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.

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

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.
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 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.

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 Favoroh 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

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).
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.

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 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.
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.

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.

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 Walmart Foundation**

**Specialisterne**

**Impact Figures by Calendar Year**

<table>
<thead>
<tr>
<th>Year</th>
<th># of chapters participating as job placement or direct employer sites</th>
<th># of employers using consulting or placement services</th>
<th># of individuals trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>4</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>2016</td>
<td>19</td>
<td>157</td>
<td>666</td>
</tr>
<tr>
<td>2017</td>
<td>18</td>
<td>350</td>
<td>1,407</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th># of individuals recruited, screened and placed in jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>30</td>
</tr>
<tr>
<td>2016</td>
<td>264</td>
</tr>
<tr>
<td>2017</td>
<td>518</td>
</tr>
</tbody>
</table>
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: Endrew 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. Ortt (NY), State Representative Tim Brown (IN), and State Senator Luke Kenley (IN)
TOGETHER, WE BRAND.

FOR MORE INFORMATION ON REBRANDING EMAIL DUPONT@THEARC.ORG | MILLER@THEARC.ORG

FOR MORE INFORMATION ON HOW WE CAN SUPPORT YOUR CHAPTER PLEASE CONTACT BRANDING@THEARC.ORG
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.


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.”
ANNUAL REPORT

University of Illinois at Chicago

Protector's Circle
($5,000 - $14,999)

Quincy*** and Zelia Abbot
Hugh M. Evans, III**
Greg and Karen Dimit
Glenys Church
Davie and Cynthia Doss
Brian and Joan Boegemann
Mary Gonzales**
Bill and Marilyn Brown
Brett Ubl
Brendan and Mary Hulsey
Scott Stambler

Activist's League ($500,000 & above)

Christine Murphy
Joseph and Nancy Murray
John and Jane Beer

President's Club ($250,000 - $500,000)

Kathleen Thomas and Jeffrey Timm
Page Julianna Palsdottir
Bethany Parnell
Michele Perlis

Senior Donor Society
($150,000 - $249,999)

George and Mary DeLaune

Alumni Donor ($1,000 - 4,999)

Kriti Acharya**
American Institutes
d for Research
Asteres Inc.
Jeffrey and Susan Bassett
Bill and Marilyn Brown
Ronald** and Judy Brown
John Bryant
Alfred and Patricia Cambridge
Hank and Jill Chambers
Barbara Coppers**
D.E. Shaw & Co.
Kristopher Dawsey
Marc and Susan Brandt
Sara Pielsticker

Activist's Alliance
($200,000 & above)

Walmart Foundation
Brendan and Randy Beggin
Mary Bryant
Michaela Bronz
Bill and Jerri Crawford
Barbara Davis
Debby Robert
Leigh Ann Davis

Anonymous Donor
($200,000 & above)

Wendy and Michaela Bronz

Anonymous Donor
($15,000 - $35,000)

Estate of Mary Spring*

Anonymous Donor
($10,000 - $14,999)

Dennis and Colleen Deely

Anonymous Donor
($5,000 - $14,999)

Practitioner Society
($250 - $999)

The Families Foundation

Leigh Ann Davis

John Bryant
Alfred and Patricia Cambridge
Hank and Jill Chambers
Barbara Coppers**
D.E. Shaw & Co.

John Bryant
Alfred and Patricia Cambridge
Hank and Jill Chambers
Barbara Coppers**
D.E. Shaw & Co.

John Bryant
Alfred and Patricia Cambridge
Hank and Jill Chambers
Barbara Coppers**
D.E. Shaw & Co.

John Bryant
Alfred and Patricia Cambridge
Hank and Jill Chambers
Barbara Coppers**
D.E. Shaw & Co.

John Bryant
Alfred and Patricia Cambridge
Hank and Jill Chambers
Barbara Coppers**
D.E. Shaw & Co.
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; Akim 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.

Pro Bono Spotlight

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

- Developmental Services of Dickson County
- Liberty ARC
- Nassau AHRIC
- The Arc Brockton Area
- The Arc Eastern Shore
- The Arc Jacksonville
- The Arc Muskegon
- The Arc New York
- The Arc Northern Chesapeake Region
- The Arc Ocean County Chapter
- The Arc of Arapahoe & Douglas
- The Arc of Atlantic County
- The Arc of Camden
- The Arc of Clay and Platte Counties, Inc.
- The Arc of Colorado
- The Arc of Douglas County
- The Arc of Fresno and Madera Counties
- The Arc of Greater Pittsburgh
- The Arc of Greater Prince William INSIGHT, Inc.
- The Arc of Hickman County
- The Arc of King County
- The Arc of Massachusetts
- The Arc of New Jersey
- The Arc of New London County, Inc.
- The Arc of New Mexico
- The Arc of Northeastern Pennsylvania
- The Arc of Opportunity
- The Arc of Owingsboro
- The Arc of Prince George’s County
- The Arc of Rockland
- The Arc of San Antonio
- The Arc of South Norfolk County
- The Arc of the Central Chesapeake Region, Inc.
- The Arc of the Quad Cities Area
- 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

