The Arc is powered by people. In the following pages, you’ll meet some of them—people with disabilities, family members, caregivers, and advocates who are fighting for change. Their powerful stories spotlight The Arc’s impacts in 2023 across three key pillars:

- Fixing systems that hold people with disabilities back.
- Providing support that lets people with disabilities and caregivers thrive.
- Fostering a society that lifts people with disabilities up.

At The Arc, we know systems don’t change themselves. Support doesn’t just appear. And society doesn’t transform overnight. It takes people raising their voices. People sharing their stories. People coming together to ignite progress. Thanks to your support, for nearly 75 years, The Arc has been leading families and people with disabilities to be the voice for change.

The people within these pages embody The Arc’s mission. When we lift up their stories, we move closer to the world we imagine: a world where all people are valued for their perspectives and contributions, where disability rights are human rights. Their torch lights the way for millions more seeking equity, justice, and belonging. Let’s shine their light ahead and, together, bring The Arc’s legacy into the future.

Sincerely,

Katy Neas
Chief Executive Officer

Laura Kennedy
President, Board of Directors

With 577 chapters spanning 47 states and Washington, DC, The Arc’s network drives impact from the local level up. Our chapters are embedded in the communities they serve and powered by the perspectives of people with disabilities and their families nationwide.
That simple phrase drives The Arc to reform systems that were built without considering disability needs, from voting access to education equity.

In 2023, Medicaid took center stage. This critical program helps millions of people with disabilities by providing daily essential care and support, but it faced significant threats.

For people with disabilities and their families, Medicaid’s home and community-based services (HCBS) help them live independently and with freedom of choice. Medicaid means skilled nursing care to live with family instead of in an institution. Medicaid means help from an aide to contribute to the workforce, earning money and gaining confidence and life skills.

Our 2023 Family and Individual Needs for Disability Supports (FINDS) survey laid bare how the continued gaps and inequities in in-home care have deeply impacted the lives of people with disabilities and their loved ones. Their stories are powering The Arc’s fight to protect and expand this critical safety net.

• In contentious federal debt limit negotiations, we spearheaded efforts to stop over $100 billion in Medicaid cuts that would have gravely harmed people with disabilities. We uplifted voices like Jennifer’s, who’s 11-year-old son relies on Medicaid: “For the first year of his life, he lived in institutional care. It was a major hardship for our family... Medicaid allows him to now live with us, go to school, play with friends. Medicaid is the glue that holds our lives together.”

• In 2023, as states reviewed Medicaid eligibility for the first time in years, we worked alongside our chapters to ensure that nobody slipped through the bureaucratic cracks.

• The White House invited us to a special event where, thanks to our longtime advocacy, the President announced the most comprehensive set of executive actions ever taken to support direct support professionals and family caregivers. Julie Ward, The Arc’s Senior Executive Officer of Public Policy, was joined by advocates Ray Hemachandra and his son Nicholas, who relies on Medicaid to live and work in his community.

• We’re also building for the future, to safeguard Medicaid access long-term, by supporting the introduction of the HCBS Access Act, which aims to create a more inclusive and accessible HCBS system. But policy change needs momentum. That’s why The Arc’s advocates contacted their members of Congress nearly 300,000 times.

Our advocacy caught the attention of national media, including PBS Newshour, HuffPost, USA Today, Axios, and KFF Health News.

While Medicaid took the spotlight, our advocacy didn’t dim in other areas—from protecting critical benefits to influencing our country’s highest court. Because, at The Arc, we’ll take on any obstacle between people with disabilities and their rights.
Partners Helping Us Strengthen Systems

The Arc has an unparalleled ability to unite diverse and often disparate leaders behind a shared goal. In 2023, we leveraged our leadership by rallying a groundswell of support for the bipartisan Supplemental Security Income (SSI) Savings Penalty Elimination Act, which aims to eliminate outdated asset limits that are trapping people with disabilities in poverty.

