

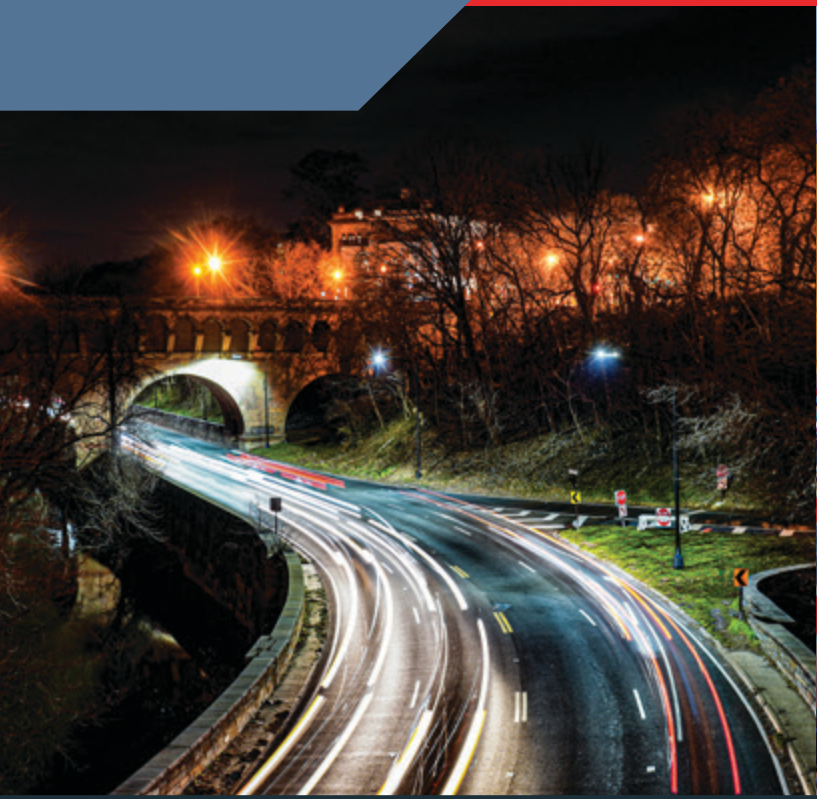
2019

ANNUAL REPORT



D.C. POLICY

CENTER



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OUR MISSION

The D.C. Policy Center is a non-partisan, independent think tank focused on advancing policies for a vibrant and growing economy in the District of Columbia. We are dedicated to providing objective, targeted, and high-quality data analyses to support a rigorous and productive policy debate for the District.



We are pleased to have been selected by the Catalogue for Philanthropy as one of the best non-profits in the Washington, D.C. region. Catalogue members are rigorously vetted, so you can be confident we are spending your contributions wisely.

Our thanks to Ted Eytan, who has opened his entire photography library to the D.C. Policy Center. Except on page 13, photos throughout this report are by Ted Eytan or Aimee Custis. Cover photo by Ted Eytan.

FROM THE CHAIRMAN & THE EXECUTIVE DIRECTOR

Dear Supporter of the D.C. Policy Center:

As we write this letter, people across the Washington, D.C. metropolitan area and around the globe are sheltering at home and social distancing in response to COVID-19. While we did not anticipate that a global pandemic would be a central focus for the D.C. Policy Center's fourth year, we are proud of our contribution to the efforts to safely and responsibly weather this once-in-a-century event, and to reopen the District's economy and begin the recovery once it is safe to do so.

We are also witnessing the outcry that has followed the killing of George Floyd in Minneapolis on Memorial Day. Thousands of peaceful demonstrators took to the streets in the District and throughout the country, demanding an end to systemic racism and social injustice. We stand with them.

These events have in many ways brought into sharp focus the value and importance of the D.C. Policy Center: original, data-driven research and analysis laser-focused on the District of Columbia, that can both rapidly respond to new, evolving circumstances like the novel coronavirus, but also track and dig deeply into long-term, vexing policy issues that are seen in bold relief during a crisis, and which can only be addressed in systemic terms including housing, education, job creation, and health care.

At the same time, we want to be sure not to overlook the breadth and depth of work the Policy Center has undertaken in the past year unrelated to these riveting events: the launch of our Competitiveness Initiative with the *2019 State of Business: Building a Competitive City* report; the release of *Appraising the District's Rentals*, a major follow-up to our seminal *Taking Stock of the District's Housing Stock*; and our Education Policy Initiative's first annual *State of D.C. Schools*.

