



2018 Annual Report

*Secretary of Defense James Mattis meets with
WPC Young Professionals members at the
Tri-Cities Summer Social.*



A note from the chairman....

This is my first full year as Chair of Washington Policy Center. I became active in WPC after coming to one of their events. I saw a room packed with concerned citizens seeking ways to solve our toughest policy problems with free-market solutions and respect for individual liberty. At that moment, in the midst of downtown Seattle, I realized there was hope. If a crowd like that can gather in Seattle, there was hope for every corner of the state! In the years since, WPC has provided much more than hope: we have generated results. Our research and ideas have changed state policy and have positively impacted the lives of every citizen. Since then, I've been honored to devote my time and efforts to this essential institution. As you will see in this Annual Report, WPC is tireless in its efforts to make Washington a better place to start a business and raise a family. Our accomplishments are all the more remarkable given the ideological climate of the state. Our mission has only begun. I hope that in reading this report WPC inspires you as it has me.

Sincerely,

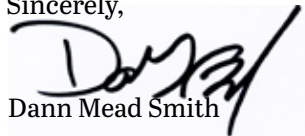


John Otter

A note from the president....

Thank you for taking the time to review our 2018 Annual Report. Within, you will read about our accomplishments on several policy fronts and learn about our events held throughout the state. These are just the highlights. Our work is much broader than this. As a free-market think tank in Washington State, we expect to face challenges. But we stand firm in our belief that Washington is a better state for all when opportunities are expanded and markets, not politicians, pick winners and losers. When you read of our accomplishments and the work of our great staff, I hope you are as encouraged as I am for what the future holds. We are grateful to our supporters across the state that make our work and impact possible.

Sincerely,



Dann Mead Smith



WPC Chairman John Otter speaks at the 2018 Annual Dinner in Bellevue.



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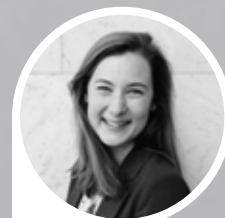
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Mariya Frost
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Jason Mercier
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Todd Myers
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Center for the Environment



Erin Shannon
Director,
Center for Worker Rights



Roger Stark, MD
Health Care Policy Analyst

Policy Victories

- WPC's work against any income tax for Washington continued and led to the defeat of capital gains taxes in the Legislature. At WPC's urging, Congressman Newhouse obtained IRS clarification on the nature of the capital gains tax. The IRS unequivocally confirmed it is an income tax, strengthening arguments against the tax.
- A state effort to implement a carbon tax by initiative was defeated. WPC research was heavily relied on by the opposition to the tax. WPC's "carbon tax calculator" allowed tens of thousands of individuals to calculate what the tax would cost their families.
- WPC work was prominent in the defeat of public officials' efforts to shield themselves from disclosure laws.
- The constitutionality of charter schools was affirmed by our state supreme court, ending years of ambiguity as to their future. This victory firmly establishes charter schools within our public school framework and enables charter schools and the families that choose them to plan for the future.
- WPC analysis led to major print, radio and television coverage of deficiencies with the Ben Franklin Transit system in Tri-Cities.
- WPC exposed threats to the popular school choice program Running Start, which mobilized support and saved the program in the Legislature.
- WPC analysis and exposure of errors in a study supporting removal of lower Snake River dams resulted in front page headlines in *The Tri-City Herald* and *Lewiston Tribune* and decimated the arguments in favor of dam removal. U.S. Congresswoman Cathy McMorris Rodgers praised WPC work on this issue when the U.S. House passed a bill to protect the lower Snake River dams.
- The U.S. Supreme Court *Janus* decision affirmed the First Amendment rights of public employees. In coordination with the Freedom Foundation, WPC's marketing campaign was launched to inform state and local government employees of their right to opt-out and not pay union fees. Tens of thousands of dollars that would have been seized to benefit government union priorities is now kept in the paychecks of workers.