From corporate titans like JPMorgan Chase and Microsoft to advocacy powerhouses like AARP, over 300 organizations came together to advocate for reform.

We also ensured the disability experience anchored this fight by working with The Arc of Ohio to uplift Emily and Margaret Demko’s story. Their speeches resonated on Capitol Hill and in the media, bringing human stakes to dated policies.

Stories at the Heart of Our Work

Public policy advocacy alone cannot create stronger systems in our society. That’s why The Arc also plays a big role in championing disability rights in the courts. Along with our co-counsel, we brought Texas’ S.B. 1 voter suppression legislation to trial. The stories of our witnesses expose the real toll of voting barriers on people with disabilities:

“I registered to vote by mail based on my disability, but this option is no longer accessible to me due to S.B. 1. I tried so hard to vote in the March primary, but at every turn, I faced obstacles due to my disability... I am very concerned about my ability to vote in the future... After a whole year of fighting to exercise my right to vote, I have this hesitancy that I never had before.” – Teri

“Many personal care attendants are low wage workers of color, and they may be afraid to assist me for fear of being accused of doing something illegal. I wouldn’t want to put them at risk. I also want to be able to choose who I want to assist me, as assistance is most effective from someone who understands my needs.” – Jodi

We’ll continue to fight voter suppression laws in Texas, Georgia, and beyond while educating and empowering people with disabilities to get out to vote!

Emily Demko speaks at a press conference in Washington, DC, alongside her mom, Margaret, and U.S. Senator Sherrod Brown of Ohio.

2023 SNAPSHOT

SHIFTING SYSTEMS

- Helped protect Medicaid and Americans with Disabilities Act (ADA) enforcement by filing amicus briefs in 2 U.S. Supreme Court cases—HHC of Marion County v. Talevski and Acheson Hotels v. Laufer
- Participated in 7 amicus briefs in courts around the country to advance disability civil rights
- Fought in the courts for equal education in Georgia, Iowa, and West Virginia
- Got board member Chloe Rothschild an audience with White House leaders to talk about the process of applying for federal benefits
- Worked with Apple on new cognitive accessibility features in an iOS update
- Created advocacy toolkits on HCBS, storytelling, and more that were viewed over 25,000 times
- Gathered on Capitol Hill with nearly 150 disability advocates to hear from 8 bipartisan members of Congress at our Disability Policy Seminar
While The Arc is renowned for advocacy, our programs are creating opportunities for people with intellectual and developmental disabilities (IDD) to learn and grow in their communities. In 2023, one pioneering program took the limelight: The Arc@School.

Imagine being a parent of a child with a disability who wants to go to school, learn new things, and make friends. But instead of getting the support and education they deserve, they face exclusion, low expectations, and even discriminatory discipline. This is the reality for millions of families across the country who struggle to navigate a broken, complicated, and underfunded special education system.

Despite the passage of the Individuals with Disabilities Education Act (IDEA) nearly 50 years ago, this foundation for the special education system has never delivered its full promise. Because of this, families must become experts in fighting for their children’s rights, but they often lack the information, guidance, and support they need. This creates huge disparities, especially for people of color and low-income families.

That’s why we created The Arc@School Advocacy Curriculum, an evidence-based online training program that empowers families to advocate for their children’s educational needs. It helps caregivers understand their rights, how to get an effective individualized education plan (IEP), and how to get accessibility and support needs met.

It’s helping parents like Meeka, who shares, “I was constantly told what he can’t do, and I had to get in front of administrators and teachers with what my child is capable of. People often see the disability before the child, even if he’s acting in age-appropriate ways. I hope that one day it won’t be such a challenge for parents and their children with disabilities.”

We know The Arc@School Advocacy Curriculum is particularly valuable to marginalized communities whose voices are often ignored, and that’s where our impact was felt deepest in 2023. Thanks to grants from CoBank, the Lids Foundation, and The Coca-Cola Foundation, we awarded nearly 1,000 scholarships to give marginalized families free access to the program. Thanks to Comcast NBCUniversal, we also translated the full curriculum into Spanish.