Now more than ever, in this time of great uncertainty, the D.C. Policy Center urgently needs the steadfast support that only you, our loyal donors and supporters, can provide. If you can, we hope that this year you will make your contributions a few months early, or slightly larger, as your circumstances allow. Every dollar, as you will see in this report, is carefully stewarded and goes directly to the Policy Center's important work.

Thank you for your support!



Charles "Sandy" Wilkes
Chairman of the Board



Yesim Sayin Taylor
Executive Director



2019-2020 Research & Impact

In our fourth year of operations, the D.C. Policy Center's work focused on regional competitiveness, education, housing, and since March of 2020, on the impacts of COVID-19 and the need to generate timely data to support decision makers.

COMPETITIVENESS INITIATIVE

The District of Columbia's role in the Washington metropolitan area's economy is changing. Historically, the District has been the center of employment in the region. Until recently, its unique strength was the presence of a large federal workforce. But now,



▲ Executive Director Yesim Sayin Taylor speaks on the State of Business panel at the DC Chamber of Commerce's State of the District event at UDC in October 2019. The panel, which included Council Chairman Phil Mendelson and DC Chamber of Commerce CEO Vincent Orange, launched the Policy Center's Competitiveness Initiative.

federal activity is shrinking -- both in the District and the region. The District has managed this transition well. It now holds the largest share of private sector jobs in the region. The pandemic-induced economic shock has amplified risks of this transition, however, and may have a lasting impact on the District's ability to attract residents, workers, and businesses.

To help unpack regional economic dynamics and their implications for the District and its policies, we launched our Competitiveness Initiative on intra-regional business patterns and competitive dynamics in the Washington metropolitan area. A series of ongoing reports and papers have examined and taken a fresh look at the regional entrepreneurship landscape, shifting trends, business mobility, and job and workforce flows.

State of Business Report

For the third consecutive year, we collaborated with the DC Chamber of Commerce on its annual State of Business report. The 2019 report, *Building a Competitive City*, launched our Competitiveness Initiative and expanded the notion of competitiveness by focusing on factors that make the city attractive to businesses, workers, and residents. We published data on how and when firms, workers, and residents move; and how economic opportunities benefit, or fail to support, low-income residents, people of color, and women. Since its publication in October, this framework of 'attracting businesses, workers, and residents, all at once' has helped shape the how D.C. decisionmakers think of competitiveness.

Business conditions and legacy businesses

Directly related, our testimony on three initiatives supporting legacy businesses helped the D.C. Council



▲ Panelist Marci Young, President of the Flamboyant Foundation, speaks about D.C. public and public charter school progress and indicators at our State of D.C. School launch event in January 2020, which was attended by approximately 120 local decisionmakers, stakeholders, educators, and parents.

and the advocacy community to reflect more broadly on business conditions. We continue to work with Council staff by providing the kinds of data and analysis needed to craft thoughtful business policies that support a growing and equitable city.

COVID-19 PANDEMIC & RECOVERY

The COVID-19 pandemic profoundly changed the District's economy in a matter of weeks. The D.C. Policy Center devoted significant resources to track its impact. We conducted two impact surveys—one on small businesses and one on nonprofits—and shared our findings both with the public and with the D.C. government to help shape the city's response. We tracked key events, federal legislation, and Council response to the crisis in the form of emergency legislation. We wrote about the underlying health characteristics which can

help explain the disparate impacts of COVID-19 in different parts of the city. We looked at where it might be harder to reopen and recover given the variation in household sizes, the dependency of the workforce on public transportation, impact by employment sector, and uneven access to healthcare. We tracked the impacts on the city's budget, unemployment, and other economic activity.

D.C. Voices

Our Education Policy Initiative launched a series, D.C. Voices, chronicling the experiences of those on the ground responding to the shift to distance learning that the pandemic necessitated. Tackling issues such as mental health supports and teacher retention and recruitment, the series, which began as a response to COVID-19, has received overwhelming positive feedback as a needed highlight of stakeholder and practitioner voices. We plan to continue and expand the series in the future.

▼ During the eight weeks following the arrival of the COVID-19 pandemic, we produced over a dozen publications on pandemic response, unemployment, health policies, and inequities brought into stark relief by the virus.



EDUCATION POLICY INITIATIVE

In 2019 and 2020, the Policy Center’s Education Policy Initiative research focused on inclusion, diversity and equity in D.C.’s public schools, centering on the question: How are schools creating opportunities for every student in the District?

