Making law work for people,
places, and the planet.

2017
ANNUAL REPORT
Making law work for people,
places, and the planet.
A Message From the President and Chairman

Let’s Talk—That is an invitation ELI has extended far and wide across the United States and around the world. We convene and facilitate vital conversations as we partner with governments, companies, firms, organizations, and individuals committed to employing law and good governance to confront our planet’s ever more challenging task of ensuring quality of life and healthy ecosystems for a growing population.

Dialogue and insightful analysis have been critical to ELI’s work over the nearly five decades since the birth of the modern environmental movement. In 2017, the need for thoughtful dialogue and analysis became more important than ever as new uncertainties about the course of environmental law and policy emerged with the Trump Administration’s deregulatory agenda. ELI was there to provide insights into and ideas about the implications and legal constraints of this sharp turn in direction.

ELI issued a report on Regulatory Reform in the Trump Era in March and then in September collaborated with the American Bar Association’s Section of Civil Rights and Social Justice to update its earlier analysis in Environmental Protection in the Trump Era—a clear and factual review of the key changes in the Trump Administration’s first year. These reports were underscored by numerous educational programs that brought together experts to provide clarity to the changes underway. Extending that effort, ELI also joined with other partners to establish the Macbeth Dialogues to examine the question of cooperative federalism in the modern era. These efforts showcased ELI’s unique capacity to convene leaders and initiate important conversations among diverse voices to help define a forward-thinking future for environmental policy and practice.

Outside the United States, in December 2017, ELI became the first foreign nongovernmental organization (NGO) to receive temporary registration from China’s Ministry of Environmental Protection (MEP) for environmental protection work. Both MEP and the Beijing Bureau of Public Security approved ELI’s project with local partner, the China Environmental Protection Foundation, to build local NGO capacity for citizen engagement in environmental accountability, as China’s economic development surges and its citizens are increasingly demanding cleaner air, land, and water. Registration of the project reflects ELI’s excellent reputation for thoughtfully strengthening environmental law and governance, as well as our effectiveness in establishing strong partnerships with key leaders and institutions within China. Globally, ELI has a unique and much sought-after ability to bring environmental governance solutions to other countries.

Last year, ELI unveiled a number of studies that will help communities here and abroad deal with climate change impacts, whether from climate-related stormwater threats to the Chesapeake Bay, or rising sea levels in San Diego. In Blindsided by Change, Slow Threats and Environmental Policy, ELI brought attention to the urgent need for better understanding of why it is so difficult to galvanize attention to slowly evolving issues like climate change, species extinction, deforestation, and other similar challenges.

ELI will continue to draw attention to the environmental issues that present such challenges, as well as the solutions that are only possible if we establish, retain, and build upon a solid foundation of environmental law and governance. ELI’s unique value proposition was evident in 2017 as we were able to grow as an institution and expand our important work around the globe. We are indebted to our Leadership Council and Board at their largest complement ever for their immense generosity, as well as to the critical support provided by foundations, governments, members, and other partners. We look forward to sharing many constructive years ahead.
International Work in 2017

Promoting effective governance as Secretariat of INECE (International Network for Environmental Compliance and Enforcement)

Assessing the effectiveness of the Global Environment Facility’s efforts to stop illegal wildlife trading

Advising the Global Environment Facility on the administration of the Minamata Convention on Mercury

Developed a massive open online course on Environmental Security & Sustaining Peace

Using environmental DNA for regulatory policymaking, including the seabed and ocean floor:
- Chile, Norway, Scotland

Assessing and protecting communities’ water rights, and promoting management of water resources:
- Colombia, India, Kenya
Work in the United States in 2017

- ELI national work
  - Protecting water supplies and clean water
  - Promoting climate change resilience and mitigation
  - Protecting wetlands, wildlife, and biodiversity
  - Catalyzing clean energy
  - Effectively managing natural resources
  - Improving indoor air quality in schools and homes
  - Enhancing state and local authority for marine protected areas
  - Teleconferences on climate change impacts and mitigation
  - Providing nonpartisan guidance and updates on environmental regulatory reforms
  - Evaluating the role of states and corporations in cooperative federalism
  - Addressing the environmental implications of emerging technologies
  - Promoting environmental justice
  - Facilitating dialogue on emerging environmental issues in Native communities
  - Developing creative methods to address food and water waste issues

- Supporting public engagement in Gulf restoration (AL, FL, LA, MS, TX)
- Helping communities restore, manage, and connect floodplain buyout properties (IA, MN, NC, NJ, OH, WI)
- Training on responsible e-waste recycling programs (NY)
- Promoting food waste reduction in Nashville (NRDC Project) (TN)
- Aligning environmental protection goals where working and natural lands converge with national defense facilities (FL, MN, NC, WA)
- Improving wetlands restoration in the Mid-Atlantic Regional Council on the Ocean region (DE, MD, NJ, NY, VA)
- Creating a “Legal Toolbox” to help Maryland and Virginia deploy green infrastructure to protect against climate threats (MD, VA)
- Assisting in planning and regulating for shale gas development (PA)
- Analyzing the legal risk for sea-level rise adaptation strategies in San Diego (CA)
- Piloting a neighborhood revitalization program for underserved communities (DC)
- Educating legal professionals about indigenous rights and food sovereignty (AK)
- Integrating community input into green local government infrastructure projects (NM)
- Researching the link between climate change, migration, and livelihoods (AR)

Throughout the year, ELI kept a sharply focused analytical lens on the Administration’s actions through insightful reports, articles, blogs, seminars, and conferences.