The Arc@School is not our only impactful program. From travel to technology, criminal justice to community living, we are knocking down barriers and opening doors for people with disabilities in every aspect of life.
Partners Helping Us Support Families

People with IDD are disproportionately represented as victims, suspects, defendants, and incarcerated persons, and often face discrimination at every stage of the process.

For 10 years, the National Center on Criminal Justice & Disability (NCCJD) has been the leading center for justice for people with IDD, and our partners are the backbone of our work. We work with powerful and unexpected organizations to create training for law enforcement, provide technical assistance for court systems, ensure the voices of justice-involved youth are heard, share knowledge internationally, and more. Some of our partners include the U.S. Department of Justice, International Association of Chiefs of Police, Open Society Foundation, Autism Society, WITH Foundation, Family Voices, and survivors Kecia Weller and James Meadours.

Together, we are standing up for rights and dignity, and our advocacy is creating change. In February 2023, Neli Latson, an autistic Black man imprisoned for 10 years after a wrongful prosecution, was invited to the White House to share his story of abuse in the criminal justice system. The Arc proudly contributed to Neli’s full pardon.

Stories at the Heart of Our Work

For the Layton family, traveling to visit relatives and take vacations seemed impossible due to their autistic son Brennan’s overwhelming flight anxiety. This all changed when the Laytons learned about The Arc’s Wings for All program.

Wings for All provides flying rehearsals without ever leaving the ground. It also educates aviation staff on how to better support people with IDD. The Laytons drove over 1,000 miles from Texas to attend a Wings event in Arizona hosted by The Arc of Arizona.

As Brennan’s father described, “Brennan fought through incredible anxiety, but unlike a real flight, he was given the time, patience, and support from staff, volunteers, and peers to work through and overcome it. He stuck it out. He made the choice. The result is he not only boarded the Wings for All mock flight, but he also boarded a real flight right after. We rewarded him with a trip to Disneyland and to see his grandma and grandpa! This has been a life changer for us.”

The Wings program made air travel possible for the Laytons. Stories like theirs show how The Arc’s support helps people with IDD and their families have fulfilling experiences.

2023 SNAPSHOT

SUPPORTING FAMILIES

<table>
<thead>
<tr>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnered with Amazon to give 5,000 free Echo devices to people with disabilities to support their day-to-day independence</td>
</tr>
<tr>
<td>Helped create a new Crisis Response Intervention Training that is free and available to law enforcement</td>
</tr>
<tr>
<td>Partnered with the Federal Communications Commission to make internet access attainable for low-income families</td>
</tr>
<tr>
<td>Gave 1,187 people, including caregivers, access to devices, services, and digital skills training through our Tech Coaching Centers</td>
</tr>
<tr>
<td>Held 20 Wings for All events, working with 14 chapters and 6 airlines to reach 1,084 people with IDD and 2,216 family members</td>
</tr>
</tbody>
</table>

Neli Latson
FOSTERING A SOCIETY THAT LIFTS PEOPLE WITH DISABILITIES UP

People with IDD are a part of every community. They are our friends, family members, coworkers, and neighbors. Just like everyone else, people with IDD have dreams for the future and want to lead fulfilling lives.

Yet people with disabilities continue to face prejudice, barriers, and discrimination in everyday life. What they need is a society that accepts, includes, and embraces them.

The Arc is on a mission to challenge cultural norms and show the world the potential of people with disabilities.

In 2023, here’s how that took shape:

Our commercials show what’s possible in life. Our disability-centered public service announcements broadcast over 155 million times across 115 media markets nationwide.

We are touching more people with our messaging. Our aggressive growth across email and social media is rapidly expanding our reach and igniting grassroots action. In 2023, we saw nearly 7 million engagements, educating new audiences about our mission while mobilizing rising waves of advocates and supporters.

