

# 2007 ANNUAL REPORT



WASHINGTON  
POLICY CENTER

*Improving lives through market solutions*



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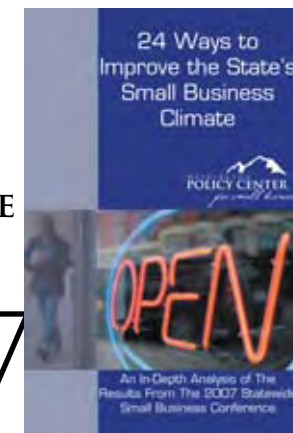
**JANUARY-APRIL: 2007 LEGISLATIVE SESSION**  
More researchers means a larger presence in Olympia.  
» 19 invitations to testify before legislative committees  
» 16 Legislative Memos released



**JULY: ANNUAL ENVIRONMENTAL POLICY LUNCH**  
Internationally-recognized journalists and filmmakers Phelim McAleer and Ann McElhinney presented and discussed their film *Mine Your Own Business*.

**JULY: CENTER FOR TRANSPORTATION KICK-OFF EVENT**  
Former U.S. Secretary of Transportation Norm Minetta spoke about traffic congestion relief to a group of local policymakers and participated in a WPC policy roundtable.

**NOVEMBER: STATEWIDE SMALL BUSINESS CONFERENCE**  
Small business owners and policymakers gathered and voted on 24 recommendations to improve the state's business climate.



## 2007: MORE GROWTH. MORE OPPORTUNITIES.



**JUNE: 5TH ANNUAL HEALTH CARE CONFERENCE**  
Our largest health care conference ever drew 300 health industry professionals and policymakers to discuss emerging trends in health care.

**SEPTEMBER: ANNUAL DINNER**  
More than 1,000 people gathered to honor Jeb Bush and Bruce McCaw, making WPC's annual dinner the largest event of its kind in the Northwest.

**SEPTEMBER: POLICY BLOG LAUNCHED**  
WPC launched a web log, giving researchers a versatile tool for reaching media and the public.

*policy blog*

**OCTOBER: OLYMPIA OFFICE OPENED**  
Our new satellite office, just two blocks from the state capitol, gives us greater access and presence at the heart of state policymaking.



**Seattle**

PO Box 3643  
Seattle, WA 98124  
P 206-937-9691  
F 206-624-8038

**Olympia**

924 Capitol Way S, Suite 218  
Olympia, WA 98501  
P 360-705-9068

[wpc@washingtonpolicy.org](mailto:wpc@washingtonpolicy.org)

[>washingtonpolicy.org](http://>washingtonpolicy.org)  
[>washingtonpolicyblog.org](http://>washingtonpolicyblog.org)

Washingtonians are independent. When it comes to the challenges facing our region, they are pragmatic people and want practical solutions that work. That is what Washington Policy Center provides.

WPC improves the lives of Washington's citizens by providing accurate, high-quality research for policymakers, the media and citizens. WPC is a non-profit, non-partisan research and education organization located in Seattle and Olympia. Just as the grand Mt. Rainier stands at the center of our state as a beacon, so WPC stands at the heart of Washington's policymaking and economic activity.

WPC publishes studies, sponsors events and conferences and educates policymakers and citizens on public policy issues facing our region.

We believe ideas, supported by sound research and promoted through publications, conferences and the media, over time create an environment in which sound public policy decisions are made.

AN INDEPENDENT  
THINK TANK



## MESSAGE FROM OUR PRESIDENT AND CHAIRMAN

"Every day in Olympia," one legislator told us, "people come to my office and talk about their problems. But you come here and talk about solutions and a vision for moving Washington forward." That ringing endorsement from a legislator tells us we're doing our job--offering lawmakers positive solutions to the policy challenges facing our state.

2007 was a year of tremendous growth for us. In July we opened the Center for Government Reform and our new satellite office in Olympia. This center, our sixth, focuses on state fiscal issues and increasing the accountability, transparency, and efficiency of government. As you will see later in this report, the center is off to a productive start.

Our 2007 Annual Dinner was our largest event yet. We welcomed more than 1,000 of Washington's lawmakers, business and community leaders as we honored former Florida Governor Jeb Bush and local entrepreneur Bruce McCaw.