We have launched an education fellows program that includes external independent academics, researchers, journalists, and policy practitioners to share new data-driven analyses on cornerstone topics to inform education policy discussions in D.C.

Education Research-Practice Partnership

We continued to expand the research role of the Education Policy Initiative. Over the past year, we have engaged schools on what they seek from the District’s planned Education Research-Practice Partnership and shared their feedback with policymakers.

State of D.C. Schools

Building on a strong foundation of our reports on how D.C.’s schools are changing as the city

is growing, we produced our first *State of D.C. Schools* report, providing a systemwide overview of education in the District in order to show where D.C.’s traditional public and public charter schools have made progress and where targeted improvements are still necessary. The report, released in January 2020, influenced D.C. budget conversations that ultimately resulted in a three percent increase to the per student funding formula in a challenging budget season.

Access to schools that level the playing field

To highlight schools that are moving the needle for at-risk students, we published *Access to schools that level the playing field for D.C.’s at-risk students*. The report coined the term ‘leveler school’ for schools closing the achievement gap for at-risk students—a term that has now been adopted by many schools themselves. The report went on to be featured in a broadcast of the Kojo Nnamdi Show.

Out of School Time

Commissioned by the United Way on behalf of the District’s Deputy Mayor for Education, our March 2019 report, *Funding Landscape of Out-of-School Time Programs in the District of Columbia*, surveyed the funding landscape of out-of-school time (OST) programs in the District. It explored where funding for OST programs comes from, where funds are distributed, and how they are used. The report also explored the potential fiscal needs of possibly expanding OST programs, opportunities that are available to expand and better use existing funds, and bottlenecks that might impair expansion efforts.



◀ *Education Policy Initiative Director Chelsea Coffin listens as a panelist at a May 2019 event commemorating the the 65th anniversary of *Bolling v. Sharpe*, which challenged school segregation in the District and was one of five cases rolled into the landmark *Brown v. Board of Education* decision.*

HOUSING & LAND USE

Housing has continued to be a key focus of District decisionmakers, and thus the Policy Center, as revisions to the Comprehensive Plan have progressed, rent control regulations have come up for renewal, and Mayor Bowser announced the District's ambitious new housing goals. We continued to build our reputation for substantive housing analysis: from our testimony on rent control, to our comparison of density between Wards 3 and 6, to our much-discussed look at how a land value tax could work in D.C., and our database of the city's planned unit developments (PUDs), our housing analysis continued to help steer the policy conversation.

Appraising the District's Rentals

In March 2020, we released *Appraising the District's Rentals*, a major follow-up to our 2018 *Taking Stock*



▲ Yesim Sayin Taylor, Executive Director, moderates a panel discussion on housing issues with DHCD's Polly Donaldson and DC Council Chairman Phil Mendelson at the Federal City Council's Trustees meeting in December 2019.



▲ Deputy Director of Policy Kathryn Zickuhr delivers testimony on B23-0038, "Racial Equity Achieves Results Amendment Act of 2019," before the D.C. Council Committee on Government Operations in April 2019.

of the District's Housing Stock. The new report provides a comprehensive picture of the District's rental housing in order to evaluate its capacity to create economically inclusive neighborhoods in the District of Columbia. It combines multiple data sources to estimate the number and type of rental units, the buildings that hold them, and the rents that prevail at different types of rentals across the city.

The report provides extensive data on rental apartment buildings including the rent-controlled stock, as well as units being rented outside rental apartment buildings, such as condominiums, single-family homes, and flats.

The report also introduces and models a policy idea, called *Inclusionary Conversions*, which has the potential to bring more dedicated affordable housing units to those parts of the city where they are the most difficult to build.

Reports, Publications, & Testimony

From January 2019 through May 2020, the D.C. Policy Center produced over 75 publications and reports, and testified before government bodies a dozen times. A complete listing by subject area follows. Though most of our work fits into multiple categories, each piece is listed only once.

Competitiveness & Business Dynamics

- How many small businesses are in D.C.?
- The District's population grew for the 14th year in a row, but at a weaker rate
- New business formation and survival across the Washington metropolitan region
- The impact of occupational licensing requirements in D.C.
- D.C. lags behind the rest of the metropolitan area in business ownership rates for women
- How can D.C. become more competitive within the Washington metropolitan area?
- 2019 State of Business: Building a Competitive City
- Building the ecosystem for Black women entrepreneurs in D.C.
- New survey data show D.C. employment is underperforming compared to the region
- Growing labor demand in D.C. is driving up wages
- Trends in federal employment in D.C.
- Chart: Deed tax revenue in D.C.

