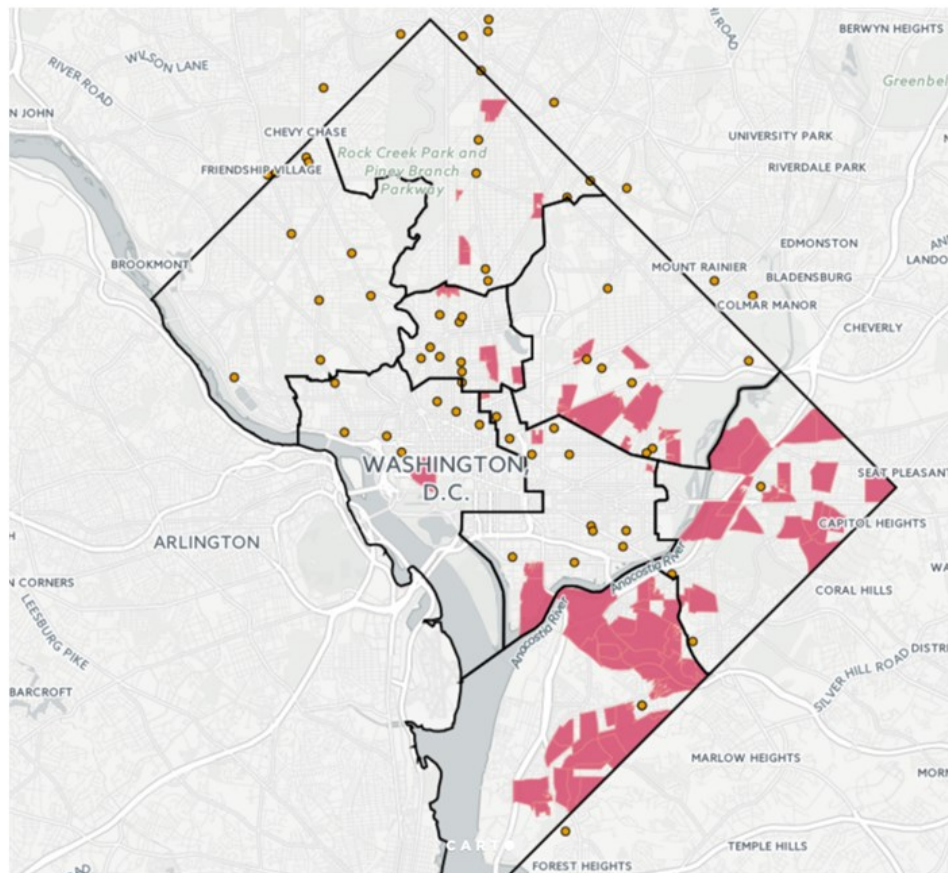
In 2018, the Center will focus on four key topics:

- **Competitiveness and Business Conditions.** This research activity will include studies on regional competitiveness, business conditions, challenges for small businesses (with a special focus on east of the Anacostia River), entrepreneurship and the start-up universe in the District. We are now developing a set of comparative metropolitan areas to study the comparability of the District's strengths (by industry, workforce attraction, infrastructure investment) and weaknesses (tax and regulatory burdens, infrastructure challenges) to those of other central cities. We are also working on developing a survey of businesses in the Metropolitan Washington D.C. area to better understand firm "birth, death, and relocation." The Center is in talks with a major university to collaborate on this research. The Center's staff have also met with stakeholders to identify the challenges facing small businesses in the District. Finally, the Center will focus on regulatory challenges including minimum wage and trends that could pose a fiscal risk to the city, such as the impact of telecommuting on the District's finances.
- **Workforce, Labor Markets, and Housing.** There are dual workforce challenges in the District of Columbia and this research thread will investigate both. To wit, employers in the District do not have much difficulty in finding skilled workers (given the large influx of workers to the region every year), but they face challenges keeping their workers, especially those in middle-wage occupations. Many middle-wage jobs are migrating to the suburbs because of high transportation costs, long commute times, and the lack of middle-income housing in the District. High office rents and an increasing use of telecommuting as a work/life balance tool have further fueled the loss of middle-wage jobs. The D.C. Policy Center will study the need for and viability of workforce housing, the key constraints against increasing density, and the adequacy of transportation networks in meeting workforce needs (in collaboration with WMATA). The second workforce problem has to do with employability of some of its less educated residents, and those who are returning citizens. The District has many workforce development programs that somewhat function more like public assistance programs, but these programs do not always increase the employability of the participants. The Center's research will look for alternatives that can improve employability through regional collaboration, support youth entrepreneurship, encourage small business support for returning citizens, and assess how workforce development efforts fit into the bigger social assistance picture.