We closed 2007 having raised \$3.8 million towards our \$4.2 million goal for the *Free Markets for Washington* capital campaign. We launched this campaign with the goal of opening eight research centers. Thanks to the generosity of our supporters, we now have dedicated research centers and full-time directors focusing on small business issues, the environment, health care, transportation, government reform, and a legislative information website at [WashingtonVotes.org](http://WashingtonVotes.org).

With your support we can continue to offer free-market solutions and shape the public debate on the challenges facing Washington. Thank you for your interest in our work and all you do to support our organization.



**Dann Mead Smith**  
President

**Greg Porter**  
Chairman





Small businesses face an uphill battle to stay afloat. Washington's burdensome tax and regulatory structure makes this all the more difficult. It's no wonder we have one of the highest business failure rates in the nation.

The Center for Small Business is WPC's oldest research center, and because of our work small business owners have a voice on the policy issues that matter to them.

**Carl Gipson**  
Director, Center for Small Business



### Highlights

- ▶ Hundreds of small business owners, policymakers and media gathered at the center's Statewide Small Business Conference in November. In breakout sessions they voted on policy recommendations that WPC then presented to the legislature in 2008. *Freakonomics* co-author Stephen Dubner and Attorney General Rob McKenna spoke at the conference.
- ▶ Center director Carl Gipson authored three Legislative Memos during the 2007 Legislative Session. Lawmakers invited him to testify on four important bills, including legislation to mandate businesses pay a "living wage" in Washington.
- ▶ Carl is expanding the Center for Small Business' research focus into technology and telecommunications issues, providing a much needed free-market voice on these issues in Washington.

### Key Studies

*24 Ways to Improve the State's Small Business Climate*

*A National Movement Hits Close to Home: The Living Wage Proposal in Washington State*

*The Streamlined Sales and Use Tax Agreement: A Primer on the New Law*

*Competitive Contracting Keeps King County's Accountability and Service High*

*An Overview of Washington's Emergency Heat Stress Rule*

*Leaving Well Enough Alone: State Wireless Regulations Could Hurt Consumers*



*Improving the state's small business climate.*





Many people today believe that protecting our natural resources and growing our economy are opposing goals. The Center for the Environment believes that these goals go hand-in-hand.

The free market is the most creative human force in the history of the world. Only by harnessing that force will our society be able to address environmental challenges.

**Todd Myers**  
Director, Center for  
the Environment



*Promoting the concept that human progress and prosperity can work in a free economy to protect the environment.*

### Highlights

► The center's annual Environmental Luncheon featured filmmakers Phelim McAleer and Ann McElhinney discussing their film *Mine Your Own Business*. The film takes an eye-opening look at how global environmentalists stifle development in foreign countries and perpetuate poverty and human suffering.



► Todd Myers' research on a controversial climate change statistic spurred a front-page article in the March 15 edition of *The Seattle Times*. The article quoted Todd as well.



### Key Studies

*Light Rail on I-90 Will Do Little to Reduce CO2*

*Sharpening the Focus on Climate Change in the Northwest*

*Washington's Associate State Climatologist Loses Tittle for Questioning Oft Repeated Global Warming Statistic*

*Inefficient King County Biodiesel Effort Leaves the CO2 of 4,319 Cars In The Atmosphere*

*Seattle Uses Accounting Tricks to Claim Kyoto Success*

*The Role of Economic Growth in Reducing CO2 Greenhouse Emissions*

*Energizing Washington's Market for Green Power*





Washington state faces numerous transportation challenges. That is why we launched the Center for Transportation in 2006.

In October the State Auditor released an audit of the Department of Transportation indicating that congestion relief isn't a state priority. This costs our economy billions of dollars and robs citizens of time. The Center for Transportation focuses on congestion relief and cost-effective ways to improve our transportation system.

**Michael Ennis**  
Director, Center for Transportation



### Highlights

- ▶ Former U.S. Secretary of Transportation Norm Mineta spoke at the Center for Transportation's first annual luncheon, which was preceded by a special roundtable where local transportation leaders discussed congestion relief and other critical issues facing our region.
- ▶ Center for Transportation director Michael Ennis' 5-part series on light rail expansion helped draw public attention to the enormous disparity between light rail's cost and benefits.
- ▶ The Swiss Consulate invited Michael Ennis to join a group of U.S. transportation experts to visit Switzerland to study their country's transportation system.



