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2017

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REPORT

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The Arc®

# WEL COME LETTER

Dear Friends,

In 2017, to put it simply, all that we built together in the last six decades to make a full life in the community possible for people with intellectual and developmental disabilities (I/DD) was under attack. Yet while the threats were great, we faced them united, and with a huge resurgence in grassroots advocacy throughout The Arc network, we were victorious ... at least for now.

# MISSION STATEMENT

The Arc promotes and protects the human rights of people with intellectual and developmental disabilities and actively supports their full inclusion and participation in the community throughout their lifetimes.

While defending against this existential threat to the rights and well-being of people with I/DD and their families, we were also proactive in our efforts to support their inclusion and fair treatment in all aspects of community life. We expanded opportunities for integrated and competitive employment for people with I/DD, promoted inclusive volunteerism in communities across the country, ensured they are treated fairly in the criminal justice system, bridged the digital divide people with disabilities face, and pursued new partnerships that will help create a more inclusive society.

Thank you for being part of our movement and we hope you enjoy learning about all we achieved in 2017.



**Elise McMillan**  
President  
The Arc's Board of Directors



**Peter V. Berns**  
Chief Executive Officer  
The Arc

# PUBLIC POLICY & GRASSROOTS ADVOCACY

The Arc has a long, successful history of public policy and grassroots advocacy and has been involved in every major development that has advanced the rights and addressed the needs of people with I/DD and their families. In 2017, The Arc faced the greatest threats our community has ever seen in the 67-year life of the organization. Last year, nearly all the essential programs, services, and supports for people with I/DD and their families – Medicaid, the Affordable Care Act, and Supplemental Security Income – were on the chopping block. The threats were real, as laws being proposed by the new Congress and Administration would have decimated home and community based services for people with I/DD. But together, The Arc rose to the challenge and no cuts were enacted.

Each threat was met head on with forceful advocacy by those who would be most affected – people with I/DD and their families. Armed with talking points, data, action alerts, and statements provided by The Arc’s public policy, organizing, and communications staff, individuals with I/DD, parents, siblings, and supporters took to the halls of Congress, to the airwaves, and to social media, fighting for the programs that matter most in their lives. The Arc’s staff worked feverishly, crisscrossing the country to provide staff and volunteer leaders of our chapters, and the individuals and families they serve, with the knowledge and tools they needed to educate their elected officials and convince them to do the right thing.

The work paid off – and from Washington, DC to California, and every state in between, people with disabilities and their families told their stories, speaking truth to power at meetings with their Members of Congress, at rallies and protests, and through online videos, always rocking The Arc’s orange “Disability Rights are Human Rights” t-shirts. The Arc’s power was evident all across the country, demonstrating the full force of our newly-invigorated disability community movement.

The power of our movement was also palpable at the annual Disability Policy Seminar (which The Arc hosts in collaboration with five other national disability groups), attracting nearly 1000 advocates the same week the U.S. House of Representatives was scheduled to vote on a bill to decimate Medicaid and the ACA. The many veteran activists, as well as those newly minted, took what they learned from experts in the field, as well as their personal stories, and went straight to Capitol Hill when they met with the Members of Congress at just the right time.

To amplify the power of The Arc’s message, we also created nine advocacy videos in which self-advocates and families told their personal stories about why Social Security, the Affordable Care Act, and Medicaid were important to them.

Our online campaigns to share the videos as part of the fight to preserve these programs resulted in more than 2.5 million views. They also positioned The Arc as a national resource for the media who were seeking to explain the real-life impact of the legislative battles taking place in our nation’s capital.

While our primary focus for the year was on fighting deep cuts to Medicaid included in the proposed repeal of the Affordable Care Act, The Arc was active in other important policy areas as well. Working alongside Georgetown University’s Center on Poverty and Inequality, we released a first-of-its-kind report about the importance of paid family and medical leave for workers with I/DD and their families. The report shares personal stories via video and print to illustrate how access to paid family and medical leave – or lack thereof – impacts a person with I/DD or family caregiver.

We were among the first organizations to respond to a draft Executive Order on immigration that would have had a dire impact on immigrants with I/DD and their families. We also worked to protect the Americans with Disabilities Act from attacks that would make it much harder for people with disabilities to redress discrimination. Additionally, The Arc was a powerful resource educating the public and our network about the threat posed to Medicaid down the road by the Tax Cuts and Jobs Bill. While the legislation did pass, The Arc was a leader in reducing the harmful impact of some disability provisions.