- Barriers to Access.** One of D.C. Policy Center's early studies shows that when it comes to government programs available to support its most vulnerable residents, the District leads the nation. However, life outcomes do not appear to measurably improve for many of our residents. While upward mobility is strong in the entire metropolitan region, the District still struggles with economic and racial exclusion, with an increasing concentration of poverty in communities east of the river. For example, the District is generally identified as the healthiest, most educated city in the country. But a significant share of District residents has some of the poorest life outcomes. Why is that? The Center will investigate how demographic and economic characteristics correlate with access to basic human services, and will develop policy proposals to maximize access. The Center is looking for dedicated support for this research.
- Education and Demographics.** This research will investigate the relationship between demographic change and public education. We will explore the intersection of demographics and education to understand how the District's educational institutions can attract, keep, and serve families of all types. Research areas include: the role the city's educational institutions play in attracting families to the city (or certain neighborhoods), or, in some cases, pushing families away from the city or certain neighborhoods; how demand for certain types of schools correlates with school location, student demographics, socioeconomic variables, and other factors; how concentrated poverty plays into school choice and quality; how access to high-quality schools varies by neighborhood; and the role housing and transportation policies play in providing access to quality schools. The D.C. Policy Center has secured dedicated funding for this research.

Food deserts in D.C.

Areas of limited food access in the District (in red) based on grocery or supermarket location, household income, and transportation access.



Fellow Randy Smith's piece on food deserts received coverage on TV, radio and in print, and was mentioned by the members of the D.C. Council.

Source: D.C. Policy Center

Fellows

Central to the D.C. Policy Center’s capacity to produce comprehensive studies is our Fellows Program. The D.C. Policy Center Fellows include academicians, researchers, journalists, data enthusiasts, and policy practitioners, who write in their own areas of expertise. The essays they contribute cover a large set of topics, but they all follow the same rubric: say something new, say it with data, and make it about the District. The Fellows program has brought multiple voices, a depth of knowledge, and fresh content that would not otherwise have been possible, and allowed the Center to produce extensive publications and offer timely commentary on policy, resulting in the strong media coverage.

Performance Metrics

The D.C. Policy Center’s main mission is to advance policies for a strong and vibrant economy in the District of Columbia. We do this by framing policy issues for discussion, injecting quality data into policy debates, and influencing policymakers with informed insights. An early priority for the Center is to become a highly respected policy institution, building an enviable reputation for having deep knowledge of D.C.’s unique economy and governance structures and demonstrating our sound grasp of the most recent and innovative research on urban economic and social policy. Over the long term, the D.C. Policy Center’s goal is to be known as the premier think tank of urban studies focused on the District of Columbia, with research and policy advice regularly sought by the District’s governing networks.

The D.C. Policy Center has developed a set of performance metrics to measure the Center’s progress towards achieving these goals. These metrics, summarized below, are designed to measure the Center’s performance with respect to policy influence and impact. They include quantitative metrics involving the intensity of research and policy outputs, engagement, visibility, and support. They also include qualitative metrics which are designed to capture the impact of the Center’s outputs.

Summary of D.C. Policy Center Performance Metrics

	Primary Goal: Policy influence	Secondary Goal: Reputational impact
HARD METRICS (QUANTITY)	<p><u>NUMBER OR FREQUENCY OF:</u></p> <ul style="list-style-type: none"> • D.C. Government meetings • Testimony • Website visibility • Third-party publications • Citations and references • Press coverage 	<p><u>NUMBER OR AMOUNT OF:</u></p> <ul style="list-style-type: none"> • Grants/ foundation support • Meetings hosted • Talks and audience size • Conference participation • Use of D.C. Policy Center materials by third-parties in trainings, classrooms, briefings, or presentations • Demand for D.C. Policy Center data sets
SOFT METRICS (QUALITY)	<ul style="list-style-type: none"> • Are D.C. Policy Center policy ideas incorporated into legislative proposals? • Are they adopted by the D.C. Council? • Do agency or D.C. Council staff seek D.C. Policy Center support, feedback? • Are D.C. Policy Center publications debated? • Does the D.C. Policy Center have influence in social media? 	<ul style="list-style-type: none"> • Do elected officials respect D.C. Policy Center research and analysis? • Is the D.C. Policy Center staff engaged in high value discussions and meetings? • Is the D.C. Policy Center known in the data world? • Does the D.C. Policy Center have a solid reputation among research organization and foundations?