2018 MEDIA IMPACT

WPC's work appeared in over 250 publications in 2018 including:



... and many more local and national publications

PUBLICATIONS

2,750	Total Media Hits
71	Research Publications
69	Op-Eds
319	Blogs

16,640
followers across social media platforms

13.6%
increase in Facebook followers

7.8%
increase in Twitter followers

28.9%
increase in LinkedIn connections

211,676
unique visitors to washingtonpolicy.org

Events

Over 5,000 attendees enjoyed 55 WPC events held across the state.

Annual Dinner

WPC's Annual Dinner events attracted more than 2,400 business and community leaders, elected officials, and young professionals raised a record \$1.4 million to support WPC's work and increase the impact we are having in our state. Newt Gingrich was the keynote speaker at the Western Washington event while Eastern Washington attendees heard former vice presidential candidate Joe Lieberman on education reform. *The Wall Street Journal's* Kimberley Strassel was a featured speaker at both events.

Solutions Summit Policy Conference

Over 500 community, business and policy leaders gathered in Bellevue and Spokane to have meaningful discussions about solutions to our state's most pressing policy issues at our two-day statewide conference. Among other policy experts, attendees heard from Mark Janus, lead plaintiff in the landmark Supreme Court case *Janus v. AFSCME*. the case was decided in his favor shortly after the event.

Farm to Free Market Dinner

We hosted our second annual Farm to Free Market agriculture policy dinner in the Tri-Cities. Attendees heard from Maurice McTigue, a former cabinet minister and member of parliament in New Zealand. McTigue was one of the architects of the "New Zealand miracle," which dramatically reformed the country's government and economy by implementing market-driven, pro-growth policies.

Young Professionals Gonzaga University Debate

WPC's Young Professionals club at Gonzaga University hosted a debate asking the question: "What is the Right Direction for America? More Government or Less Government?" Expert panelists on both sides contributed to a lively debate. Afterwards, columnist Sue Lani Madsen praised the event in *The Spokesman Review*: "Less demonizing, more seeking common ground. The WPC Young Professionals nailed it."

Legislative Reception

We held our second annual WPC Legislative Reception in Olympia to increase our presence at the Capitol during the legislative session. The reception strengthened relationships among our board members, staff, and legislators.

Pillar Society Dinner Series

We expanded upon our Pillar Society Summer Dinner Series, hosting six dinners at the homes of generous Pillar Society Members. Each dinner event was an exclusive, small gathering of our top supporters for a conversation with a featured guest speaker. Speakers included William Messenger, Lead Attorney for *Janus v. AFSCME*, Michelle Rhee, former Chancellor of DC Schools, radio host and bestselling author Michael Medved, and *Wall Street Journal* columnist Kimberley Strassel.

Legislative Lunchbox Series

We connected members and supporters with legislators at the state Capitol in Olympia via live video conferences at hosted lunch events held in communities across Eastern Washington during the 2018 Legislative Session.

12th Annual Evening in the Desert

More than 140 of our top supporters joined us for our annual reception in beautiful Palm Springs to hear from Dr. Sebastian Gorka, national security strategist at FOX News, syndicated radio host, and consultant at The Heritage Foundation.

Young Professionals Summer Social

Our annual Young Professionals Summer Socials brought together hundreds of young professionals and college students for drinks, food, lawn games, and networking. In the Tri-Cities, Young Professionals heard from Secretary of Defense James Mattis, who took time to speak with YPs in an intimate environment and participate in a Q&A session. In Sammamish, attendees heard from Sen. Michael Baumgartner.

Farm Hall Series

For the second year, WPC hosted Farm Hall events in Mount Vernon and Pasco. These events brought the agriculture community and industry experts together to discuss policy concerns and solutions for agriculture in Washington state.

Our Support

Our annual budget of \$3.9 million, though impressive for a state-based think tank, is dwarfed by those of special interests. We don't receive government money. We don't ask for it and we wouldn't take it even if it were offered. WPC relies on the generous support of our donors – people like you who understand that free-markets are superior to a government-rigged economy and liberty is the air that a free people must breathe.