Threats remain, but The Arc is stronger than ever, united and ready to take up the charge to defend the programs that matter to people with I/DD.



# THE ARC'S NATIONAL CENTER ON CRIMINAL JUSTICE & DISABILITY®

The National Center on Criminal Justice and Disability (NCCJD®) promotes access to justice for victims, suspects, defendants, and incarcerated persons with I/DD.

In 2017, staff provided six Pathways to Justice® trainings – a program that trains law enforcement, victim advocates, and lawyers about the unique issues people with I/DD face in the criminal justice system – reaching 460 criminal justice professionals and disability advocates. Staff also delivered 20 conference presentations, and reached over 1,000 people with a webinar series on the topic of policing and people with disabilities.

Even before the #MeToo movement, NCCJD was addressing the needs of sexual assault victims with disabilities through its Talk About Sexual Violence project, creating materials for healthcare professionals to help them more effectively educate their patients about, and potentially prevent, sexual assault.

NCCJD's reach is great thanks to The Arc's chapter network, and now chapters across the country are stewards of criminal justice reform in their cities and states.

## THE ARC'S & COMCAST NBCUNIVERSAL'S

### Tech Coaching Centers

In the age of ever-evolving consumer technology products, social networking, smart homes and search engines, digital literacy has become a crucial part of the skillset it takes to live an independent and fulfilling life. For many individuals with I/DD, basic computer skills are out of reach, due to lack of either instruction or access to devices.

In 2017, The Arc and Comcast NBCUniversal joined forces to establish five Technology Coaching Centers (TCCs) hosted by chapters and affiliates of The Arc. The TCC initiative was created to give people with I/DD access to the latest technology and to provide them with individualized instruction and support so that they can pursue personal and professional goals that are important to them. Comcast NBCUniversal has supported The Arc's work in digital inclusion since 2014. By 2019 The Arc will launch 16 total Tech Coaching Centers nationwide. Thanks to Comcast NBCUniversal's generous support, nearly 300 individuals received coaching in 2017.

*In order for Vanessa to find a job in the community, she needed to learn how to navigate online job boards and apply to jobs online. She wanted to find a job that was the right fit for her skills and that was within her geographic area. Thanks to her coach Sandy at The Arc of Favarh in Connecticut, Vanessa was able to find, apply for, and secure a job at a local HomeGoods store. Sandy has also helped Vanessa to balance her own checkbook, manage her finances, and live more independently.*

***“Tech Coaching helped me find a job and become more independent.”***

– Vanessa

The Arc Jacksonville - Jacksonville, FL  
The Arc Lane County - Springfield, OR  
New Star Services, Inc. - Chicago Heights, IL  
The Arc of Farmington Valley Inc. (Favarh) - Canton, CT  
The Arc of Southern Maryland - Prince Frederick, MD

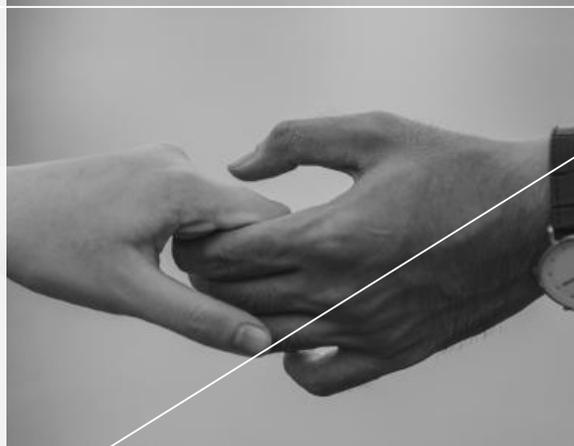


### The Arc's & Google's Online Coaching Service

Through a grant from Google.org, The Arc developed the Online Coaching Service, a one-of-a-kind tool that connects individuals with I/DD to tech coaches via live video conference. A limited access beta version of Online Coaching Service was officially launched in September 2017 to early-adopter chapters of The Arc in Virginia, California, New York and Missouri, with plans to expand to other states as well.

The Arc has also launched a feature in its Tech Toolbox to recommend technology products to people with I/DD, based on their personal attributes and goals, using machine learning ([toolbox.thearc.org](https://toolbox.thearc.org)).