### Key Studies

- Your Transportation Tax Burden*
- Cost Exceeds Benefits in Sound Transit's Light Rail Expansion*
- Light Rail and Interstate 90: Sound Transit's proposal to place light rail across I-90 will increase traffic congestion*
- The Imbalance of Roads and Transit in Proposition 1*
- The Cost of Sound Transit*
- If the Roads & Transit Package Fails, What Next?*
- The Case for Public/Private Partnerships in Transportation Plannings*
- Viaduct Plan Could Leave Only North/South Freeway for Seattle*

*Using the free market to improve our state's transportation system, focusing on congestion relief*





State government continues to grow faster than it should, and it continues to expand in areas beyond core functions. That is why we opened the Center for Government Reform in July 2007.

The new Center for Government Reform builds on WPC's long history of sound fiscal policy analysis. WPC hired Jason Mercier to direct the center and opened a satellite office in Olympia, the heart of policymaking in Washington.

**Jason Mercier**  
Director, Center for  
Government Reform



### Highlights

- ▶ Center for Government Reform director Jason Mercier's studies on the Initiative 960 ballot measure and the "Rainy Day" constitutional amendment served as an important resource for media and voters.
- ▶ Jason and WPC sponsored model budget reform language for the American Legislative Exchange Council, which they adopted and are promoting in states across the country. Jason serves on the Council's fiscal policy task force. WPC is one of only two state think tanks on this national task force.
- ▶ Beginning with the study *Creating a Free, Searchable Website of State Spending*, the Center advanced state budget transparency efforts and met with stakeholders to lay the groundwork for legislative success in 2008.

### Key Studies

- Citizens Guide to Initiative 960, The Taxpayer Protection Act (3-part series)*
- Creating a Free, Searchable Website of State Spending*
- Ending Abuse of the Emergency Clause*
- Failure to Enact Permanent 1% Limit Could Lead to \$1.5 Billion Property Tax Increase*
- Time to Shine a Light on Government Spending*

*Improving the transparency, accountability and performance of government while limiting government's activities to its core functions.*





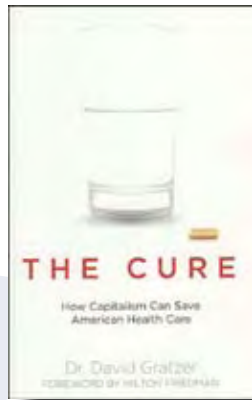


Health care costs are rising each year beyond inflation. Policymakers are searching for a solution, yet many are advocating a larger role for the government. The Center for Health Care believes that government regulation is part of the health care problem, not a solution.

*Developing solutions to reduce the cost and improve the availability and quality of health care and increase the role of the consumer.*

### Highlights

► Our 5th Annual Health Care Conference drew a record crowd of policymakers, health industry professionals and media. Dr. David Gratzner, author of *The Cure: How Capitalism Can Save American Health Care*, delivered the keynote to the 300+ conference participants.



► The conference featured a unique interactive panel moderated by Stuart Elway of Elway Research. Elway polled conference participants on major questions of health policy and then showed them how their views compared to statewide results on the same questions.

### Key Studies

*Washington State Barriers to Health Savings Accounts*

*Moore's Sicko Offers No Cure for U.S. Health Care*

*Proposed SCHIP Expansion Relies on Shaky Finances*

*Recent court decision highlights failure of government central planning*

*A Capitalism Prescription for Health Care Reform*

*Limited Benefit Plans: A Proven Way to Help the Uninsured in Washington*

*Analysis of the Health Care Connector Bill*

*Bulletproof? Health Savings Accounts in 2007 and 2008*



Our state lawmakers introduce thousands of bills each year. They vote on hundreds. How can citizens keep track of all this? The answer is WashingtonVotes.org, the premier legislative information website in Washington.

*Giving citizens free, instant and plain-English access to Washington's legislation and legislators.*

### Highlights

- ▶ During the 2007 Legislative Session WashingtonVotes.org logged nearly 2 million hits.
- ▶ After session WashingtonVotes.org released the annual Missed Votes Report, detailing how many votes each legislator missed. Media and bloggers cover this regularly.