About WPC's Pillar Society:

WPC's Pillar Society distinguishes donors who make a substantial three-year pledge to Washington Policy Center. Pledges start at \$15,000 over three years and go up to \$300,000. Each pledge includes VIP tickets or a table of 10 at the Annual Dinner, based on pledge level, as well as personalized support and event sponsorship plans.

About WPC's Legacy Partners:

The Legacy Partners program recognizes people who have made a bequest or indicated they have included WPC in their estate plans. Legacy Partners have all the same benefits as our highest levels of membership and the satisfaction of knowing their legacy will live on through WPC's important work.

Washington Policy Center is a tax-exempt 501(c)(3) nonprofit organization. To preserve our independence, we accept no government funding, and we do not perform contract work.

Contributions are deductible for federal income tax purposes as allowed by law.

Our tax id # is 91-1752769.

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 Patricia Edwards
 Len & Estelle Guyt
 John & Kathy Hennessy
 Judith M. King
 Paul Locke
 Dann & Sydne Mead Smith
 Joe Pauletto
 Eileen Pratt
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 Joanne M. Stubbs
 Heidi & Ron Stanley
 Richard Vaughn
 Craig Williamson
 Len & Darcy Zarelli
 Anonymous (1)

President's Council (\$10,000+)

- Adolph Coors Foundation
- Apex Foundation
- The Boeing Company
- Udo & Claire Brossmann
- Charles Maxfield and Gloria F. Parrish Foundation
- The Davenport Hotel
- Steve Gordon
- Lawrence Pat & Mary Ellen Hughes
- Johnson & Shute, P.S.
- M.J. Murdock Charitable Trust
- PACCAR Inc
- Physicians Insurance A Mutual Company
- QUINN
- William G. Reed
- Robert P. Rotella Foundation
- The Roe Foundation
- Rowley Properties
- Patrick & Dianne Schultheis
- Schweitzer Engineering Laboratories
- Roy & Frances Simperman
- Starbucks Coffee Company
- Tri-Cities Area Journal of Business
- Tri-Cities Home Builders Association
- TSC Services, Inc
- Walmart Stores, Inc.
- Washington State Farm Bureau
- Zirkle Fruit Company

Our Funding

Total **2017** Revenue - **\$3,553,009**
 Total **2018** Revenue - **\$3,934,671**



- 27%** Individual donors
- 30%** Pillar Society
- 39%** Special events
- 7%** InKind



- 61%** Individuals
- 21%** Foundations
- 18%** Corporations & Businesses

Pillar Society



Absher Construction Company
 John & Polly Addison
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In 2018: 159 Pillar Society Members | 38 new members joined | \$2,117,300 raised

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 Len & Estelle Guyt
 Elling B. Halvorson,
 Papillon Airways, Inc.
 Patrick Hanley
 Dennis & Norma Jean Hanson
 John Harnish, Harnish Group, Inc.
 Art Harrigan
 J.R. Hayes Corporation
 Admiral Tom Hayward
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 Carl Hogan
 Douglas Howe & Robin DuBrin
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 El Jahncke
 Mike & Linda Jones
 George & Sandy Kachlein
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 Gifford E. Thomas
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 Puget Sound Energy
 Don Root, GM Nameplate/
 Supergraphics
 Dr. John Thomas & Joyce Rulon
 Peter Saladino, Charter Construction

Susan Schwasnick
 Matt & Jamie Scott
 Phil Scott*, Merrill Lynch - The Phil
 Scott Group
 Chris Senske, Senske Services
 Irene Song* & Stefan Sharkansky
 Barry Sherman, National Electrical
 Contractors Assn. (NECA)
 Julie Shiflett
 Anne Simpson & Charlie Conner
 Alex & Ange Smith
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 Eric & Kay Stelter
 Martin & Dianne Stever,
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 Russ & Tricia Stromberg
 Randy* & Margaret Talbot
 Mike Tembreull, TR Wines, Inc.
 Robert M. Tippet*,
 The Tippet Company
 TRICO Companies, LLC
 Janet* & Doug True,
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 Dr. Francisco & Mrs. Mary Velazquez
 Wallace Properties
 Bruce & Peggy Wanta,
 Spectrum Controls, Inc.
 Washington Federal