## CENTER FOR FUTURE PLANNING®



The shared experience of family members in The Arc's network is a powerful force that unifies people from across the country. One of the greatest concerns facing individuals with I/DD and their families is how to best plan for the future. We know how difficult this process can be, but it is possible and necessary. In 2017, The Arc's Center for Future Planning continued to support and encourage families to plan and provided them the tools to do so. Staff from the Center delivered in-person trainings to 1,139 people and provided a series of webinars that reached participants from across the country.

The Build Your Plan® online tool provides users with targeted advice in six areas of future planning and enables them to create a record of decisions they make while learning about the future planning process. In 2017, more than 1,000 Build Your Plan accounts were created.

Additionally, the Center added new features to its website for people with I/DD, including nine videos with tips and stories from people with disabilities, nine plain language documents, and a new section of the Build Your Plan online tool that provides additional details and resources for families.

## WINGS FOR AUTISM®/WINGS FOR ALL®

Traveling by air can be a difficult, confusing, and a downright frustrating process. Large crowds, bright lights, loud noises, and high stress situations impact all travelers as they navigate airports. For travelers with I/DD, these circumstances can be particularly difficult to navigate.

Since 2014, the Wings for Autism/Wings for All program has provided thousands of individuals with I/DD, family members and aviation industry personnel with the opportunity to alleviate the stress of air travel through a controlled "rehearsal" of the airport experience. Each event provides a practice run, with event attendees partaking in every stage of the airport journey – from check-in to buckling their seatbelt on the aircraft.

In addition to providing much-needed practice for individuals with I/DD and their families, Wings for Autism/Wings for All also includes training for TSA, airport, and airline staff on how to better serve individuals with I/DD and their families. This training gives staff a feeling of what to expect and educates them on how to best to interact with individuals with autism and/or other forms of I/DD.

In 2017, The Arc's Wings for Autism/Wings for All team worked with 43 chapters of The Arc, 11 airlines, and 34 local branches of TSA to organize 38 events at 34 airports across the country. Nearly 2,000 individuals with I/DD and more than 3,000 family members benefited from Wings events in 2017. As of April 2018, 30% of participants from 2017 events have successfully taken a flight after attending a Wings event.



## The Arc@Work®

Since its inception in 2015, The Arc@Work's goal has been to connect employers to talented employees with I/DD by providing technical assistance and expertise in the recruitment, training, on-boarding, and retention of qualified job candidates. We work side-by-side with our chapters and corporate partners in finding the right job fit for everyone, all while adding value for each employer with whom we work.

In 2017, The Arc@Work provided consultation and recruitment/job placement services to several Fortune 500 companies that included Ernst & Young, Price, Waterhouse, Coopers, and Booz Allen that has led to increased hiring of individuals with I/DD in their respective workforces.

The Arc@Work also continued its work with the Institute for Community Inclusion's Think Work! Project at UMass Boston to develop a framework and toolkit to support our chapters and other community rehabilitation providers to implement Employment First, community-based employment programs.

## The Walmart Foundation

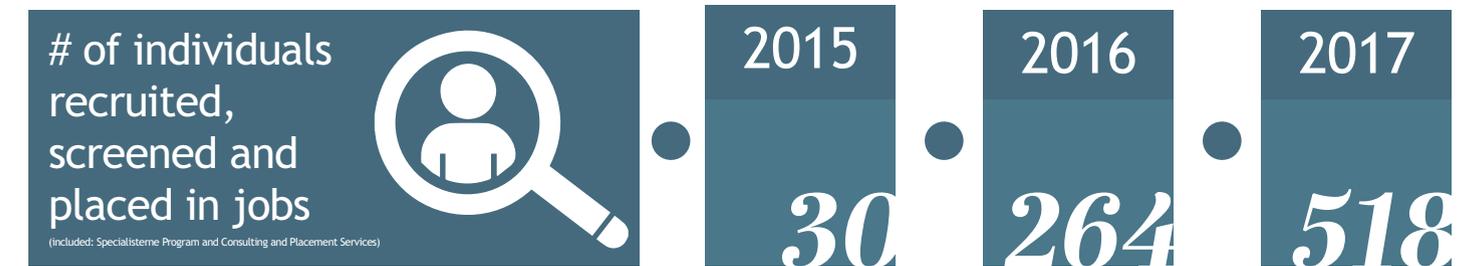
In 2017, The Arc@Work received an additional \$240,000 from the Walmart Foundation to continue its partnership with local chapters of The Arc to develop innovative programs that place people with I/DD in competitive, integrated employment within their communities. The Arc worked with 12 of our chapters to train and place qualified job seekers with I/DD to local, regional, and national employers.

