Message from the President

Dear Friends,

Amid the disruption, loss, and uncertainty of 2020, the Urban Institute was a source of clarity and direction. We met the moment with work that helped local governments, nonprofits, philanthropy, and others mitigate the worst hardships for families and communities most affected by the coronavirus pandemic. And we provided meaningful, evidence-based policy insights for shaping a more equitable recovery and remedying structural drivers of longstanding inequities in our country.

Our experts produced groundbreaking research, data tools, and analyses that changemakers used to better support essential workers, children falling behind in online school, and unemployed people struggling to feed their families. Between mid-March and July 2020, Urban produced almost as much content as we did in the entire year of 2019. We also proved adept at virtual convening: From multipanel, multiday gatherings to short, intimate conversations like our Evidence to Action Series, Urban hosted more events and reached larger, more diverse audiences than ever before. We met the moment after Americans elected a new president in November, too, when many senior leaders at Urban joined the new administration’s transition team to help develop evidence-based ideas for the Departments of Housing and Labor, Office of the United States Trade Representative, the Social Security Administration, and other federal agencies. And throughout the tumultuous year, Urban served as a reliable, go-to source for people seeking to understand the impact of the COVID-19 pandemic and grapple anew with structural racism.

As the country recovers, Urban’s capacity to meet the challenges of this next chapter remains strong. Our deep expertise in issues we have examined for more than 50 years—including child care, criminal justice, housing, and unemployment—is in demand more than ever from policymakers, corporations, and advocates. Our 2019 commitment to confront structural racism and pursue cutting-edge research technology and data science is proving prescient as decisionmakers increasingly turn to Urban for fact-based guidance on rebuilding the economy and mitigating long-standing systemic inequities that the pandemic exposed. Indeed, many of the solutions our experts offered up in 2020, such as how to stabilize vulnerable renters and support children experiencing poverty or how to reach people with pandemic relief, have been implemented or are being debated by federal, state, and local government leaders.

I’m excited to share with you just a sampling of the ways that Urban made a difference in 2020. This work not only helped inform the national discourse, it also has the potential to ignite change for people and places in the years ahead.
Evidence and analyses that provide direction during a crisis

- **Informing and influencing pandemic relief efforts.** When the national lockdown began in March 2020, Urban fielded a coronavirus tracking survey that drew early attention to shocking disparities in job losses and particularly severe job losses in Latinx communities. Urban’s experts identified that by using administrative records, the government could send pandemic stimulus payments to people with low incomes without them applying for the checks. Our analysis helped convince Congress to require that this be done, and millions who might have otherwise been missed received desperately needed cash. We also issued timely analyses showing how many people would have landed in poverty without key pandemic relief provisions, including stimulus checks and expanded unemployment and Supplemental Nutrition Assistance Program benefits.

- **Shedding light on structural racism.** In the wake of George Floyd’s murder and the ensuing uprisings for racial justice, Urban’s deep library of content on the structural drivers of racial inequities became essential reading for policymakers, thought leaders, reporters, and the public. We also produced many new resources and analyses that shed light on potential remedies for structural racism. For example, Urban’s State and Local Finance Initiative released data on criminal justice expenditures that were widely used as advocates called for governments to shift resources from law enforcement to social programs.

Initiatives that build field capacity and shape national debate

- **Embedding racial equity in policymaking.** Urban’s new Racial Equity Analytics Lab equips equity-focused changemakers with timely data that identifies where racial inequities live, explains why they exist, and provides a pathway for designing solutions to mitigate them. In 2020, the Racial Equity Analytics Lab embarked on groundbreaking work to develop ethical standards for using cutting-edge data science techniques to supply missing data on race and ethnicity; created a tool for tracking racial differences in the COVID-19 economic recovery; worked with teams at Urban to help center racial equity in crucial policy debates; and released a set of structural racism “explainers” that provide context for, and potential solutions to, long-standing racial inequities.

- **Stabilizing vulnerable renters and landlords.** Our Renters and Rental Market Crisis Working Group created a forum for researchers, advocates, industry experts, philanthropies, and policymakers to develop options for stabilizing renters and small-scale landlords who were hit hard by the pandemic. In collaboration with working group members, Urban produced authoritative estimates of the assistance needed to support renters affected by job losses. Our findings were widely cited in debate over CARES Act policies that have helped keep renters in their homes. Urban’s experts also delivered evidence-based ideas for how state and local leaders could stabilize renters affected by the pandemic, ideas that
helped set the stage for housing policy response efforts during the pandemic. We were among the first in the nation to examine state and local emergency rental assistance and eviction prevention and diversion programs in response to the pandemic, and the lessons we presented remain highly relevant. Today, Urban’s work continues to inform decisions on how to support renters most at risk of housing instability and homelessness.