District of Columbia Budget

- The District's Proposed Fiscal Year 2020 Budget Is a Harbinger of Great Fiscal Reckoning
- Commentary: DC's budget is growing at a faster pace than economic fundamentals can support

COVID-19

- Pandemic-induced unemployment has hit the District's Hispanic, Latino, and younger workers more intensely
- Reopening and recovery will look different across the District of Columbia
- How COVID-19 is affecting nonprofits in the D.C. area
- How COVID-19 is affecting small businesses in D.C.
- COVID-19: At-risk populations in the District
- How D.C. is responding to COVID-19

- Initial national and state education policy changes in response to COVID-19
- These provisions of the federal COVID-19 legislation support and supplement state unemployment programs
- COVID-19 pandemic and the District of Columbia: What to expect?
- A timeline of the D.C. region's COVID-19 pandemic

Housing

- Appraising the District's Rentals
- Database of D.C. Planned Unit Developments (PUDs)
- Roughly 36 percent of D.C.'s rental housing units are rent-stabilized
- The economic costs of land use regulations
- Land Value Tax: Can it Work in the District?
- D.C. single family neighborhood density: Ward 3 versus Ward 6
- Single-family zoning and neighborhood characteristics in the District of Columbia

Education

- D.C. Voices: Teacher retention and recruitment during the pandemic
- D.C. Voices: Mental health supports during school closures
- D.C. Voices: The challenges of distance learning
- Resources for the D.C. student and education community to stay informed and safe as COVID-19 spreads
- Student achievement is on the rise, but critical gaps persist
- When students don't feel safe in the neighborhood: How can schools help?
- What D.C. schools need to do to tackle chronic absenteeism
- State of D.C. Schools, 2018-19
- New D.C. education data show how school choice plays out across wards
- More difficult to get a spot at D.C.'s leveler schools

- Access to schools that level the playing field for D.C.'s at-risk students
- Even for early grades, there is a weak link between where families live and where students attend school
- D.C.'s disconnect between citywide enrollment growth and neighborhood change
- Enrollment still expected to increase despite slower population growth in D.C.
- Funding sources and expenditure patterns of out-of-school time programs in the District of Columbia

Race & Equity

- Applying a racial equity lens to fines and fees in the District of Columbia
- Hate crimes in D.C.
- Pharmacy access varies greatly across D.C.
- The rise and demise of racially restrictive covenants in Bloomingdale
- Beyond diversity to equitable, inclusive schools
- Racial and ethnic diversity over time in D.C.'s schools
- Battling Racial Discrimination in the Workplace

Demographics

- 2020 Census self-response rates in the Washington, D.C. region
- How the spatial distribution of education levels in the region has changed since 1970
- How the region's racial and ethnic demographics have changed since 1970
- How household incomes in the D.C. area have changed since 1980
- D.C. is hard to count. Here's where officials could target efforts for the 2020 Census.
- How the D.C. area's population density has changed since 1970
- Mapping segregation in D.C.

Transportation

- The regional transit proposals that predated Metro, from express buses to monorails
- What is the impact of fare evasion in D.C.?
- Where the Washington region achieves walkable density
- Transportation is more than traffic: Measuring the impact of development on walkability

- For circumferential transit in the District, try crosstown bus lanes
- Here's where rapid bus service could best connect Maryland's suburbs
- Northern Virginia needs better suburb-to-suburb transit. Here's where rapid bus service could help.
- Why it makes sense to extend the Purple Line to Largo, but not National Harbor
- The best way to build a Purple Line link between Bethesda and Tysons Corner
- Our region needs better suburb-to-suburb transit, but a Metro loop isn't the best option
- Why the Washington region needs better suburb-to-suburb transit
- How can D.C. make bikesharing family-friendly?

D.C. History

- The history and evolution of Anacostia's Barry Farm
- The history of Deanwood's local foodscape
- Race and real estate in mid-century D.C.