## Specialisterne

Through an exclusive partnership with Specialisterne®, a 501(c)(3) charitable organization established by a Danish nonprofit organization, The Arc@Work provides corporations with trained, entry-level IT professionals. Participants in the program undergo a rigorous, four-week training curriculum which focuses on skills evaluation and assessment, assistance in improving soft-job skills, and on-the-job training and placement at corporations specifically interested in hiring youth with autism spectrum disorders.

# THE ARC@WORK'S Impact Figures

BY CALENDAR YEAR



# Legal Advocacy

In 2017, The Arc continued to be actively involved in legal advocacy on behalf of people with I/DD across the country, bringing together other legal advocacy organizations, attorneys, and state agencies who share The Arc's core values.

The Arc's legal advocacy team filed a groundbreaking lawsuit against the State of Georgia. The lawsuit challenges a statewide system of segregated and inferior "schools" for students with disability-related behaviors that have become a dumping ground for students who neighborhood schools refuse to serve. The Arc serves as a plaintiff and counsel in the case, alongside partners including the Georgia Advocacy Office, the Center for Public Representation, and the Bazelon Center for Mental Health Law.

In addition, The Arc filed seven amicus briefs on issues such as community integration, criminal justice, education, and parental rights in state and federal courts. Two victories were scored in cases pending before the U.S. Supreme Court in which The Arc filed amicus briefs in 2016: *Andrew F. v. Douglas County School District RE-1* (rejecting a barebones standard for educational benefit, noting that the "IDEA demands more") and *Moore v. Texas* (rejecting Texas' use of stereotypical and outdated factors to determine intellectual disability in death penalty cases).

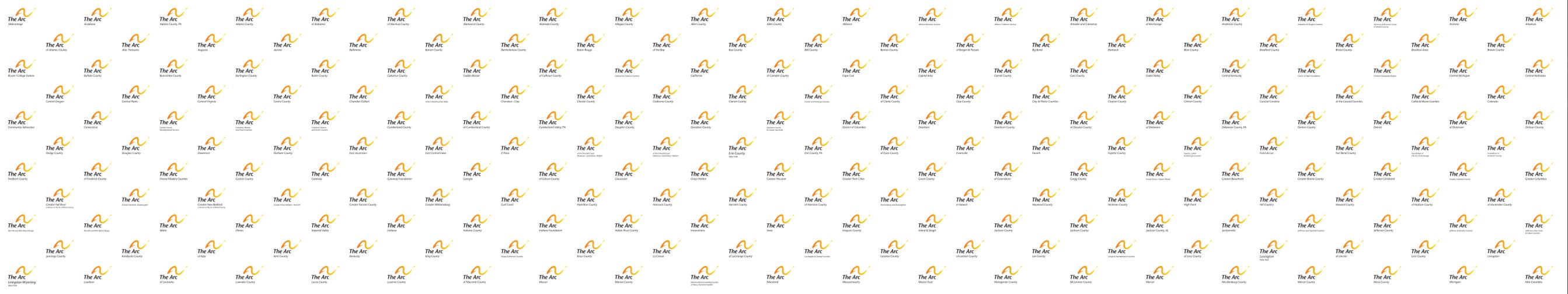
The Arc also published an analysis of Justice Neil Gorsuch's disability rights record prior to the confirmation of his appointment to the U.S. Supreme Court and helped secure a sentence commutation from President Barack Obama for an individual with intellectual disability who had been sentenced to death row.