We influence and engage the national media. We cultivated strong relationships with journalists, securing over 80 stories in top-tier and strategic media outlets, including NBC News Daily, The Washington Post, the Policing Matters Podcast, and much more. We also created resources to help journalists cover disability issues with respect and equity.

Crucially, we secured high-profile features of diverse people with disabilities and caregivers. From a national PBS broadcast on dating with a disability to an op-ed in Slate on the importance of the Americans with Disabilities Act, we shared stories that matter, including:

- A Washington Post story on ableism featuring board member Chloe Rothschild
- A major profile on WBUR of the Biscan family, who lost their vital Supplemental Security Income (SSI) benefits
- A Word in Black profile of the Caldwell family’s struggles to navigate the special education system
- Stories featuring board member Yvette Pegues in The New York Times on workplace accommodations and Good Housekeeping on what to do when your child stares
- A major profile in The Atlantic about two caregivers who rely on remote work to care for their children with disabilities

Working with and for people with disabilities, we are creating a society that tears down barriers and builds up opportunities.
Partners Helping Us Spur Societal Change

Media representation of people with disabilities lags far behind every other marginalized group. When people with disabilities are featured, they have historically been negatively stereotyped, featured as a burden or source of inspiration, or reduced to one aspect of their identity. Thanks to our ongoing partnership with Sephora, we flipped the script. Sephora featured The Arc’s self-advocates on billboards in Times Square twice in 2023. One advertisement introduced Brianna, a teen with Down syndrome who has been served by The Arc Alliance since birth, and another featured Yvette, a board member with a disability. In addition, Sephora created a “Day in the Life” video of Brianna that garnered over 2.1 million views on their Instagram and TikTok pages.

Stories at the Heart of Our Work

During Disability Pride Month, The Arc partnered with our National Council of Self-Advocates to shatter stereotypes and foster connections through a powerful social media campaign. Across 76 posts on our platforms, advocates shared their stories of pride, resilience, and achievement. The campaign was a resounding success, reaching nearly 100,000 people and generating over 7,300 engagements from an audience extending far beyond the disability community. One of the most impactful stories was Tayone’s.

Our Disability Pride Month content struck a powerful chord, doubling our social interactions and bringing thousands of new followers into our community. However, the campaign’s impact was much more than metrics. Its success paved the way for greater inclusion through storytelling.

We continued uplifting pride narratives in a widely-read blog and even earned a feature in Woman’s Day! Step by step, story by story, we are fostering spaces where people with disabilities are embraced and valued.

“I am proud of my life journey and accomplishments. Diagnosed with cerebral palsy at birth... and put into foster care... I am now a graduate of Florida Memorial University and work full-time as a computer analyst, which has allowed me to rent an apartment and move out on my own.”

- Tayone

2023 SNAPSHOT
CHANGING SOCIETY

105 thought leaders, including Chris Ulmer from Special Books by Special Kids, inspired 821 advocates at our National Convention

Educated and empowered 257 chapter leaders at our Summer Leadership Institute

Annual MLK Day of Service brought together 1,464 volunteers from 12 organizations to feed to 53,107 food-insecure people

Annual 9/11 Day of Service engaged 1,258 volunteers from 12 organizations to provide emergency preparedness education to 17,177 people, including people with disabilities and their families

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THANK YOU TO OUR SUPPORTERS

INSTITUTIONAL GIVING

President’s Cabinet
$1,000,000+
Comcast NBCUniversal Foundation*
Corporation for National and Community Service (CNCS)
United Health Foundation*

Leadership Circle
$500,000 - $999,999
Amazon
Bureau of Justice Assistance* (sub-award of University of Cincinnati)
U.S. Dept. of Justice’s Office of Community Oriented Policing Services (COPS Office)
Federal Communications Commission*
National Domestic Workers Alliance*
Robert Wood Johnson Foundation