Testimony

- Testimony from Chelsea Coffin on the Critical Risk Rate School Funding Designation Act of 2019
- Testimony of Chelsea Coffin, D.C. SBOE Public Meeting
- Testimony on the Removing Barriers to Occupational Licensing for Returning Citizens Amendment Act of 2019
- Testimony from Executive Director Yesim Sayin Taylor on the Rental Housing Act Extension Amendment Act of 2019
- Testimony from Executive Director Yesim Sayin Taylor on the Small and Local Business Assistance Amendment Act of 2019
- Testimony from Chelsea Coffin on the Master Facilities Plan Approval Resolution of 2019
- Testimony from Executive Director Yesim Sayin Taylor on the Fiscal Year 2020 Budget Proposal
- Testimony on the Racial Equity Achieves Results Amendment Act of 2019
- Testimony on the Access to Public Benefits Amendment Act of 2019
- Testimony of Executive Director Yesim Sayin Taylor on Confirmation of State Superintendent of Education Hanseul Kang
- Testimony of Executive Director Yesim Sayin Taylor on the Department of Consumer and Regulatory Affairs



About the D.C. Policy Center

The D.C. Policy Center is a 501(c)(3) nonprofit advancing policies for a strong and vibrant economy in the District of Columbia. We are committed to providing objective, high-quality data analyses to support wide-ranging and productive policy debate in the District.

WHO WE ARE

We are independent, nonpartisan, and open-minded.

We believe any idea can be debated and possibly improved, and that people can disagree without being disagreeable. Accordingly, our research is shaped by data, not by ideology.

We have an unwavering focus on the District of Columbia, its residents, its economy, and its place in the region.

We track population, jobs, wages and income, changes in industry structure, business conditions, housing fundamentals, activities in key industries, and changes in demography. We put the District's local and regional strengths and weaknesses in context, tracking opportunities for regional collaboration, and reflecting on the dynamics of intra-regional competition.

We are most interested in the city's long-term growth, and its social and economic outcomes.

We believe sustainable growth requires longer-term policies that can break racial and income barriers.

We have a broad agenda.

We cover as many issues as resources allow, in order to promote sound policies that fit the economic realities of the District. We believe health, education, workforce development, criminal justice, transportation, and housing policies are as central to growth as overarching economic and fiscal policies.

We work across all sectors.

We bring together policymakers, employers, industry leaders, community advocates, and civic leaders to share and seek ideas, as they create coalitions to advance comprehensive policies for a strong, competitive, and inclusive city.

WHAT WE DO

We undertake rigorous research.

Our research is original, unbiased, and informative.

We engage in constructive dialogue and debate.

We keep track of local policy priorities to ensure that our research is relevant, meaningful, and speaks directly to the current policy environment. We testify at hearings, brief elected decisionmakers and other stakeholders, and engage with other research organizations and advocacy groups. Our data and analyses have been used by D.C. government agencies, the D.C. Council, and a wide array of research and advocacy groups across the District.

We provide the intellectual capital that fuels coalitions.

Our primary audience includes key members of the District's policy world who collectively shape the direction of policy in the District, such as the

Mayor and her executive branch appointees; Councilmembers and their staff; career civil servants; and engaged advocates, employers, business groups, associations, academics, and analysts. Policymakers are our natural allies and our most effective partners.

We proactively engage employers in local policy.

Through the active engagement of our Board of Directors, we are able to ensure that the leaders of the District's major industries, including nonprofit organizations, are not missing opportunities to generate creative, comprehensive solutions to the challenges that remain. We work closely with employers and are well-positioned to bring them into conversations about D.C.'s future, which, in turn, creates more opportunities for the District's many stakeholders to come together to find common ground.

HOW WE'RE DIFFERENT

We are focused on providing research of the highest standard.

Free from a particular political orientation or ideology, we compete in the "marketplace of ideas" to promote policy of the highest merit. Integrity of data and analyses is our primary concern, regardless of the consequences of where truth takes us.

We have a broad view of policy.

Unlike single-issue organizations, we explore a sweeping range of interconnected policy issues through a wide lens. These include housing, education, the economy, the business environment, fiscal conditions, transportation, poverty, racial equity, and health, among other important subjects.

We work to enhance the quality of policy deliberations across the entire city.

We continuously seek feedback from civic and industry leaders and policy experts on our studies, and readily share our data, analyses, and findings with anyone interested in fact-based, intellectually rigorous approaches to policy.

We are effective.

We have established a reputation for timely, high-quality, data-driven policy analysis, as measured by media citations, use of our work by other organizations, our public profile, our online readership, and the attention of policymakers.