Washington Tree Fruit Association
 Washington Trust Bank
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 Silvercloud Inns and Hotels
 Steven & Linda Wilhoit
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 Wayne & Terina Williams, Telect
 Craig Williamson*
 Daniel Wilskie & Meghann Good,
 UBS Financial Services
 Adam* & Amanda Wray
 Robert & Ruth Wright,
 Matthew G. Norton Co.
 Len & Darcy Zarelli,
 Merit Construction Northwest
 John & Nancy Zevenbergen
 ANONYMOUS (6)

*Denotes WPC Board Member

Initiative on Agriculture

Pamela Lewison, Director

WPC's Initiative on Agriculture published an in-depth study on the Washington State Pesticide Application Safety Workgroup, pointing out the need for better education over additional regulation. Additionally, the Initiative on Agriculture analyzed the new federal farm bill and offered ideas for reform to protect farms from risk using market approaches. It also published a Legislative Memo on the Securing America's Future Act and how it related to Washington's agricultural labor shortage and produced research on how NAFTA 2.0 negotiations impact Washington state.

The Agriculture Initiative brought together hundreds of farmers, agricultural industry representatives, elected officials and members of the media for our annual Farm to Free Market Dinner in Pasco. Participants heard from Congresswoman Cathy McMorris Rodgers and keynote speaker the Honorable Maurice McTigue, a former cabinet minister of New Zealand's parliament. McTigue shared the New Zealand experience with deregulation and creating new markets. In November, the Initiative hosted Farm Halls in Mount Vernon and Pasco, bringing together policymakers and industry representatives to share policy concerns on ag, water and farming policy with concerned stakeholders. WPC's Initiative on Agriculture also saw the departure of its first director, Madi Clark, and the hiring of its new director, Pamela Lewison, a Grant County farmer and former journalist.

Top: Rosemary Harris speaks with attendees at the WPC booth at an agriculture trade show.

Middle: Panelists speak at WPC's Farm Hall.

Bottom: Todd Myers, Maurice McTigue, and Madi Clark at WPC's Farm to Free Market Dinner



Center for Education

Liv Finne, Director

The Center exposed and helped defeat the Washington Education Association (WEA) legislative effort to cut \$30 million from the successful school choice program Running Start, which allows eleventh and twelfth grade students to earn community college credits while completing high school. We also exposed Seattle's policy of giving free ORCA transit cards to Seattle Public School students but denying them to charter school students. We urged the Mayor to allow charter school students to benefit on a fair and equal basis from the city's new Families and Education Levy money. The Mayor has now adopted this position.

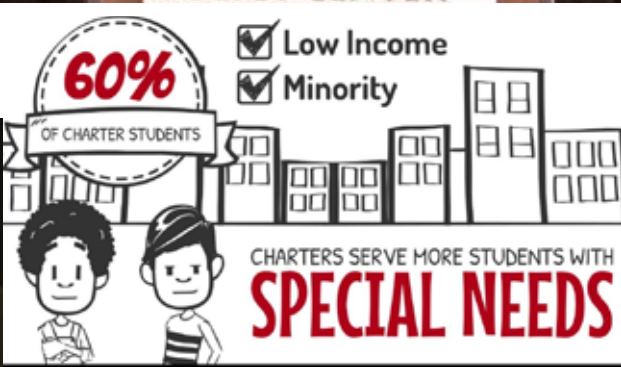
The Center highlighted work showing public charter schools spend less money to deliver better results for students. We also celebrated the victory of charter schools against the WEA union in the courts. On October 25, 2018, the state supreme court held that charter schools are a constitutional and equal part of Washington's system of public schools.

The Center publicized the hourly pay and benefits of teachers as compared to the hourly pay and benefits of the Washington state taxpayers who pay their salaries. The Center revealed that despite massive funding increases in our state's public schools, there are no corresponding learning improvements.