## 2017 Catalyst Awards

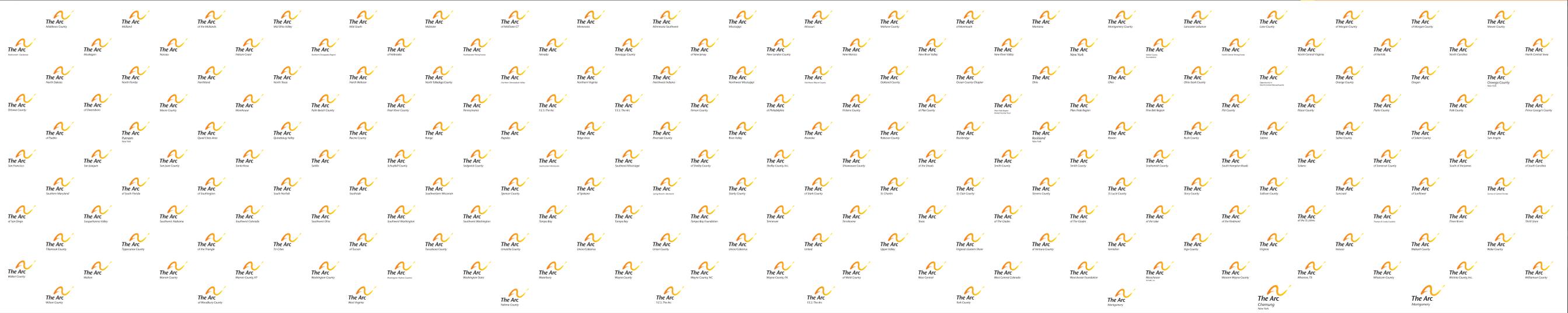
The 2017 winners included one of the most admired tech companies in the world, the cast of a critically-acclaimed hit television show, the self-advocate behind the landmark *Olmstead v. LC and EW US Supreme Court* case, legislators from the states of Indiana and New York, and one of the country's most prestigious law firms.

- **Corporate Advocate of the Year** - Apple
- **Self-Advocate of the Year** - Lois Curtis
- **Television Show of the Year** - Honorees: *Speechless* (awards presented to Scott Silveri, 20th Century Fox Television, ABC, and the lead cast of the show)
- **Legal Advocate of the Year** - Skadden, Arps, Slate, Meagher, and Flom, LLP.
- **Public Policy Victory of the Year** - Honorees: Assemblyman Angelo Santabarbara (NY), State Senator Robert G. Ort (NY), State Representative Tim Brown (IN), and State Senator Luke Kenley (IN)