*"I use WashingtonVotes.org more than the state government website to track bills during session. It's the easiest way to follow legislation."*

-State Auditor Brian Sonntag (D)



### Newspapers Subscribing to WashingtonVotes.org's Weekly Roll Call Report during the 2007 Legislative Session

- |                                   |  |
|-----------------------------------|--|
| <i>The Seattle Times</i>          | <i>Monroe Monitor</i>                  |
| <i>Seattle Post-Intelligencer</i> | <i>Des Moines News</i>                 |
| <i>The News Tribune (Tacoma)</i>  | <i>Peninsula Daily News</i>            |
| <i>The Herald (Everett)</i>       | <i>Wentatchee World</i>                |
| <i>Spokesman Review (Spokane)</i> | <i>The Reflector (Battle Ground)</i>   |
| <i>The Olympian</i>               | <i>Ballard News-Tribune</i>            |
| <i>Kitsap Sun</i>                 | <i>Federal Way News</i>                |
| <i>Bellingham Herald</i>          | <i>The Echo (Leavenworth)</i>          |
| <i>Yakima Herald-Republic</i>     | <i>Cashmere Valley Record</i>          |
| <i>West Seattle Herald</i>        | <i>Lake Chelan Mirror</i>              |
| <i>Columbia Basin Herald</i>      | <i>Okanogan Valley Gazette-Tribune</i> |
| <i>The Daily World (Aberdeen)</i> | <i>Sequim Gazette</i>                  |
| <i>Highline Times</i>             |  |



# WASHINGTON POLICY CENTER'S IMPACT

## *Improving lives through market solutions*

Sometimes our ideas become law.

Sometimes our research highlights bad ideas that do not become law.

During the 2007 Legislative Session, lawmakers invited WPC experts to testify before 19 committee hearings.

Our annual legislative briefing in the state capitol drew a packed crowd of lawmakers and staff. The standing-room-only event, broadcast live on TVW, gave attendees an inside look at the latest WPC research and policy recommendations.

WPC experts wrote 16 legislative memos on key issues facing the legislature. Lawmakers used this research when debating legislation.

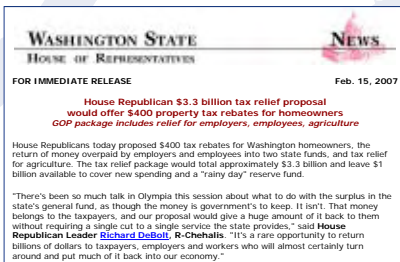


### Protecting Property Owners from Eminent Domain Abuse

The legislature passed and Governor Gregoire signed HB 1458, which requires the government to give property owners notice before holding a public hearing on potential property condemnation. The bill was based on WPC's study *A False Sense of Security: The Potential for Eminent Domain Abuse in Washington*. WPC president Dann Mead Smith and adjunct scholar Bill Maurer participated in the bill signing ceremony.

### Property Tax Limitation

Within minutes after the state Supreme Court struck down Initiative 747, major media across Washington called WPC because of our past research on property tax policy. Ultimately WPC's analysis played a key role in lawmakers re-instating the 1% property tax limit during a special Legislative Session.



### Returning Tax Dollars to Taxpayers

With the state facing a budget surplus, House Republicans modeled their tax cut legislation after WPC's 2007 study "The Washington Policy Center Tax Cut Plan." The plan called for a \$400 property tax rebate, codifying the 1% property tax limit from I-747, and limiting increases in assessed value.



# MEDIA ATTENTION SHAPING THE PUBLIC DEBATE

A think tank's success is not measured simply by how much legislation is based on its research.