Financial Report

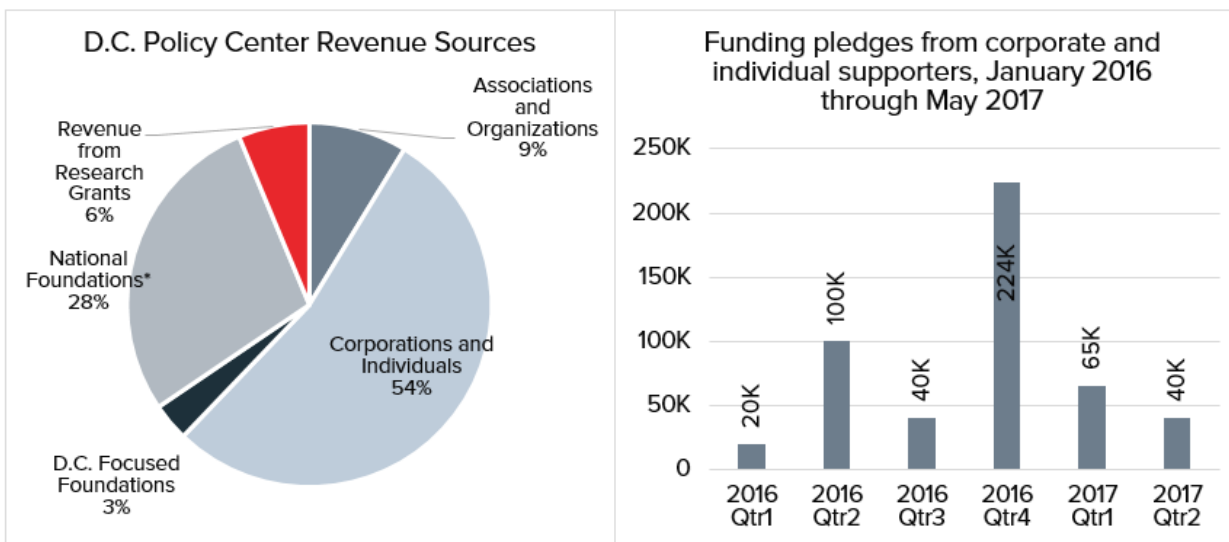
Revenue and Fundraising Summary

The D.C. Policy Center draws financial support from a broad base of individuals, corporations, business organizations, and foundations. The Center also generates revenue through research engagements and grants. So far, 34 entities have pledged a total of \$488,000 to support the Center. These organizations represent almost all major industries in the District, including utilities, transportation, wholesale trade, professional and financial services, health and education, real estate and construction, hospitality and entertainment. In addition, the D.C. Policy Center is now completing a grant process with two national foundations for annual support of \$210,000. The

Center has also secured grants and contracts for research totaling \$47,000. This brings the total amount of resources to \$745,000.

Corporate and individual fundraising generates the largest source of revenue for the D.C. Policy Center. The fundraising for the Center is primarily done through the Board, especially its Executive Committee. The success of the Center hinges upon continued support from the District's business community.

The D.C. Policy Center's Executive Director is primarily responsible for securing foundation grants and revenue from research grants. This is an area of tremendous potential growth for the Center.



Expenditures and Budget Projections

At present, the Center's monthly expenditures are \$47,000 per month. The bulk of these expenditures (\$40,000) are wages and salaries including the salary of a part-time fund-raiser. The rest includes stipends paid to writers (collectively \$5,000 per month) and minor operational expenditures.

The Federal City Council generously has donated office space and administrative support of the D.C. Policy Center, allowing the Center to keep its expenditures low in its first full fiscal year. Beginning in fiscal year 2018, the Center will have to contribute to these overhead costs. The Center will also hire an additional researcher for its foundation-funded Education Department in fall of 2017. These actions will increase the monthly burn-rate to \$65,000, putting the total annual budget at \$741,000.