- **Shaping more humane and rehabilitative prison environments.** With support from Arnold Ventures, Urban’s five-year Prison Research and Innovation Initiative leverages data and evidence to shine a much-needed light on prison conditions and pilot strategies to support the well-being of people who live and work behind bars. After Urban recruited state partners and began our research in early 2020, the nation locked down. Urban’s experts pivoted to meet the moment, engaging stakeholders virtually and developing a promising research agenda. We also produced timely insights on navigating the COVID-19 pandemic in prisons and jails and vaccinating people who are incarcerated. Through this developing body of work, Urban is catalyzing a new generation of equity-focused prison research.

- **Influencing an equitable, resilient labor market.** WorkRise is a new national collaborative network hosted by Urban that identifies, tests, and shares bold new ideas for transforming the labor market so it better provides economic mobility for workers earning low wages, especially Black people and other people of color, women, and young adults. In 2020, the US finally saw and honored these essential workers and it was during that period that WorkRise launched its first Request for Proposals to generate evidence on promising pathways to accelerate mobility for low-wage workers. We also delivered useful insights on enduring racial inequities in the labor market and what it will take to accelerate wage growth, and we hosted a week-long public conversation series about how to rebuild the national economy. With support from WorkRise’s founding funders—the Bill & Melinda Gates Foundation and the Mastercard Center for Inclusive Growth—and additional support from Walmart Foundation, Cognizant Foundation, The James Irvine Foundation, Charles and Lynn Schusterman Family Philanthropies, Annie E. Casey Foundation, and General Motors, WorkRise continues to offer potential solutions for creating a more equitable and resilient labor market.

**Tools for leaders making real-time choices about people’s lives and livelihoods**

- **Identifying the people and places most in need of support.** Urban experts designed several tools during 2020 to inform how advocates, public officials, and other changemakers responded to challenges facing families and communities and tried to close equity gaps. Among them are a tracker that helps local leaders target pandemic relief and recovery efforts to neighborhoods where people are most at risk of losing jobs; an interactive map that identifies inequities in people’s access to public transportation to jobs and services in four metropolitan areas, which policymakers can use to target resources to the neediest neighborhoods; and an index that local leaders can use to identify neighborhoods where renters are most in need of emergency financial support to stay in their homes.


- **Opening new frontiers for policy research and design.** This past year, the IRS released its first synthetic dataset—that is, data that mimics the statistical properties of real, confidential data without disclosing individual information. Urban’s data science team partnered with our Tax Policy Center and the IRS Statistics of Income division to develop this breakthrough approach, which has the potential to unlock troves of data for fine-grain demographic analysis and powerful estimates of policy impact. As part of this project, we are working with the IRS to develop a validation server, a safe way for researchers to access the confidential tax data for statistical analysis. Estimates are modified slightly in a way that protects privacy while preserving the statistical validity of parameters. Urban experts are also advising other federal agencies on generating their own synthetic datasets, which could allow the use of administrative data to evaluate the disparate racial impacts of federal programs and policies. State and local governments are also interested in these tools, which we plan to make freely available and accessible.

- **Illuminating inequities in cities.** Urban’s Spatial Equity Data Tool provides city equity officers, planning staff, technology personnel, and other local decisionmakers with an instant readout of spatial and demographic inequities in their communities. Designed in consultation with potential users, our tool has been featured by the National League of Cities, the Harvard Kennedy School’s Data-Smart City Solutions project, and the American Planning Association’s podcast. And the tool has been used by public agencies, experts, and nonexperts to, for instance, assess equity in traffic camera placement in Chicago; 911 request locations in Denver; and access to child care centers in Marin County, California.

With each turn in the story of 2020, Urban sprang to action, pivoting some of our efforts and accelerating others to meet the moment. I am enormously proud of my colleagues. While working from their living rooms, home offices, and kitchens; juggling caregiving responsibilities; grieving loved ones lost to COVID-19 or otherwise; and wrestling with the trauma of violence against Black and Asian Americans, they delivered.