Top: Liv Finne speaks at WPC's Solutions Summit.

Middle: A still from WPC's animated video "Why does Washington state discriminate against charter school students?"

Bottom: A WPC ad on the teacher strikes that ran on social media platforms.



Center for the Environment

Todd Myers, Director

The Environmental Center saw significant victories in 2018 that stopped bad policy and strengthened our ability to influence the direction of future policy. Most notably, we highlighted the high cost and flaws of the massive carbon tax proposal in Initiative 1631, contributing to its defeat. Our online carbon tax calculator – which let individuals calculate the cost to their family – was shared widely, including by *The Seattle Times* and a Spokane TV station. Our work also led to an invitation to visit Ottawa, Toronto, and Saskatchewan to explain the political and economic risks of bad carbon tax policy. Those visits resulted in testimony before the Canadian Parliament in 2019 on its proposed carbon tax.

We had similar success on salmon policy. We helped give a voice to those who oppose destroying the Snake River dams. We found allies not only among farmers and electricity ratepayers, but salmon recovery advocates and federal scientific agencies. Our video on the dams received widespread attention and was shared by media, including *The Tri-City Herald*.

These successes built a strong foundation in Washington state, at the federal level and even internationally, to promote effective environmental solutions based on technology and personal choice.

*Top: Todd Myers prepares to testify before the Canadian Parliament.
Middle: A still from WPC’s animated video “Save the Puget Sound orca! Keep the lower Snake River dams.”
Bottom: Todd Myers featured on TVW’s The Impact.*



IT IS TIME FOR A
SALES TAX CUT

so we can enjoy lower prices all year long!



Center for Government Reform

Jason Mercier, Director

The Center continued its efforts to protect Washington's competitive advantage of not having an income tax by releasing a statewide poll in February showing that voters remain opposed to an income tax, including a capital gains income tax. The statewide poll found 68% of voters oppose an income tax. During WPC's Solutions Summit we focused on the Seattle head tax and income tax threat with panels in Bellevue and Spokane. Following the state's quarterly Revenue Forecast, we made a call for a sales tax cut and did a live in-studio TV interview with Q13 in Seattle on the tax cut proposal. Anticipating legislative proposals for a capital gains income tax, we asked Congressman Newhouse to request comment from the IRS on if a capital gains tax is an income tax. The IRS responded and said unequivocally that a capital gains tax is an income tax. The Center ran an ad with the IRS letter in several newspapers in December.

Jason Mercier was also interviewed by Kosovo TV to discuss government accountability and transparency reforms. The project is part of the Media Co-Ops program sponsored by the U.S. State Department's Foreign Press Center in Washington D.C. The broadcast aired in Kosovo in December after a special viewing first by that country's President and Supreme Court. We also continued to make progress on remote testimony options in the Legislature with *The Seattle Times*, *Yakima Herald-Republic* and (Vancouver) *Columbian* all writing editorials calling on the Legislature to implement our recommendation for remote testimony.

Top: A WPC ad that ran in publications across the state proposing a sales tax cut.

Middle: Jason Mercier speaks at WPC's Solutions Summit.

Bottom: A WPC ad on the capital gains income tax that ran on social media platforms.

If it looks like a duck
and quacks like a duck
it's a duck.



If the IRS says it's an income tax, it's an income tax.

The Internal Revenue Service and every state implementing a capital gains tax defines it as an income tax. Yet some in Washington call it something else.