The Center expects to reach breakeven by 2020. In the meantime, it will use the fund balance it has built during the first year of operations and will maintain an appropriate operating reserve. The projected operating deficit is within 5 percent of the projected revenue beginning in fiscal year 2018, and, hence, can be covered carried-forward fund balance, or if need be, by the reserve.

Projected Revenues and Expenditures, Fiscal Years 2016–2020

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Revenue	\$383,500	\$539,500	\$765,000	\$780,000	\$830,000
Individual and Corporate Support	\$208,500	\$210,000	\$220,000	\$220,000	\$220,000
Corporate Grants	\$150,000	\$150,000	\$150,000	\$100,000	\$100,000
Association Support	\$70,000	\$80,000	\$80,000	\$80,000	\$80,000
Foundations	\$25,000	\$52,500	\$235,000	\$300,000	\$350,000
Revenue Generators	\$0	\$47,000	\$80,000	\$80,000	\$80,000
Expenditures	\$85,000	\$573,667	\$778,509	\$769,513	\$788,747
Personnel (Salary + Fringe)	\$40,000	\$491,667	\$653,190	\$667,739	\$685,225
Executive Director	\$40,000	\$240,000	\$247,200	\$254,616	\$259,708
Senior Researcher	\$0	\$80,667	\$205,000	\$206,103	\$212,286
Data and Visualization Expert	\$0	\$80,667	\$100,050	\$103,052	\$106,143
Junior Researcher	\$0	\$40,333	\$49,440	\$50,923	\$52,451
Fundraiser	\$0	\$50,000	\$51,500	\$53,045	\$54,636
Non-personnel	\$45,000	\$82,000	\$125,319	\$101,774	\$103,522
Writers/Fellows	\$0	\$72,000	\$50,000	\$25,000	\$25,000
Website Development and Branding	\$35,000	\$0	\$0	\$0	\$0
Software and Hardware	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Overhead	\$0	\$0	\$65,319	\$66,774	\$68,522
10 percent reserve (when unused, transferred to next fiscal year)		\$57,367	\$77,701	\$76,647	\$78,411
Required add-on to reserve			\$20,334		\$710
Net operating surplus/deficit	\$298,500	\$(34,167)	\$(12,009)	\$13,532	\$45,890
Fund Balance at the end of fiscal year	\$298,500	\$206,966	\$174,623	\$188,155	\$234,045

Notes: The Center's fiscal year runs from January 1 to December 31. The projected foundation grants for fiscal years 2017 and 2018 are based on finalizing foundation agreements for which the Center has already received approval. Major corporate grants are guaranteed through fiscal year 2018.

Appendix

Board of Directors

Executive Committee

Charles (Sandy) Wilkes, The Wilkes Company,
Chairman of the D.C. Policy Center Board
Neil Albert, DowntownDC BID
Bill Alsup, Hines
Mark Ein, Venturehouse Group
Robert Flanagan, Clark Enterprises
Kathy Hollinger, Restaurant Association of Greater
Washington,
Rusty Lindner, The Forge Company
Tony Williams, Federal City Council

Directors

Randy Boe, Monumental Sports and Entertainment

Chris Gladstone, Quadrangle Development
Michael Goodwin, Arnold & Porter
Solomon Keene, Hotel Association of Washington DC
Matt Klein, Akridge
Terry McCallister, Greater Washington Board of Trade
Lisa Mallory, DC Building Industry Association
Kurt Newman, Children's National Medical Center
Dan O'Neil, SunTrust
Vincent Orange, D.C. Chamber of Commerce
Jimmy Reyes, Premium Distributors
Dave Velazquez, Exelon
Ed Walter, Georgetown University, Steers Center for
Global Real Estate
Sean Warfield, AOBA

Advisory Committee

David Alpert, Greater Greater Washington
Melissa Bradley, Sidecar Social Finance
Uwe Brandes, Georgetown University, School of Ur-
ban Planning
Tom Dohrmann, McKinsey
Judith Feder, Georgetown University

Richard Florida, Citylab, University of Toronto
Steven Glazerman, Mathematica
Heidi Hartmann, Institute for Women's Policy Research
Alice Rivlin, Brookings Institution
Dan Tangherlini, Seamless Document