Urban was founded during an era of great turmoil in the US. We were built to provide relevant insights and practical solutions for that moment, we have continued to do so during times of national crisis like 2020, and we will continue do so for as long as some struggle to make a life of dignity and opportunity. Our success is in large part because of your unwavering support of our mission. I am deeply grateful for both and look forward to continuing our purposeful collaboration with you.

Warmly,
Sarah Rosen Wartell
President
2020 Financials

Revenue

- 34.5% Federal Government
- 33.8% Foundations
- 19.0% Corporations
- 5.6% Nonprofits and Universities
- 2.9% Urban Institute Endowment Support
- 2.3% State and Local Governments
- 2.0% Individuals
- 0.02% International Organizations and Foreign Entities

Program Expenses

- 20.7% Health Policy Center
- 14.2% Metropolitan Housing and Communities Policy Center
- 14.1% Center on Labor, Human Services, and Population
- 12.0% Justice Policy Center
- 10.5% Income and Benefits Policy Center
- 9.6% Tax Policy Center
- 7.7% Research to Action Lab
- 2.9% Executive Office Research
- 2.9% Center on Education Data and Policy
- 2.7% Housing Finance Policy Center
- 2.5% Center on Nonprofits and Philanthropy
- 0.1% Statistical Methods Group
- 0.1% Office of Technology and Data Science
### Statement of Activities

#### OPERATING REVENUES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract amounts earned</td>
<td>37,706,087</td>
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<tr>
<td>Program and project grants</td>
<td>68,613,335</td>
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<tr>
<td>General support grants and contributions</td>
<td>2,452,482</td>
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<tr>
<td>Publication income</td>
<td>11,620</td>
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<tr>
<td>Investment return designated for operations</td>
<td>3,189,300</td>
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<tr>
<td>Other income</td>
<td>(80,341)</td>
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<tr>
<td><strong>TOTAL OPERATING REVENUES</strong></td>
<td><strong>111,892,483</strong></td>
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#### OPERATING EXPENSES

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<tr>
<td>Research expenses</td>
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<td>Incurred under contracts</td>
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<tr>
<td>Incurred under grants</td>
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<tr>
<td>Incurred for other research</td>
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<td>Total program costs</td>
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<td>Development</td>
<td>842,339</td>
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<tr>
<td>Publication and public affairs costs</td>
<td>191,680</td>
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<tr>
<td>Other costs</td>
<td>799,5004</td>
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<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td><strong>104,029,153</strong></td>
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#### NONOPERATING ACTIVITIES

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<tr>
<td>Investment (loss) return, net</td>
<td>17,568,272</td>
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<tr>
<td>Investment income allocation</td>
<td>(3,189,300)</td>
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<tr>
<td>Contributions received</td>
<td>19,060</td>
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<td><strong>TOTAL NONOPERATING ACTIVITIES</strong></td>
<td><strong>14,398,032</strong></td>
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Change in net assets</td>
<td>22,261,362</td>
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<tr>
<td><strong>NET ASSETS AT BEGINNING OF THE YEAR</strong></td>
<td><strong>190,662,281</strong></td>
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<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td><strong>NET ASSETS AT END OF THE YEAR</strong></td>
<td><strong>212,923,643</strong></td>
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### Statement of Financial Position

#### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>29,422,245</td>
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<tr>
<td>Endowment-related cash and cash equivalents</td>
<td>6,569,895</td>
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<tr>
<td>Contract receivables, net</td>
<td>17,272,224</td>
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<tr>
<td>Other receivables</td>
<td>7,300,573</td>
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<tr>
<td>Contributions receivable, net</td>
<td>32,490,961</td>
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<tr>
<td>Prepaid expenses and other assets</td>
<td>2,185,951</td>
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<tr>
<td>Property and equipment, net</td>
<td>18,401,639</td>
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<tr>
<td>Long-term investments</td>
<td>136,249,391</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>249,893,879</strong></td>
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#### LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
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<tr>
<td>Accounts payable</td>
<td>4,231,116</td>
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<tr>
<td>Accrued payroll</td>
<td>1,506,656</td>
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<tr>
<td>Accrued paid time off</td>
<td>4,166,216</td>
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<tr>
<td>Other accrued expenses</td>
<td>190,125</td>
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<tr>
<td>Deferred revenue</td>
<td>5,644,963</td>
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<tr>
<td>Deferred rent</td>
<td>21,231,160</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>36,970,236</strong></td>
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#### NET ASSETS

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Without donor restrictions</td>
<td>139,991,739</td>
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<tr>
<td>With donor restrictions</td>
<td>72,931,904</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>212,923,643</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>249,893,879</strong></td>
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</tbody>
</table>
Thank You to Our Funders

We are grateful for your support, which helps Urban's scholars transform evidence into solutions.