LOOKING FORWARD

The COVID-19 pandemic has put a spotlight on areas where the District is strong, and areas where there is more work to do. Thankfully, the city's strong reserves and prudent financial management have bought approximately two years during which government services can continue without significant cuts or revenue raisers. However, the city's future depends upon surviving the economic crisis while keeping the District growing, inclusive, and competitive. In a single month, mid-March through mid-April, private sector employment lost eight years' worth of growth, and its resurgence hinges on whether employers who cut back workers will be able to bring them back quickly.

The pandemic also exposed deep inequalities and economic fragility across the District. While the city tried to put in place measures that can help support households through the worst of the crisis, we believe that building an inclusive and resilient city requires a long-term vision.

Accordingly, we are spending much of 2020 working on analysis, publishing research, and producing policy proposals that can help preserve

capacity across the District's households and employers, so when it is time to reopen and bounce back, they can. Finally, even in full recovery mode, the District may face a slower path of recovery if the pandemic permanently alters what has historically been important to residents, businesses, and workers. A decline in the importance of business location, a loss of commuters and related economic activity, or an impaired demand for office space in the District of Columbia will make recovery harder. The most important role for policy during these times is to increase future opportunity and support recovery.

Advancing growth-focused policies for the District requires creative ideas, sound strategy, direct and regular engagement with lawmakers, and hard work. Building on our strong publication record, we will continue engaging policy leaders and elected officials through events, testimony, and convenings. We will also grow our Fellows program, continue to increase our resources, and strengthen our public presence.

We hope you will continue to support us in our endeavors.



**D.C. POLICY
CENTER**

Housing Booms Don't Last Forever

Given the amount of construction that has happened in the District in the last fifteen years, it is easy to forget that for about 35 years—between 1965 and 2000—the city added almost no multifamily housing buildings. This long pause in housing production is one of the reasons why the District lacks affordable housing today. It is also a reminder that when a unique set of circumstances (growing population, a robust economy, low interest rates, etc.) align to produce a boom, the city should do its best to take advantage of it to expand housing.

One third of the rental apartment units and 40 percent of the rental apartment buildings that serve D.C. residents today were constructed before 1946, during a period of continuous population increase that began before the turn of the 20th century and lasted through the end of World War II. Construction activity was still strong between 1946 and 1965, as the city's population

stabilized after its 1946 peak. However, it came to a virtual stand-still beginning in the late 1960s and this standstill continued through 2000; only about 6,000 of the rental apartment units that serve residents today were built during that period.

The District's population began rebounding in 2000, and since then D.C. has experienced one of its strongest periods of rental apartment production, despite the Great Recession. During the past 20 years, the city has added 375 new apartment buildings (12 percent of all rental buildings in the District) with 34,000 units (almost one quarter of all units). We do not know if this will continue or not. While the construction pipeline looks strong, risks are higher today than before.

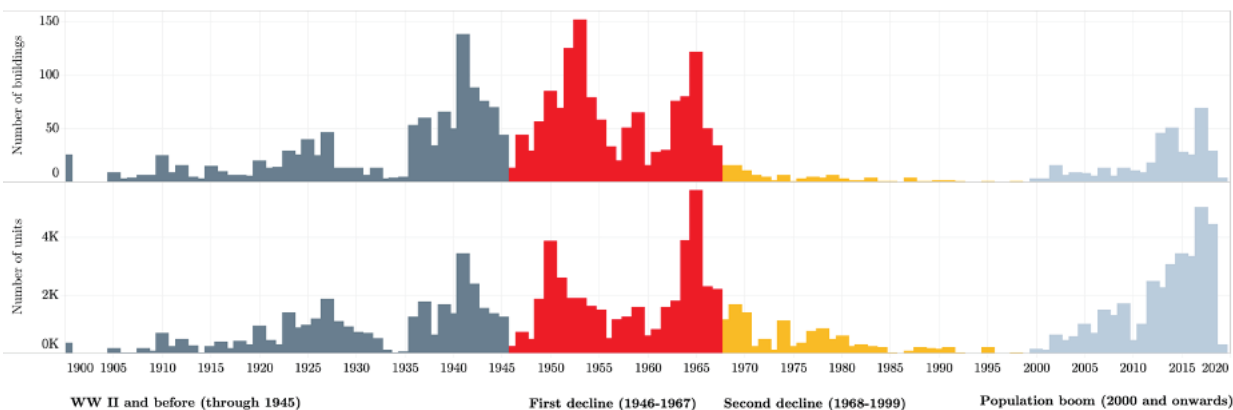
We are grateful to Apartment and Office Building Association of Metropolitan Washington (AOBA) and the Urban Impact Capital Fund for providing support for this research.