Clarifying the Trump Administration’s Redirection of Environmental Law

In a time of significant changes to environmental, natural resource, and energy policies in the United States, there is a hunger and need for the kind of objective, trustworthy analysis, insight, and convening that ELI has provided throughout its nearly fifty-year-old history.

We have been responding to the urgent demand for lucidity and credible analysis during a time of policy change with the new Administration. In January, ELI joined our partners in co-hosting a dialogue with federal agency general counsels who reviewed the key issues facing the Trump Administration. In March, ELI developed a comprehensive report, Regulatory Reform in the Trump Era. The demand for the information provided in the report led to two ELI webcast educational programs in April that drew some of our highest attendance ever for such events, including one session on the report and another on “Understanding the Trump Administration’s 2-for-1 Regulatory Policy.” In September, ELI teamed up with the American Bar Association’s Section of Civil Rights and Social Justice to publish Environmental Protection in the Trump Era.

In December, ELI presented “Ocean Policy and the Trump Administration” as part of our Ocean Seminar Series. In The Environmental Forum®, we featured a discussion: “With Hurricanes Providing Fresh Examples of Needs, Panel Is Asked What Trump Can Do to Foster Environmental Justice.” Informing and educating our members and many other audiences to advance effective environmental governance—thats the hallmark of ELI’s crucial work.

As an ongoing contribution to newly urgent discussions about cooperative federalism amid shifting federal-state responsibilities, ELI partnered with the Environmental Council of the States and—with support from the American College of Environmental Lawyers—launched the Macbeth Dialogues in July honoring the legacy of environmental law pioneer Angus Macbeth. Could a new “environmental protection enterprise” be emerging in which empowered public and private actors play ever more significant roles? How can states function better in the context of federal laws? At the 2017 ELI-Miriam Hamilton Keare Policy Forum and the annual Corporate Forum in October, we extended this vital dialogue, convening practitioners and thought leaders to give their perspectives and ideas on possible optimal roles for federal and state regulators going forward. Believing as we do in rational, bipartisan discussion leading to practical solutions, ELI offers the perfect venue for productively exploring these and related questions as the United States grapples with major changes in environmental governance.
In 2017, Kazakhstan’s government, including the Ministry of Energy, joined the many governmental entities that have turned to ELI for assistance in developing responses to specific climate change concerns. Following up on this country’s climate commitment in the Paris agreement, ELI’s help was sought to integrate climate change adaptation into the nation’s Environmental Code, related laws and regulations, and its planning processes at various levels of the Kazakh government, while also helping to ensure harmonization in the collection and use of climate data among agencies.

With last year’s massive flooding and with worse expected in coming years, ELI focused its expertise on developing recommendations for tackling an increasingly salient issue: human settlements in risky floodplains. In December, ELI and the University of North Carolina Institute for the Environment published *Financing and Incentivizing Floodplain Buyouts: A Guide*, a significant contribution to solving the challenges of how to fund the acquisition and restoration of vulnerable properties, and *Future Floodplain Acquisitions: Maximizing Opportunities for Habitat Restoration, Community Benefits, and Resilience*, a guide to help communities integrate broader community goals into hazard mitigation and acquisition planning. We also hosted a webinar in May on “Making the Most of Floodplain Buyouts,” part of our multi-faceted program aimed at addressing this growing problem.

ELI’s August 2017 report—*Green Infrastructure for Chesapeake Stormwater Management: Legal Tools for Climate Resilient Siting*—expertly laid out potential obstacles and promising solutions within the current legal framework as officials seek to protect the Chesapeake Bay watershed, North America’s largest estuary, against stormwater inundation and the associated flooding. The report recommends specific actions that state and local governments can take to modify the current stormwater management regime so as to more easily incorporate pragmatic consideration of climate change impacts.

ELI’s June 2017 report, *Legal Risk Analysis for Sea-Level Rise Adaptation Strategies in San Diego*, expertly assessed the unavoidable legal risks and administrative challenges that local governments must navigate in deciding to act, or not act, as climate change threatens U.S. coastal communities, in California and beyond. In Arkansas, ELI is undertaking groundbreaking research and fostering dialogue surrounding climate and migration, among other things, working with residents of the Marshall Islands who have immigrated to this state.


As the impacts of climate change become more and more evident, ELI is leading the way in driving solutions to the challenges of a changing climate.
Partnering Globally to Accelerate Local Environmental Progress

Under the Chinese zodiac calendar, 2017 was the year of the fire rooster, characterized by trustworthiness. As a sign of our trusted professionalism and reputation and that of our partner, China Environmental Protection Foundation (CEPF), in December, ELI became the first foreign nongovernmental organization (NGO) to receive temporary registration for an environmental protection-related project from China’s Ministry of Environmental Protection and the Beijing Bureau of Public Security. ELI will be working with CEPF toward a vital goal: building the capacity of China’s NGOs to more effectively engage in the environmental accountability process in that country of 1.4 billion people.