Fellows

- **David Bishop** writes on technology policy. He is a former employee at OCTO, and served as its interim director. He now works as a consultant.
- **Tiffany Brown** writes on health and poverty in communities east of the river. She is a freelance writer, who served as the Communications Director for Councilmember Yvette Alexander.
- **David Brunori** writes on fiscal and tax policy. He is a partner in Quarles & Brady LLP and a research professor of public policy at The George Washington University. Mr. Brunori is the former editor of State Tax Notes, and also a former member of D.C. Tax Revision Commission.
- **Brent Cohen** writes on criminal justice. He is the managing Director at Public Service Consulting Group, LLC and a part-time faculty member at New York University's Washington, DC campus. He worked as a Senior Policy Advisor to the Assistant Attorney General at the United States Department of Justice, focusing on juvenile justice.
- **Richard Ezike** writes on transportation and environment. He is Transportation Fellow with the Congressional Black Caucus Foundation.
- **Mathew Gilmore** writes on the District's history using data and maps. He was part of the team which created the District's GIS system in 2000, and the author of many books on D.C.
- **Grant Gregory** writes on equity. He works for No Labels as a policy analyst.
- **Will Leimenstoll** writes on transportation. He is a fellow at the Department of Energy, and will start graduate school in the Fall.
- **Mike Maciag** writes on demographics. He is the data editor for Governing Magazine.
- **Kate Rabinowitz** writes on demographics and business trends. She is the creator of DataLensDC.
- **Daniel Rowlands** writes on transportation. He teaches Chemistry at the University of Maryland
- **David Rusk** writes on the demographics and the economy of the District and the greater Metro area. He is the former Mayor of Albuquerque, and the author of the book, *Cities without Suburbs*.
- **Randy Smith** writes on demographics and economic trends in DC. He teaches at Hood College.
- **Becky Strauss** writes on housing and poverty. She is a freelance writer.
- **Ben Werner** writes on housing. He is a journalist.

*Income and Expense Statement
Inception to May 2017*

D.C. Policy Center Inception to Date Statement of Income and Expenses										
	Trough Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	TOTAL
Income										
Donations and Contributions	\$165,000	\$31,000	\$137,500	\$50,000	\$55,000	\$10,000	\$0	\$25,000	\$15,000	\$488,500
Expense										
Salaries and Benefits										
Salaries and Wages	\$3,846	\$16,667	\$16,667	\$16,667	\$21,458	\$33,077	\$32,500	\$32,500	\$32,500	\$205,881
Payroll Taxes	\$0	\$0	\$0	\$0	\$1,713	\$2,804	\$2,570	\$2,483	\$2,471	\$12,040
Retirement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000
Health Insurance	\$0	\$0	\$0	\$4,290	\$1,360	\$1,360	\$1,360	\$4,761	\$4,761	\$17,892
Dental Insurance	\$0	\$0	\$0	\$0	\$70	\$70	\$70	\$327	\$327	\$863
Total Salaries and Benefits	\$3,846	\$16,667	\$16,667	\$20,957	\$24,601	\$37,311	\$36,500	\$40,070	\$41,058	\$237,677
Office Operations										
Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies & Equip	\$278	\$0	\$0	\$0	\$201	\$0	\$0	\$0	\$0	\$479
Telecom	\$0	\$0	\$160	\$0	\$160	\$80	\$0	\$80	\$160	\$640
IT & Network Admin	\$0	\$5,977	\$0	\$0	\$3,912	\$1,791	\$0	\$0	\$0	\$11,679
Website Hosting	\$0	\$20,000	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$35,000
Subscriptions	\$0	\$0	\$1,775	\$0	\$0	\$0	\$0	\$0	\$0	\$1,775
Travel & Transportation	\$0	\$0	\$30	\$0	\$164	\$106	\$0	\$94	\$136	\$530
Meeting Expense	\$0	\$0	\$345	\$0	\$316	\$178	\$0	\$108	\$163	\$1,110
Writing Services & Fellow Stipends	\$1,627	\$0	\$0	\$1,000	\$500	\$5,000	\$4,000	\$3,500	\$5,000	\$20,627
Office Operations	\$1,905	\$25,977	\$2,310	\$1,000	\$5,254	\$7,154	\$19,000	\$3,782	\$5,459	\$71,840
Total Expense	\$5,751	\$42,643	\$18,977	\$21,957	\$29,855	\$44,465	\$55,500	\$43,852	\$46,517	\$309,517
Net Income	\$159,249	(\$11,643)	\$118,523	\$28,043	\$25,145	(\$34,465)	(\$55,500)	(\$18,852)	(\$31,517)	\$178,983

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