$1,000,000 AND ABOVE
Arnold Ventures*
Annie E. Casey Foundation*
Bill & Melinda Gates Foundation*
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JPMorgan Chase & Co.*
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US Department of Agriculture*
US Department of Education*
US Department of Health and Human Services*
US Department of Housing and Urban Development*
US Department of Justice*
US Department of Labor*
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$50,000 TO $99,999

8 • THE URBAN INSTITUTE 2020 ANNUAL REPORT
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Michigan Indigent Defense Commission
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Mr. Cooper
National Association for Latino Community Asset Builders
National Association of Realtors
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Opportunity Finance Network
Partners For Rural Transformation
Reinvestment Fund
Kate B. Reynolds Charitable Trust
John Wallis Rowe
Russell Sage Foundation
State of Colorado
State of Kentucky
US Department of Homeland Security
Wisconsin Department of Children and Families

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Anonymous (2)
The Asian American Foundation
Atlantic Council
Kenneth Bacon
Black Economic Alliance
Alexander R.M. Boyle
The Morris and Gwendolyn Cafritz Foundation
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The California Endowment
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Cities for Financial Empowerment Fund
Citizens Bank
City of Alexandria
Climate Leadership Council
Congressional Research Service
CoreLogic
E-TRADE Financial
Ellington Management Group
FIS America
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Health Resources In Action, Inc.
Home Grown
Hopewell Fund
Housing Authority of the City of Los Angeles
Ivy Homes
Jobs for the Future
Lincoln Institute of Land Policy
Maryland Food Bank
McKnight Foundation
Mary J. Miller
Mortgage Guaranty Insurance Corporation
Scott Nathan
National Association of Affordable Housing Lenders
National Association of Hispanic Real Estate Professionals
National Association of Student Financial Aid Administrators
New American Funding
New York City Mayor’s Office of Criminal Justice
New York State Gaming Commission
Office of Victim Services and Justice Grants
Ohio State University
Oklahoma Partnership for School Readiness
Overdeck Family Foundation
Pentum Partners
Public Welfare Foundation
Pulte Mortgage
RRF Foundation for Aging
Safe & Sound
State of New Mexico
The Stoneman Family Foundation
Tableau Software
Union Home Mortgage Corp.
University of Texas at Austin
US Census Bureau
VantageScore Solutions
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Waterfall Asset Management
Ralph C. Wilson, Jr. Foundation
Ava and Mark Zandi

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American Tax Policy Institute
Margaret Anadu
Anonymous
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Erskine Bowles
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Experian
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Google

The Greater Washington Community Foundation
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Massachusetts Institute of Technology
Mortgage Bankers Association
Shekar Narasimhan
National Association of Home Builders
National Foundation for Credit Counseling
National Immigration Law Center
The New York Community Trust
The Nicholson Foundation
Office of Neighborhood Safety and Engagement
Andrew Pincus
Public Allies
RiskSpan
Jonathan F.P. Rose
Charles Rossotti
Leslie B. Samuels
Leonard and Pamela Schaeffer
Michael Schler
Seedco
Carl Shapiro
State of Ohio
Esta Stecher
Robert Stewart
University of Denver
University of Michigan
University of Minnesota
US Environmental Protection Agency
U.S. Mortgage Insurers
Zegar Family Fund

$5,000 TO $9,999
Altarum
American Flood Coalition
Arlene
Avail
Karana Bhatia
CUNY Institute for State & Local Governance (ISLG)
Mitchell E. Daniels Jr.
Shaun Donovan
Joel Fleischman
Google.org
Homeise
The Institute for Child Success
Legal Services Corporation
The Marron Family Charitable Fund
Mark Mazur
Sophia McCrooklin and William Isaacson
Missouri Foundation for Health
Movement Foundation
Reach, Inc.
State of Maryland
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† indicates a pledge of endowment funds.
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