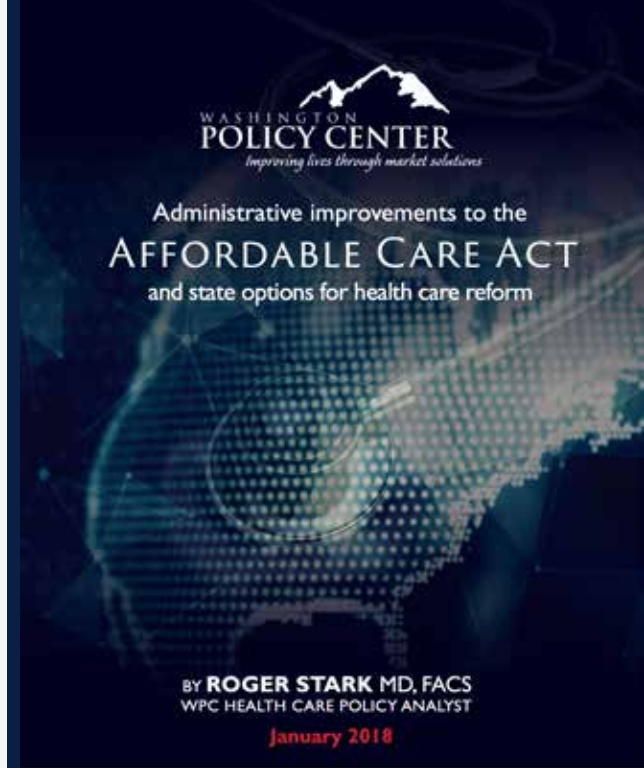
We're not fooled. Keep Washington income tax free.

Center for Health Care

Dr. Roger Stark, Health Care Policy Analyst

The Center for Health Care published several major studies in 2018. *Federal administrative improvements to the Affordable Care Act and state options for health care reform* focused on what actions the federal administration and individual states could undertake to offer patient-centered health care reform without a full repeal of Obamacare. We offered to co-author this work with other state-based think tanks. We traveled to a number of states and met with legislators, supporters, and concerned citizens to discuss these reform measures. The Center subsequently published a second study that provided an update on what reforms the federal administration and individual states had undertaken.

We participated in the opioid crisis discussion. We published a report on the opioid crisis and followed this up with an expert panel presentation in Bellevue of ways the federal government, state government, and The Seattle Police Department are dealing with the crisis.



Top: The cover of WPC's major study: *Federal administrative improvements to the Affordable Care Act and state options for health care reform*

Bottom: Advertising for WPC's October Eastside Breakfast, which featured a panel discussion on solutions to the opioid crisis.

Center for Worker Rights

Erin Shannon, Director

In 2018, WPC launched the Center for Workers Rights focusing solely on labor reform policies to end forced unionism and protect worker rights. Since then, the labor reform landscape has changed dramatically with the U.S. Supreme Court's decision in *Janus vs. AFSCME* last summer. In their ruling, the Court agreed with Illinois state worker Mark Janus that forcing public workers to pay a union for representation they do not want is a violation of their First Amendment rights.

WPC was privileged to have Mark Janus speak at both Solutions Summit events a month before the Court's ruling. Mark explained why he became the name behind one of the most important legal cases of our time. Thanks to his courage, public employees are no longer forced to choose between paying the union or keeping their jobs. Before the *Janus* ruling, over 24,000 public workers in Washington state who did not feel their union represented them or their values were still forced to pay that union as a condition of employment. Now they have the power to choose and an estimated \$14 million annually is no longer automatically deposited into government unions' political war-chests.

WPC's Center for Worker Rights is working hard to help educate workers on their *Janus* rights, protect those rights, hold unions accountable and restore the balance of power in our state.

Top: Erin Shannon and Rebecca Friedrichs support Mark Janus at the U.S. Supreme Court.

Middle: As part of a combined effort between the Freedom Foundation and WPC's Center for Worker Rights, these billboards throughout Washington state help to educate workers on their Janus rights.

Bottom: Erin Shannon and Mark Janus speak at WPC's Solutions Summit.