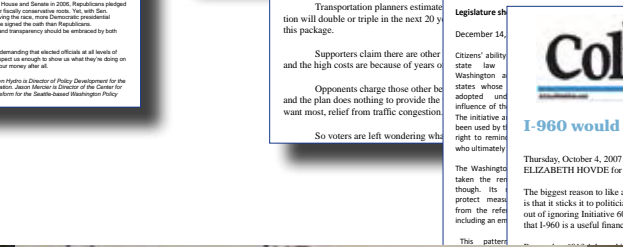
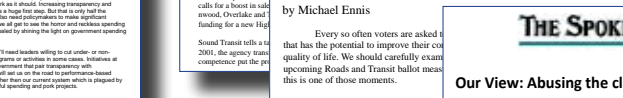
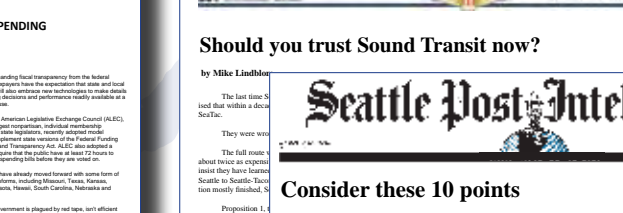
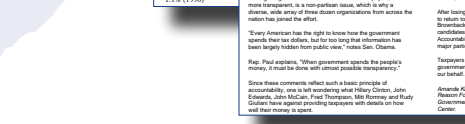
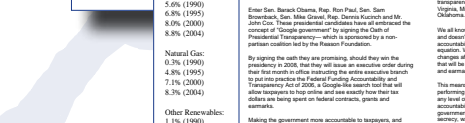
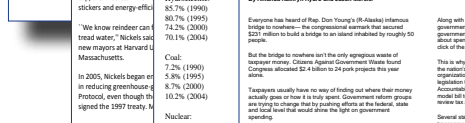
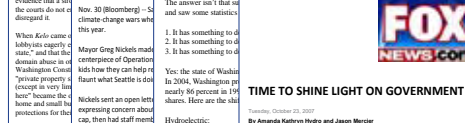
A crucial aspect of Washington Policy Center's mission is to provide media with accurate research and therefore shape the public debate on the issues facing our state.

Our success in doing so continues to grow. 2007 was a record year for WPC's media activity.

**2007  
Media Coverage**  
Print News.....465+  
Radio Interviews.....68  
Television Appearances.....27



In its August issue, *Washington CEO* magazine ran a special feature article on Washington Policy Center.



participating. Seattle says its emissions are 8 percent below 1990 levels, mainly from conservation and buying less power from coal-fired plants.

"With our federal government could say that," Nickels, by Peter Robinson

When *Kirk* came to the court's 2005 decision would not stop him from condemning development. What to provide greater business if they evidence that a in the courts do not a disregard it.

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What Do Brazil and Washington State Have in Common?

By Stephen J. Doherty  
November 12, 2007

TIME TO SHINE LIGHT ON GOVERNMENT SPENDING

By Amanda Kathryn Hydo and Jason Mueller

Should you trust Sound Transit now?

by Mike Lindmark

Consider these 10 points

by Michael Ennis

Our View: Abusing the clause

Legislature should

I-960 would end budget shell game

Thursday, October 4, 2007  
ELIZABETH HOVDE for The Columbian

Washington Policy Center  
Daniel Mead Smith  
President, Washington Policy Center

Washington Policy Center  
WASHINGTON  
CEO  
WASHINGTON POLICY CENTER  
5 PRINCIPLES OF RESPONSIBLE GOVERNMENT

THE SPOKESMAN-REVIEW

The Columbian

I-960 would end budget shell game

Thursday, October 4, 2007  
ELIZABETH HOVDE for The Columbian

The biggest reason to like and vote for Initiative 960 is that it sticks it to politicians who have made a habit out of ignoring Initiative 601. Well, that and the fact that I-960 is a useful financial tool.

I-601. Among other things, the measure would require two-thirds legislative approval or voter approval for tax increases. It would require legislative approval on fee increases. It would require the state to provide voters with a detailed cost analysis of proposed

Washington Policy Center  
Paul Guppy  
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Washington Policy Center  
Paul Guppy  
WASHINGTON POLICY CENTER

# 2007 ANNUAL DINNER



**JEB BUSH**  
COLUMBIA AWARD RECIPIENT

Introduced by Charles Pigott, former Florida Governor **Jeb Bush** addressed the 1,000+ people in attendance. He praised WPC for its work in advancing sound policy solutions. He also outlined 3 bedrock principles that ought to guide policy as we move forward: a commitment to limited government, policies that empower people rather than government, and an embrace of personal responsibility.



*"I commend Washington Policy Center for its efforts to promote free market solutions to the challenges facing the state of Washington and our country. From health care, to education, to the environment and a lot, lot more, WPC is making a difference."*

-Jeb Bush



**BRUCE MCCAW**  
STANLEY O. MCNAUGHTON CHAMPION OF FREEDOM  
AWARD RECIPIENT

Introduced by Bonnie Dunbar, local entrepreneur and philanthropist **Bruce McCaw** thanked WPC for its informed leadership and strong voice on policy issues in Washington state. He spoke warmly of his friendship with Stanley O. McNaughton and closed his address with his words: "There is no right way to do the wrong thing."