Thank you to our Sponsors:
Risk assessments, the auditor considers internal control statements, whether due to fraud or error. In making those judgments, including the assessment of the risks of material misstatement of the combined financial statements, 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 related change in net assets for the year then ended 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 Arc of the United States as of December 31, 2017, and the related change in net assets for the year then ended 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.
## Assets

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,609,933</td>
<td>$1,124,356</td>
</tr>
<tr>
<td>Investments</td>
<td>11,977,282</td>
<td>11,709,874</td>
</tr>
<tr>
<td>Accounts receivable and advances, net of allowance for doubtful accounts of $65,000 and $85,000, for 2017 and 2016, respectively</td>
<td>637,716</td>
<td>415,619</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>83,653</td>
<td>661,149</td>
</tr>
<tr>
<td>Due from related party</td>
<td>49,335</td>
<td>–</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>64,688</td>
<td>75,929</td>
</tr>
<tr>
<td>Total current assets</td>
<td>14,422,607</td>
<td>13,986,927</td>
</tr>
</tbody>
</table>

| **FIXED ASSETS**     |           |           |
| Land                 | 238,755   | 238,755   |
| Furniture and equipment | 1,730,824 | 1,730,824 |
| Website              | 826,363   | 573,572   |
| Website Less: Accumulated depreciation and amortization | (1,548,150) | (1,262,040) |
| Net fixed assets     | 1,247,792 | 1,281,111 |

| **OTHER ASSETS**     |           |           |
| 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 |
| Total other assets   | 1,440,885 | 1,243,074 |

**TOTAL ASSETS**  
$17,111,284  
$16,511,112

## Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$701,079</td>
<td>$501,746</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>3,000</td>
<td>10,695</td>
</tr>
<tr>
<td>Deferred rent, current</td>
<td>56,830</td>
<td>46,434</td>
</tr>
<tr>
<td>Due to related parties</td>
<td>–</td>
<td>20,958</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>760,909</td>
<td>579,833</td>
</tr>
</tbody>
</table>

| **LONG-TERM LIABILITIES** |           |           |
| Deferred rent, net of current portion | 808,267 | 924,797 |
| Deferred compensation | 126,498 | 91,508 |
| Total long-term liabilities | 934,765 | 1,016,305 |
| Total liabilities | 1,695,674 | 1,596,138 |

| **NET ASSETS** |           |           |
| Unrestricted:  |           |           |
| Undesignated  | 2,666,954 | 1,859,631 |
| Board-designated | 609,682 | 609,682 |
| Total unrestricted net assets | 3,276,636 | 2,469,313 |
| Temporarily restricted | 9,872,546 | 10,310,119 |
| Permanently restricted | 2,266,428 | 2,135,542 |
| Total net assets | 15,415,610 | 14,914,974 |

**TOTAL LIABILITIES AND NET ASSETS**  
$17,111,284  
$16,511,112
BOARD OF DIRECTORS
2016-2017

Officers:
Elise McMillan
President
Nashville, TN
Frederick Misilo, Jr.
Vice President
Northborough, MA
Carol Wheeler
Secretary
Washington, DC
Doug Church
Treasurer
Oak Hill, VA
Ronald Brown
Immediate Past President
Dallas, TX

Directors:
Dr. Kruti Acharya
Chicago, IL
Barbara Coppens
Cherry Hill, NJ
Hugh M. Evans, III
Baltimore, MD
Dr. Grace L. Francis
Fairfax, VA
Connie Carner
Fairfax, VA
Denise Gassner
Minnetonka, MN
Mary Gonzales
Chicago, IL
Neil Hawkins
Muskegon, MI
Carrie Hobbs Guelden (NCE Rep.)
Nashville, TN
Tim Hornbecker (NCE Rep.)
San Leandro, CA
Dr. Christopher Metzler
Palm Beach, FL
John Muller
Los Angeles, CA
Ken Oakes
Philadelphia, PA
Randy Patrick
Aurora, CO
Kelly Piacente
Chester, NJ
Kurt Rutzen
Minneapolis, MN
Kathleen Stauffer
Myrtle, CT
Faye Tate
Englewood, CO
Jose Velasco
Austin, TX

SENIOR MANAGEMENT TEAM

From top to bottom:
Marty Ford
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
Darcey Rosenbaum
Senior Executive Officer
Operations
T.J. Sutcliffe
Senior Director
Income & Housing Policy
Shanae Obviously
Senior Director
National Initiatives
Julie Wood
Deputy Executive Officer
Public Policy
Karen Wolf Braman
Senior Executive Officer
Chapter Growth & Affiliate Relations

Inclusive.
Dedicated.
Determined.