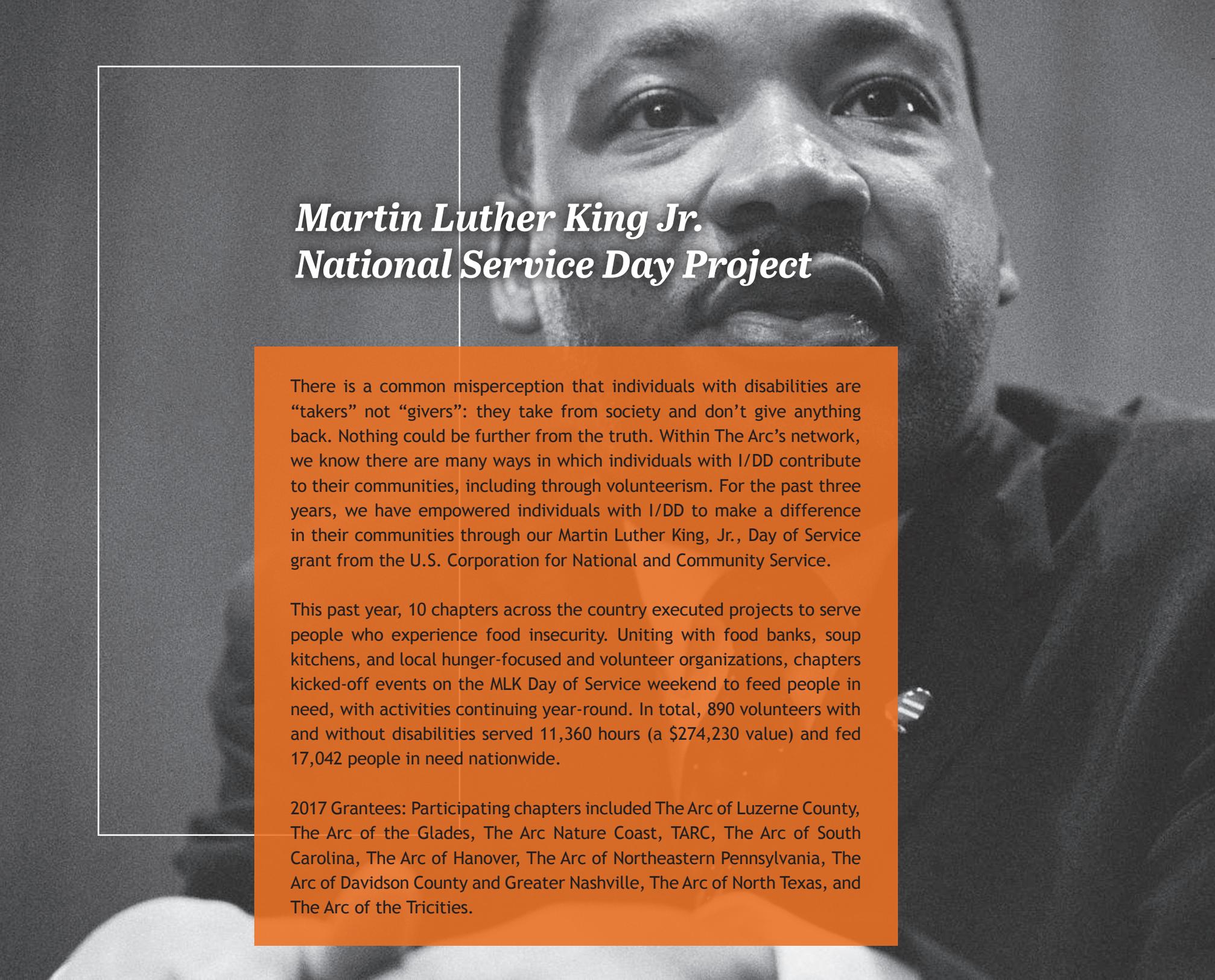




# TOGETHER, WE BRAND.



FOR MORE INFORMATION ON HOW WE CAN SUPPORT YOUR CHAPTER PLEASE CONTACT [BRANDING@THEARC.ORG](mailto:BRANDING@THEARC.ORG)



## *Martin Luther King Jr. National Service Day Project*

There is a common misperception that individuals with disabilities are “takers” not “givers”: they take from society and don’t give anything back. Nothing could be further from the truth. Within The Arc’s network, we know there are many ways in which individuals with I/DD contribute to their communities, including through volunteerism. For the past three years, we have empowered individuals with I/DD to make a difference in their communities through our Martin Luther King, Jr., Day of Service grant from the U.S. Corporation for National and Community Service.

This past year, 10 chapters across the country executed projects to serve people who experience food insecurity. Uniting with food banks, soup kitchens, and local hunger-focused and volunteer organizations, chapters kicked-off events on the MLK Day of Service weekend to feed people in need, with activities continuing year-round. In total, 890 volunteers with and without disabilities served 11,360 hours (a \$274,230 value) and fed 17,042 people in need nationwide.

2017 Grantees: Participating chapters included The Arc of Luzerne County, The Arc of the Glades, The Arc Nature Coast, TARC, The Arc of South Carolina, The Arc of Hanover, The Arc of Northeastern Pennsylvania, The Arc of Davidson County and Greater Nashville, The Arc of North Texas, and The Arc of the Tricities.

## Health and Fitness for All

Leading a healthy lifestyle is difficult for everyone, including adults with I/DD who have a 58% higher rate of obesity than adults without disabilities. Thanks to a grant from the Anthem Foundation, The Arc empowered people with I/DD to improve their health through a health and wellness curriculum developed by the University of Illinois at Chicago.

This year, nine chapters in Kentucky, Texas, and Wisconsin began to provide this health education. Preliminary results show that 71% of participants reported an increase in their healthy food knowledge. The Arc of San Antonio trained five staff from the local YMCA so that they could provide health education in an inclusive environment and expand the training even further.

*“We’re pleased to team with The Arc to continue to support their efforts to ensure all individuals, regardless of their abilities, have access to information that encourages a healthier lifestyle,”* said Craig Samitt, MD, Chief Clinical Officer at Anthem, Inc. *“The results of their program are further evidence of the value they bring to the communities they serve to help create healthier generations of Americans.”*