Activist’s Circle
$250,000 - $499,999
Center for Disease Control* (sub-award of Association of University Centers on Disabilities)
The Coca-Cola Foundation
Bureau of Justice Assistance* (sub-award of International Association of Chiefs of Police)
LinkedIn
May & Stanley Smith Charitable Trust*
National Association of Councils on Developmental Disabilities*
The Progressive Insurance Foundation

Advocate’s Circle
$100,000 - $249,999
Arizona Statewide Independent Living Council*
Arizona Development Disabilities Planning Council (ADPDC)
CARE Fund*
Bureau of Justice Assistance* (sub-award of Autism Society)
CareQuest Institute for Oral Health
Office of Violence Against Women* (sub-award of University of Cincinnati)
Passport Foundation*
Rhode Island Department of Behavioral Healthcare, Developmental Disabilities Hospitals* (sub-award of Cerebral Palsy Foundation)
Sephora
Verizon Foundation

Defender’s Circle
$50,000 - $99,999
AutoDesk
Deckers Giving
Forsythia Foundation
Lids Foundation
Rhode Island Foundation
WITH Foundation*
Protector’s Circle
$25,000 - $49,999
- Broad Reach Fund
- CoBank
- TruStage Foundation
- WITH Foundation (sub-award of Family Voices)
- Mutual of America
- National Health Law Program (NHeLP)
- Park Foundation
- Rhode Island Developmental Disabilities Council
- Truist Foundation

With Foundation (sub-award of Family Voices)

Friend’s Circle
$5,000 - $9,999
- American Airlines
- Booz Allen Hamilton
- The John E. Fogarty Foundation
- Wispact Inc.

Supporter’s Circle
$2,000 - $4,999
- American Association on Intellectual and Developmental Disabilities: State of States* (sub-award of Kansas University Life Span Institute)
- Allianz Life Company of North America
- FINDS* (sub-award of University of Minnesota)
- Mass Mutual
- Moran-Venture Charitable Foundation
- NIDLRR* (sub-award of Vanderbilt University) (2023-2028)

*The Arc extends its deepest appreciation to those who have made major multi-year commitments.

Family’s Circle
$10,000 - $24,999
- Aetna Foundation
- Apple Inc.
- Center on Budget & Policy Priorities
- Emerson Electric Charitable Trust
- Pediatric Epilepsy Research Foundation (PERF)
- Rhode Island Foundation – Special Medical Funds
- Walmart

Friend’s Circle
$25,000 - $49,999
- Broad Reach Fund
- CoBank
- TruStage Foundation
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Mutual of America

American Airlines

Booz Allen Hamilton

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National Sponsors

Movement Leader
$50,000+
- Mutual of America*
- Common Energy*

Change Agent
$25,000+
- Comcast NBCUniversal*
- arc Thrift Stores
- Amazon
- PHRMA

Champion
$20,000+
- Attainable (Fidelity)
- Mercer
- Therap Services

Advocate
$15,000+
- Amazon Business
- AMBA
- Globe North

Supporter
$10,000+
- Elevance Health (formerly Anthem)
- Exact-GPS
- Globe North
- Guardian Pharmacy Services
- Marsh McClennan/Ballator*
- Mass Mutual
- DonorDock
- Community Brands
- Sandata Technologies

Friend
$7,500+
- Autism Society
- Central Reach
- CIL
- ContinuumCloud
- Evera
- Jazz Pharmaceuticals
- Lumind
- Nucleus Care
- Neurelis
- RespITrack
- Strategic Tax Planning
- TrueLink

Participant
$5,000+
- The Coca-Cola Company
- Sponsors of Disability Docket Newsletter
  - Brown Advisory
  - Latham & Watkins
  - WilmerHale

Gifts In-kind
- Amazon
- Brown Advisory
- Comcast NBCUniversal*
- DiversityComm
- LinkedIn
- Mercer
- OneCause

*The Arc extends its deepest appreciation to those who have made major multi-year commitments.
INDIVIDUAL GIVING