*"I have followed and relied on the great work of Washington Policy Center virtually since its inception. In this day and age their work is increasingly important and I hope that everyone will appreciate and support what they do."*

-Bruce McCaw



# FREE MARKETS FOR WASHINGTON CAPITAL CAMPAIGN

Launched in 2006 with the goal of raising \$4.26 million to fund 8 research centers, *Free Markets for Washington* closed out 2007 at \$3.8 million. The generous support of several individuals and organizations in the latter months of the year brought the campaign to 89% of the goal (96% at the time of printing).

The amount raised in 2007 is in addition to the over \$2 million contribution by WPC's board members, including two lead gifts by our Campaign Committee Co-Chairs, Janet and Doug True and Bill and Marilyn Conner.

At the end of 2007, 6 of the 8 research centers were up and running:

- ▶ *Center for Small Business*
- ▶ *Center for the Environment*
- ▶ *Center for Health Care*
- ▶ *WashingtonVotes.org*
- ▶ *Center for Government Reform*
- ▶ *Center for Transportation*

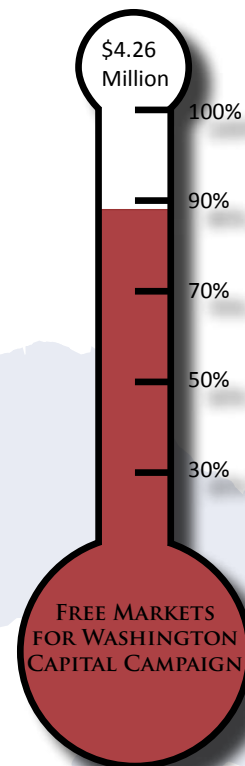
Two additional centers will be launched in 2008 and 2009:

- ▶ *Center for Education*
- ▶ *Center for Labor & Employment*

## Major Campaign Contributors in 2007

James & CK Coles Foundation  
The John & Kathy Connors Foundation  
APEX Foundation  
The Norcliffe Foundation

Charles Simonyi Fund for Arts & Sciences  
MJ Murdock Charitable Trust  
Dabney Point Fund



## Solving the Policy Puzzle in Washington

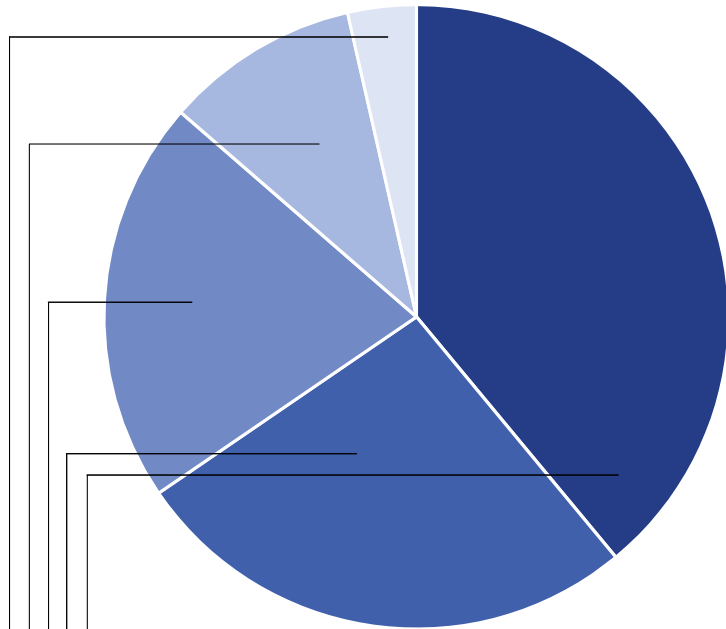
There's a growing need in Washington for independent policy research. To meet this need, Washington Policy Center set an ambitious goal to raise \$4.26 million and open 8 research centers, each with a full-time director and dedicated to a core policy issue.

Thanks to the leadership of our board and the generosity of our supporters, *Free Markets for Washington* is close to a successful completion.