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ANNUAL REPORT  
DONOR LIST

# 17

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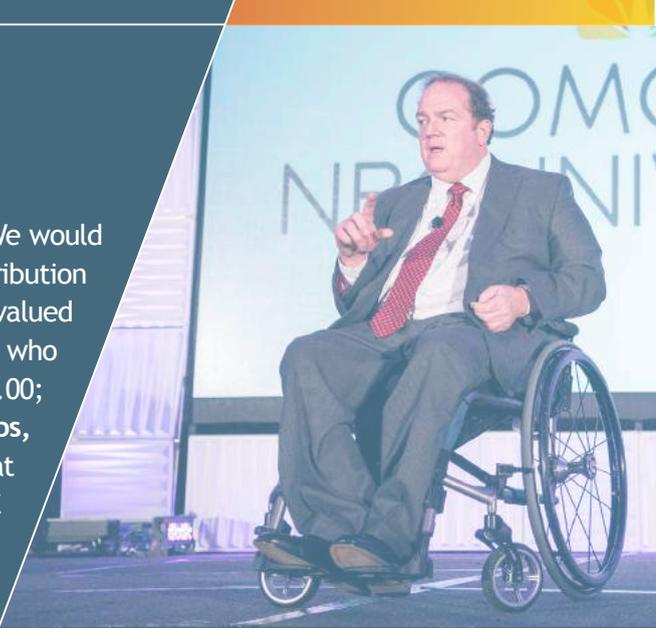
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# Pro Bono Spotlight

The Arc of the United States appreciates in-kind contribution of services. We would like to extend a heartfelt thank you to Comcast NBCUniversal for distribution and airing of a Public Service Announcement and media support services valued at \$1,115,098. Additionally, we are grateful to following organizations who provided pro bono legal services: DLA Piper, LLP (US) valued at \$312,487.00; Akin Gump Strauss Hauer & Feld LLP valued at \$213,763.00; Skadden, Arps, Slate, Meagher & Flom LLP valued at \$203,240.00; Blank Rome LLP valued at \$65,942.50; Burns & Levinson LLP valued at \$4,800.00, Taylor & Sexton LLC valued at \$4,470.00 and Katten Muchin Rosenman LLP valued at \$446.00.



# 2017

## Thank You to our Sponsors:

Thank you to the following chapters of The Arc for their contributions in addition to their annual dues:

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 The Arc Eastern Shore  
 The Arc Jacksonville  
 The Arc Muskegon  
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 The Arc Northern Chesapeake Region  
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 The Arc of The South Shore  
 The Arc of Tri-Cities  
 The Arc of Washington State  
 The Arc Susquehanna Valley  
 The Association for Community Living in Boulder County  
 YES The Arc



# Auditor's Letter

To the Board of Directors  
The Arc of the United States  
The Foundation of The Arc of the United States  
Washington, D.C.

## Report on the Financial Statements

We have audited the accompanying combined financial statements of The Arc of the United States (The Arc) and The Foundation of The Arc of the United States (the Foundation), collectively the Organizations, which comprise the combined statement of financial position as of December 31, 2017, and the related combined statements of activities and change in net assets, functional expenses and cash flows for the year then ended, and the related notes to the combined financial statements.

## Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

## Auditor's Responsibility

Our responsibility is to express an opinion on these combined financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control

relevant to the entity's preparation and fair presentation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the combined financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the combined financial position of the Organizations as of December 31, 2017, and the combined change in their net assets and their combined cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## Report on Summarized Comparative Information

We have previously audited the Organizations' 2016 combined financial statements, and we expressed an unmodified audit opinion on those audited combined financial statements in our report dated April 10, 2017. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2016, is consistent, in all material respects, with the audited combined financial statements from which it has been derived.