The Arc of the United States

$15,000 - $49,000
Rebecca Alson-Milkman and Craig Thomas
The Choi Family
Lauren Ann Kay
Mark and Christiane Ladd
Martha Elaine Sweeney

$5,000 - $14,999
John Ball
Charles and Denise Barry
James and Lisa Batty
Ron and Mary Beamer
Charles Binder and Nancy Shor
S. Gregory Boyd
John and Judy Friess
Cheryl and Richard Harris
Brian Hochheimer and Marjorie Wax
Earle and Patricia Hurley
David and Patricia Kepler
Renate Kupke
John Hughes Lyons III
Carol and Tom Wheeler

$2,000 - $4,999
Bartise Bowden
Kristin Burns
Douglas and Glerya Church
Sharon Davis and Thomas Pigg
Kristopher Dawsey
Kim Dodson
Rachel Dunevant
Carrie Hobbs Guiden
Patricia Hollabaugh
Trudy and Howard Jacobson
Laura Kennedy
Lydia Laub
Henry and Hannah Millson
Josephine and James Myers
Linda Rosecan
Meredith and Samuel Sadoulet
Ommeed and Claire Sathe
Robert Seibold
Michael and Paula Straw
Jennifer Taitz
Theresa and Harvey Varnet
Winberry Giving Fund

BEQUESTS

Rory Beggan
Ehler O. Gregory
Jerry and Shirley Teague Living Trust

The Arc of the United States Foundation

$50,000+
Carol and Tom Wheeler

$15,000 - $49,000
Catherine Anders
Britt-Louise Glider
John Greed
Sari Hornstein
The Ruesch Family
Rick Stamberger

$5,000 - $14,999
Thomas and Jacqueline Collamore
Craig Ehlich
Lloyd Lewis
Jaye and Eric Olafson
Laurie Oseran
John and Julene Stellato
Dawn and Tim Sweeney
Nancy and Robert Webster

$2,000 - $4,999
Michael Berman and Debbie Cowan
Kay Kendall and Jack Davies
Meredith and Samuel Sadoulet
Peter Shields
Brian and Caroline Smith
Paul and Theresa Wirth
Marilyn Worseldine

Chapter Contributions

The Arc of Indiana
The Arc of King County Lifeworks
The Arc of Massachusetts
The Arc of the Piedmont
The Arc of Wayne County
The Arc of the United States appreciates in-kind contributions of service. We would like to extend our wholehearted thanks to the following law firms that provided pro bono legal services to The Arc in 2023:

Akin Gump Strauss Hauer & Feld LLP
Katten Muchin Rosenman LLP
Latham & Watkins LLP
Orick Herrington & Sutcliffe LLP
Reed Smith LLP
Wilmer Cutler Pickering Hale & Dorr LLP

We are grateful to Comcast NBCUniversal for the following in-kind support: PSA distribution valued at $2,395,362; Xfinity digital ads valued at $23,494; and Newsmakers production, placement, and promotion valued at $461,080.

We thank LinkedIn for their advertising grant valued at $300,000.

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Executive Staff
Katy Neas (she/her)
Chief Executive Officer
Ruben Rodriguez (he/him)
Chief Operating Officer
## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>CURRENT ASSETS</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$4,621,726</td>
<td>$3,361,860</td>
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<tr>
<td>Investments</td>
<td>7,320,302</td>
<td>8,142,375</td>
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<tr>
<td>Accounts receivable</td>
<td>159,030</td>
<td>230,491</td>
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<tr>
<td>Grants and contributions receivable, net</td>
<td>3,394,700</td>
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<td>Prepaid expenses</td>
<td>192,812</td>
<td>105,734</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td><strong>15,594,660</strong></td>
<td><strong>13,431,409</strong></td>
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<table>
<thead>
<tr>
<th>FIXED ASSETS</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and equipment</td>
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<td>1,494,265</td>
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<tr>
<td>Vehicles</td>
<td>21,859</td>
<td>21,859</td>
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<tr>
<td>Vandalism</td>
<td>888,521</td>
<td>888,521</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>24,104,404</strong></td>
<td><strong>2,402,345</strong></td>
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### OTHER ASSETS
- Security deposit | 45,843 | 87,897 |
- Investments held for beneficial interest in perpetual trust | 1,263,481 | 1,282,013 |
- Investments, net | 992,096 | 992,096 |
- Deferred compensation investments | 399,093 | 317,932 |
- Rights-of-use assets, net | 3,123,884 | 792,804 |
- **Total other assets** | **5,615,667** | **3,067,640** |