# INVESTING IN IDEAS THAT WORK

## 2007 REVENUE



Annual Dinner	\$458,384	39%
General Support	\$311,056	27%
Research Centers	\$246,150	21%
In-Kind Support	\$118,365	10%
Interest	\$41,713	3%

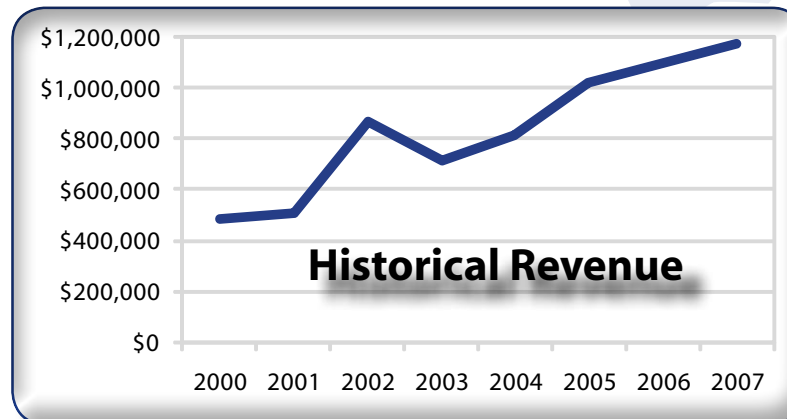
**Total 2007  
General Revenue \$1,175,670**

Our growth is fueled by our supporters' generosity.

At the end of 2007 WPC's staff had grown to 11 and we are operating a satellite office near the state capitol. A larger research staff, more support personnel, and an office close to lawmakers gives us an unprecedented ability to advance free market solutions and improve lives in Washington.

WPC is an independent, tax-exempt 501(c)3 organization, funded solely through tax-deductible contributions from individuals, foundations, and private companies.

Join us in the effort to promote free market solutions in Washington state by supporting Washington Policy Center today!



### 2007 A year of growth

Thanks to our many supporters across Washington, WPC exceeded its budget goal for 2007. This generosity has fueled tremendous growth for WPC.

**January-April:** More researchers means a larger presence in Olympia during the legislative session

**June:** Largest Health Care Conference ever, with more than 300 people participating

**June:** First Annual Center for Transportation event

**July:** Center for Government Reform opened with the hire of director Jason Mercier

**September:** Largest Annual Dinner ever, with more than 1,000 people attending

**September:** Policy blog launched

**October:** Olympia office opened

**December:** 3 major grants brings *Free Markets for Washington* capital campaign to \$3.8 million

# THE PEOPLE BEHIND THE IDEAS

## Board of Directors

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Greg Porter, Bellevue - *Chairman*  
John J. Hennessy, Snoqualmie - *Vice Chairman*  
Richard Alvord, Seattle - *Treasurer*  
Fred Bovenkamp, Bellingham  
Hon. Emilio Cantu, Bellevue  
Ron Cohn, Mercer Island  
Jim Coles, Seattle  
William Conner, Bellevue  
John Connors, Bellevue  
Kathy Connors, Bellevue - *Secretary*  
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Peter Stanton, Spokane  
Al Symington, Seattle  
Janet True, Seattle  
Fred Weiss, Mercer Island  
Roberta Weymouth, Bellevue  
Robert L. Wiley III, Bellevue  
Craig Williamson, Redmond  
Len Zarelli, Lakewood

## Staff

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Dann Mead Smith  
*President*

Paul Guppy  
*Vice President for Research*

Katie Bering  
*Development Director*

John Barnes  
*Communications Director*

Braden Goodwin  
*Operations Manager*

Michael Ennis  
*Director, Center for Transportation*

Liv Finne  
*Director, Center for Education*

Carl Gipson  
*Director, Center for Small Business*

Jason Mercier  
*Director, Center for Government Reform*

Todd Myers  
*Director, Center for the Environment*

Roger Stark, MD  
*Health Care Policy Analyst*

Brandon Houskeeper  
*Policy Analyst & Director, WashingtonVotes.org*

Anna Carroll  
*Development & Event Coordinator*

Richard Rae  
*Multimedia Director &  
Communications Assistant*

Alison White  
*Development & Event Coordinator*

*"When you consider the many keys to a successful organization, look no further than your board of directors. When WPC set out to double its budget, staff and impact five years ago, having a dedicated board was deemed essential. In retrospect, now that we have accomplished our first set of goals, we can confidently say the work and support of our board has been instrumental to our achievements."*

-WPC President Dann Mead Smith



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[WWW.WASHINGTONPOLICY.ORG](http://WWW.WASHINGTONPOLICY.ORG)

206-937-9691

[WPC@WASHINGTONPOLICY.ORG](mailto:WPC@WASHINGTONPOLICY.ORG)