D.C.'s population and rental apartment construction since 1900

District population: 1900 to 2019



Construction activity by year



Source: U.S. Census Bureau, Resident Population in the District of Columbia, retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/DCPOP>, February 29, 2020. Integrated Tax System Public Extract, combined with information from Computer Assisted Mass Appraisal files (residential, condominium, and commercial) and master address repository.



Human Capital

We are pleased to introduce these additions to our Board of Directors, staff, and independent researchers.



BOARD OF DIRECTORS

CHANELL AUTREY

Chanell Autrey joined the Board of Directors in January 2020. She is currently the Senior Director of Government and Community Affairs for Monumental Sports & Entertainment. Previously, she spent five years on the staff at the Council of the District of Columbia. A graduate of Pennsylvania State University and the George Washington University Law School, Ms. Autrey began her professional career as an Assistant Public Defender in Baltimore and is an active member of the Maryland Bar Association.



STAFF

EMILIA CALMA

Emilia Calma joined the staff in June 2020 as Deputy Director for Policy & Research. She has previously served as the Co-Director of the Policy Innovation Lab at Georgetown's McCourt School of Public Policy, a Fellow at the Montgomery County Council, and spent time in the office of D.C. Councilmember Kenyan McDuffie. A graduate of Carleton College and the McCourt School of Public Policy, her research interests include health equity, social policy, and sustainability opportunities for urban centers.



STAFF

ANGELA CHARLES

Angela Charles joined the staff in January 2020. As Operations Associate, Ms. Charles is responsible for day-to-day administrative and financial operations and manages accounting. A native of Immokalee, Florida, she is seeking to deepen her knowledge and understanding of nonprofit management in service of one day directing her own nonprofit.



STAFF

TANAZ MEGHJANI

Tanaz Meghjani joined the staff in September 2019 as an Education Analyst. In this role, she conducts data analysis and works to support our Education Policy Initiative. Since joining the Policy Center, she has assisted on several major publications including *State of D.C. Schools*, and helped launch our new series *D.C. Voices*, which examines how COVID-19 has impacted the education community in the District. Her research interests include inequity in education and long-term outcomes for disadvantaged students.

Wilkes Fellowship & Scholars

The Wilkes Fellowship and Scholars program, endowed by generous gifts from The Wilkes Company and Quadrangle Development Corporation, provides resources to young researchers in support of our mission of producing objective, targeted, and high-quality data analyses to support robust and productive policy debate in the District. In addition, the Wilkes Fellow is one-year appointment, with the Fellow contributing to and partaking in the intellectual life of the Policy Center. We are pleased to welcome the inaugural Wilkes Fellow & Scholars.

WILKES SCHOLAR

YANESIA NORRIS

Yanesia Norris is a researcher currently engaged in data analysis at a District public charter school. Her professional interests include education and education policy, and the new “normal” when the COVID-19 pandemic is over. She is passionate about education and education policy, specifically the ways in which educational inequity most impacts Black girls. As part of our Education Policy Initiative, Ms. Norris’s work as a Wilkes Scholar will focus on risk factors that might make children in D.C. more vulnerable to adverse impacts from COVID-19.

WILKES SCHOLAR

ABRAHAM SONG

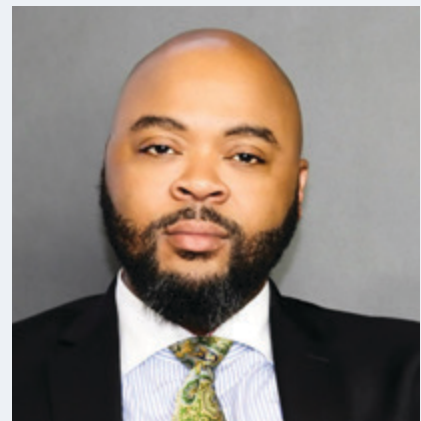
Abraham Song holds a Ph.D. from the Schar School of Policy and Government at George Mason University. His work was awarded the Provost’s Office Dissertation Fellowship and the Vernon E. Jordan, Jr. Doctoral Fellowship. As a Wilkes Scholar, Song’s work focuses on topics of economic development in the Washington metropolitan area; specifically, the

emergence of ICT and biotech clusters, and Amazon’s arrival in the region.