### TOTAL ASSETS
<table>
<thead>
<tr>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
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<tr>
<td>$22,123,176</td>
<td>$16,875,711</td>
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## CONSOLIDATED STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS

### REVENUE AND SUPPORT

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<thead>
<tr>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
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<tbody>
<tr>
<td>Donor Restrictions</td>
<td>Donor Restrictions</td>
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<tr>
<td>Contributions</td>
<td>2,740,496</td>
<td>72,506</td>
</tr>
<tr>
<td>Grants</td>
<td>2,876,247</td>
<td>7,067,309</td>
</tr>
<tr>
<td>Affiliation and chapter fees</td>
<td>2,876,247</td>
<td>4,868,656</td>
</tr>
<tr>
<td>Registration fees</td>
<td>1,270,907</td>
<td>1,270,907</td>
</tr>
<tr>
<td>Contracts</td>
<td>25,090</td>
<td>25,090</td>
</tr>
<tr>
<td>Program service fees</td>
<td>198,255</td>
<td>198,255</td>
</tr>
<tr>
<td>Bequest income</td>
<td>87,924</td>
<td>89,853</td>
</tr>
<tr>
<td>Royalty income</td>
<td>15,433</td>
<td>166,330</td>
</tr>
<tr>
<td>Other income</td>
<td>21,629</td>
<td>21,629</td>
</tr>
<tr>
<td>Net investment return</td>
<td>563,223</td>
<td>548,826</td>
</tr>
<tr>
<td><strong>Net gain (loss) in perpetual trust</strong></td>
<td><strong>1,112,049</strong></td>
<td><strong>1,204,389</strong></td>
</tr>
<tr>
<td>Net assets released from donor restrictions</td>
<td>2,973,867</td>
<td>(2,973,867)</td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td><strong>32,406,213</strong></td>
<td><strong>3,007,505</strong></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>33,222,824</strong></td>
<td><strong>2,774,923</strong></td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td><strong>(916,611)</strong></td>
<td><strong>2,090,684</strong></td>
</tr>
<tr>
<td><strong>Net assets at beginning of year</strong></td>
<td><strong>4,123,282</strong></td>
<td><strong>9,752,474</strong></td>
</tr>
</tbody>
</table>

### TOTAL ASSETS AT END OF YEAR
<table>
<thead>
<tr>
<th>Without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor Restrictions</td>
<td>Donor Restrictions</td>
<td></td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td><strong>3,208,671</strong></td>
<td><strong>12,759,979</strong></td>
</tr>
<tr>
<td><strong>Net assets released from donor restrictions</strong></td>
<td><strong>15,966,650</strong></td>
<td><strong>13,875,756</strong></td>
</tr>
</tbody>
</table>

### EXPENSES

- Program Services:
  - Leadership and Development | 2,865,969 | 2,865,969 |
  - Public Education | 12,642,831 | 12,642,831 |
  - Public Policy | 12,233,301 | 12,080,670 |
- Program Innovation | 3,461,200 | 3,461,200 |
- **Total program services** | **31,203,301** | **25,882,316** |

### NET ASSETS
<table>
<thead>
<tr>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$22,123,176</strong></td>
<td><strong>$16,875,711</strong></td>
</tr>
</tbody>
</table>