Coles Center for Transportation

Mariya Frost, Director

Mariya Frost participated in the state's Road Usage Charge Pilot Project and released a series of videos that were featured on local TV news. The Center concluded the Road Usage Charge Pilot does not accurately represent the likely policy outcomes should a mileage tax be enacted into law. *The Seattle Times* published our op-ed on this issue in a Sunday edition. The Center has been asked to submit its recommendation to the State Transportation Commission. Our work showed tolling on I-405 was failing to achieve the tolling lane speed metric promised to voters. State, local and national experts called attention to our study. The Center also released a third comprehensive study of Ben Franklin Transit in the Tri-Cities. Our findings were featured in extensive media, television, and radio coverage and on the front page of *The Tri-City Herald*. The Center continued efforts at the Legislature regarding accountability for Sound Transit. Our ongoing work allowed the Center to informally share our findings in the class action lawsuit against the transit agency. Additionally, Mariya Frost is a member of the Autonomous Vehicle Task Force, keeping a close watch on proposals that seek to regulate and limit technology so government can manage travel behavior. The Center remains dedicated to protecting individual mobility and increased accountability.

Top: A still from WPC's video "How do Seattle area commuters compare with other big cities?"

Middle: Chris Cargill and Mariya Frost host a press conference following the release of WPC's comprehensive study on Ben Franklin Transit in the Tri-Cities.

Bottom: A WPC ad on Ben Franklin Transit.



BEN FRANKLIN TRANSIT:



Eastern Washington

Chris Cargill, Director

Washington Policy Center is committed to the whole state and features as prominently in Eastern Washington as it does in Western Washington. That's why we don't just have offices in Seattle and Olympia, but also Spokane and the Tri-Cities. WPC research and recommendations are mentioned regularly in print, radio and televised Eastern Washington media. WPC expanded our Legislative Lunchbox forums connecting hundreds of active citizens to their legislators in Olympia in an interactive video conferencing format. When local citizens or local governments look for ways to bring more accountability and transparency to collective bargaining proceedings, they depend on WPC research. Members of the Eastern Washington congressional delegation turn to WPC for new ideas on health care reform, tax reform, and environmental analysis. WPC's work on the lower Snake River dams devastated arguments from dam removal advocates. WPC's Eastern Washington Annual Dinner in Spokane is one of the largest events of its kind in the country and continues to cement WPC's status as a statewide institution.



*Top: Chris Cargill speaks at the Eastern Washington Solutions Summit.
Middle: Attendees at WPC's Spokane Valley Legislative Lunchbox forum videoconference with Rep. Mike Volz and Rep. Jacquelin Maycumber in Olympia
Bottom: Joe Lieberman answers questions posed by WPC Eastern Washington Advisory Board Member George Nethercutt at the Eastern Washington Annual Dinner.*



Young Professionals Washington Policy Center

WPC's Young Professionals (YP) program continues to engage, empower, and educate our state's next generation of leaders. More than 250 young professionals attended the YP Summer Socials, held in Sammamish and Tri-Cities. In Tri-Cities, then-Secretary of Defense

General James Mattis was our honored guest.

WPC YPs reached over 1,700 students and Young Professionals with happy hours, debates, and social events at venues across the state. The YP Advisory Board, an active group of 16 young leaders in business, policy, and community, worked to grow the program and provide unique opportunities for members. Our college clubs continued to expand and bring diverse viewpoints and insights on life and leadership to campuses across the state. We have an active presence at the University of Washington, Seattle University, Gonzaga University, and Washington State University. YP groups in the Tri-Cities and Puget Sound areas are engaged and meet monthly. A lively crowd of 330 Young Professionals set an attendance record at the YP Annual Dinner, where they heard from Newt Gingrich and local activist and radio talk show host Saul Spady. YP ensures WPC's mission of improving lives through the free-market continues in future generations.



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ANNUAL DINNER

WESTERN WASHINGTON
OCTOBER 11
HYATT REGENCY

KEYNOTE - BELLEVUE
NIKKI HALEY

*U.S. Ambassador to the United Nations (2017-2019)
Governor of South Carolina (2011-2017)*

EASTERN WASHINGTON
OCTOBER 24
DAVENPORT GRAND HOTEL

KEYNOTE - SPOKANE
GEN. JAMES MATTIS

U.S. Secretary of Defense (2017-2018)