WILKES FELLOW

THEODORE WILHITE, J.D.

Theodore Wilhite is a candidate for the LLM in Dispute Resolution at the Straus Institute for Dispute Resolution at Pepperdine’s Caruso School of Law. He earned his JD from the David A. Clarke School of Law at UDC, serving as President of the Student Bar Association and on the university’s Board of Trustees. He has given more than 600 legal clinic hours on behalf of the District’s most vulnerable residents as the primary counsel on civil litigation matters involving eviction defenses, habitability actions, and other real property matters including fair housing. He has worked with the District government in the areas of land use and planning, data science, public policy, and human capital and workforce development; as well as having been a National Trust of Historic Preservation Fellow. As a Wilkes Fellow, Mr. White is studying conflicts within the District that contribute to adverse health, socio-economic, justice and civil rights outcomes for Black residents.



Left to right: Yanesia Norris, Abraham Song, Theodore Wilhite. Photos provided by the subjects.

Audited Financials

STATEMENT OF FINANCIAL POSITION

December 31, 2019

ASSETS

CURRENT ASSETS	\$400,281
Cash	\$305,281
Current portion of unconditional promises to give	\$95,000
LONG TERM ASSETS	\$78,049
Unconditional promises to give less current portion	\$78,049
TOTAL ASSETS	\$487,330

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	\$46,334
Accounts payable	\$13,998
Accrued payroll	\$12,036
Deferred revenue	\$20,300
NET ASSETS	\$431,996
Without donor restrictions	\$213,947
Accrued payroll	\$218,049
TOTAL LIABILITIES AND NET ASSETS	\$478,330

STATEMENT OF CASH FLOWS

Year Ended December 31, 2019

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net assets	\$333,323
Adjustments to reconcile change in net assets to net change in cash	
Increase in assets	
Unconditional promises to give	(\$97,049)
Increase in liabilities	
Accounts payable	\$13,998
Accrued payroll	\$12,036
Deferred revenue	\$20,300
Net change in cash	\$282,608
Cash at beginning of year	\$22,673
CASH AT END OF YEAR	\$305,281

STATEMENT OF ACTIVITIES

Year Ended December 31, 2019

	Without donor restrictions	With donor restrictions	Total
SUPPORT AND REVENUE			
Contributions and grants	\$943,218	\$258,049	\$1,201,267
Paid research	\$114,050	--	\$114,050
TOTAL SUPPORT AND REVENUE	\$1,057,268	\$258,049	\$1,315,317
EXPENSES			
Research	\$579,950	--	\$579,950
Management and general	\$237,575	--	\$237,575
Fundraising	\$164,469	--	\$164,469
TOTAL EXPENSES	\$981,994	--	\$981,994
NET ASSETS RELEASED FROM RESTRICTIONS			
Expiration of time restrictions	\$60,000	(\$60,000)	--
Satisfaction of purpose restrictions	\$164,173	(\$164,173)	--
NET ASSETS RELEASED FROM RESTRICTIONS	\$224,173	(\$224,173)	--
Change in net assets	\$299,447	\$33,876	\$333,323
Net assets at beginning of year	(\$85,500)	\$184,173	\$98,673
NET ASSETS AT END OF YEAR	\$213,947	\$218,049	\$431,996

STATEMENT OF FUNCTIONAL EXPENSES

Year Ended December 31, 2019

	Research	Management & General	Fundraising	Total Expenses
Personnel	\$487,315	\$192,057	\$142,401	\$821,773
Professional fees	\$26,226	\$10,184	--	\$36,410
Office expenses	\$2,737	\$2,638	\$800	\$6,175
Conferences and meetings	--	\$5,456	--	\$5,456
Insurance	\$2,476	\$976	\$724	\$4,176
Occupancy	\$44,831	\$17,669	\$13,100	\$75,600
Advertising	--	\$2,146	--	\$2,146
Information technology	\$16,365	\$6,449	\$4,782	\$27,596
Travel	--	--	\$2,662	\$2,662
TOTAL EXPENSES	\$579,950	\$237,575	\$164,469	\$981,994

NOTES ABOUT OUR FINANCES

The D.C. Policy Center's fiscal year runs January 1 - December 31. From its founding in 2016, through December 31, 2018, the D.C. Policy Center was a fiscally-sponsored project of the Federal City Council, a 501(c)(3) nonprofit organization. As of January 1, 2019, the Policy Center operates 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.

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

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