April 12, 2018

# Auditors Report

## Combined Statement of Financial Position

As Of December 31, 2017

With Summarized Financial Information For 2016

	2017				2016
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
<b>REVENUE AND SUPPORT</b>					
Contributions	\$ 1,247,387	\$ 2,214,026	—	\$ 3,461,413	\$ 2,951,194
Grants	559,055	25,000	—	584,055	1,398,154
Investments	1,057,148	577,227	—	1,634,375	810,278
Bequest	132,901	—	—	132,901	19,911
Contribute service	1,951,014	—	—	1,951,014	1,352,789
Affiliation & service fees	2,652,475	—	—	2,652,475	2,574,771
Royalty income	103,550	—	—	103,550	66,977
Registration fees	947,241	—	—	947,241	830,094
Program service fees	169,810	—	—	169,810	124,671
Other income	108,249	6,050	—	114,299	101,926
Net gain in perpetual trust	—	—	130,886	130,886	17,782
Net assets released from donor restrictions	3,259,876	(3,259,876)	—	—	—
<b>Total revenue and support</b>	<b>12,188,706</b>	<b>(437,573)</b>	<b>130,886</b>	<b>11,882,019</b>	<b>10,248,547</b>
<b>EXPENSES</b>					
<b>Program Services</b>					
Chapter Leadership and Development	1,762,232	—	—	1,762,232	1,352,780
Public Education	1,616,262	—	—	1,616,262	1,678,759
Public Policy	2,454,508	—	—	2,454,508	1,138,048
Program Innovation	3,773,568	—	—	3,773,568	4,703,886
<b>Total program services</b>	<b>9,606,570</b>	<b>—</b>	<b>—</b>	<b>9,606,570</b>	<b>8,873,473</b>
<b>Supporting Services:</b>					
Management and General	869,234	—	—	869,234	800,352
Fundraising	905,579	—	—	905,579	667,546
<b>Total supporting services</b>	<b>1,774,813</b>	<b>—</b>	<b>—</b>	<b>1,774,813</b>	<b>1,467,898</b>
<b>Total expenses</b>	<b>11,381,383</b>	<b>—</b>	<b>—</b>	<b>11,381,383</b>	<b>10,341,371</b>
Change in net assets	807,323	(437,573)	130,886	500,636	(92,824)
Net assets at beginning of year	2,469,313	10,310,119	2,135,542	14,914,974	15,007,798
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 3,276,636</b>	<b>\$ 9,872,546</b>	<b>\$ 2,266,428</b>	<b>\$ 15,415,610</b>	<b>\$ 14,914,974</b>

# Assets

	2017	2016
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 1,609,933	\$ 1,124,356
Investments	11,977,282	11,709,874
Accounts receivable and advances, net of allowance for doubtful accounts of \$65,000 and \$85,000, for 2017 and 2016, respectively	637,716	415,619
Grants receivable	83,653	661,149
Due from related party	49,335	—
Prepaid expenses	64,688	75,929
<b>Total current assets</b>	<b>14,422,607</b>	<b>13,986,927</b>
<b>FIXED ASSETS</b>		
Land	238,755	238,755
Furniture and equipment	1,730,824	1,730,824
Website	826,363	573,572
	2,795,942	2,543,151
Less: Accumulated depreciation and amortization	(1,548,150)	(1,262,040)
<b>Net fixed assets</b>	<b>1,247,792</b>	<b>1,281,111</b>
<b>OTHER ASSETS</b>		
Other assets	40,054	8,120
Investments held for beneficial interest in perpetual trust	1,274,33	1,143,446
Deferred compensation investments	126,498	91,508
<b>Total other assets</b>	<b>1,440,885</b>	<b>1,243,074</b>
<b>TOTAL ASSETS</b>	<b>\$ 17,111,284</b>	<b>\$ 16,511,112</b>

# Liabilities and Net Assets

	2017	2016
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 701,079	\$ 501,746
Deferred revenue	3,000	10,695
Deferred rent, current	56,830	46,434
Due to related parties	—	20,958
<b>Total current liabilities</b>	<b>760,909</b>	<b>579,833</b>
<b>LONG-TERM LIABILITIES</b>		
Deferred rent, net of current portion	808,267	924,797
Deferred compensation	126,498	91,508
<b>Total long-term liabilities</b>	<b>934,765</b>	<b>1,016,305</b>
<b>Total liabilities</b>	<b>1,695,674</b>	<b>1,596,138</b>
<b>NET ASSETS</b>		
Unrestricted:		
Undesignated	2,666,954	1,859,631
Board-designated	609,682	609,682
<b>Total unrestricted net assets</b>	<b>3,276,636</b>	<b>2,469,313</b>
Temporarily restricted	9,872,546	10,310,119
Permanently restricted	2,266,428	2,135,542
<b>Total net assets</b>	<b>15,415,610</b>	<b>14,914,974</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 17,111,284</b>	<b>\$ 16,511,112</b>



Peter Berns, CEO

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Senior Executive Officer  
Public Policy

**Trudy Jacobson**

Senior Executive Officer  
Development & Partnerships

**Kristen McKiernan**

Senior Executive Officer  
Communications & Marketing

**Abe Rafi**

Senior Director  
Technology Strategy & Programs

**Darcy Rosenbaum**

Senior Executive Officer  
Operations

**T.J. Sutcliffe**

Senior Director  
Income & Housing Policy

**Shawn Ullman**

Senior Director  
National Initiatives

**Julie Ward**

Deputy Executive Officer  
Public Policy

**Karen Wolf-Branigin**

Senior Executive Officer  
Chapter Growth & Affiliate Relations



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