To the south, in 2017, ELI launched a partnership with the Indonesian Center for Environmental Law and the Environmental Working Group of the Indonesian Judiciary to begin a judicial training project in Indonesia, aimed at helping the nation’s judges reduce deforestation. We’ll do so by strengthening the judiciary’s capacity to assess liability for environmental impacts, to calculate damages, and to require restitution and restoration. By tackling this urgent need, Indonesia will add muscle to its sustainable development efforts and reduce illegal deforestation and forest fires contributing to climate change dynamics.

In Africa, to better protect forests and the livelihoods they support, ELI is assisting the Malawi government as it revises the nation’s 1997 National Forestry Act to, among other goals, improve community forestry, accountability, and transparency. In Liberia, ELI is likewise helping to develop regulations to strengthen enforcement in the forestry sector.

Kenya, India, and Colombia—these three countries were the pilots for a new tracking methodology that ELI developed in partnership with the Rights and Resources Initiative to help countries assess and more effectively protect communities’ water rights, and promote the sustainable and equitable allocation, use, and management of water resources. The pilot phase has led to a full-scale assessment across 15 countries that identifies the various ways in which countries address the community-based water rights of indigenous peoples and local communities, providing the basis for data-driven analysis and policy advocacy.

Closer to home, in Colombia’s Magdalena-Cauca watershed and Ecuador’s Napo watershed—places in which infrastructure, mining, and energy projects pose serious environmental threats—ELI began a three-year project to improve watershed health and biodiversity. ELI will draw on our globally respected judicial education experience and knowledge to strengthen the judiciary’s knowledge and capacity to make informed decisions in environmental cases, including enforcement cases. ELI is driving more effective enforcement globally as it improves the operations, and expands the membership, of the International Network for Environmental Compliance and Enforcement for which it serves as Secretariat. And for the Global Environment Facility—an international funding partnership of 183 countries, international institutions, civil society organizations, and the private sector that addresses and provides financing for pressing global environmental issues—ELI assessed the effectiveness of this entity’s illegal wildlife trading elimination efforts.

And in 2017, we completed production of a massive open online course, or MOOC. The MOOC, Environmental Security and Sustaining Peace: Overcoming Risks From Extractive Industries, Resource Scarcity, and Climate Change, comprises 47 lectures of eight to 12 minutes each. ELI developed the MOOC with UN Environment, the University of California–Irvine, Duke University, and Columbia University to help the world understand, and act on, the conflicts and peacebuilding possibilities related to resource allocations and climate change. Check it out: https://environmentalpeacebuilding.org/education/mooc.

“No single institute has been as committed to advancing the field of environmental peacebuilding as ELI. From catalyzing the creation of 150 case studies and 6 books of material to being a driving force behind a Massive Open Online Course which attracted nearly 10,000 participants from 150 countries—ELI’s track record and impact speaks for itself. ELI has made an indelible contribution to helping build a more peaceful, just, and ecologically healthy world through outstanding policy analysis, field application, and practitioner training.”

DAVID JENSEN
Head of Environmental Cooperation for Peacebuilding, UN Environment
Spotlighting Social Justice and Sustainability Champions and Challenges

At last year’s gala Award Dinner, ELI was proud to name Achim Steiner, Administrator of the United Nations Development Programme (UNDP), as its 2017 Environmental Achievement Award honoree in recognition of the major role his leadership and vision have played in producing the Paris Climate Agreement, catalyzing green finance and sustainable business practices, and many other accomplishments. In honoring his public service over three decades, ELI President Scott Fulton, observed, “Achim Steiner has been a singular champion for rule of law in the environmental sphere, positioning environmental law at the heart of sustainable development and a just, fair, and sustainable future for everyone”—precisely ELI’s vision.

Because ELI so strongly shares that vision of a just and sustainable future, in 2017, we continued our long tradition of highlighting significant but too often overlooked environment-related social justice issues. For example:

- In March, ELI brought together an expert panel for a public seminar on recent developments in climate justice, examining litigation as well as the climate justice implications of the Paris Climate Agreement.

Never forgetting what’s important, both in protecting environmental gains of the past and in shaping innovative policies of the future in a world that will demand the best insights and options—that’s ELI’s strength.

Empowering Effective Environmental Governance

At the start of 2017, ELI kicked off our yearlong series of educational seminars to ensure a thoughtful discussion of the vital environmental and energy questions confronting the United States and the world.

In March, one of that month’s seminars brought together experts to consider “Climate Policy Outlook for 2017 and Beyond,” followed at the end of the month by ELI’s “2016-2017 Environmental Law and Policy Annual Review Conference.” In April, ELI participated with other organizations in “The First National Conference of Lawyers Committed to Addressing the Climate Emergency,” a discussion of potential solutions to addressing climate change and the role of lawyers and associations of lawyers in that effort. The list of important seminars goes on:

- Deep Decarbonization: The Legal and Economic Framework
- What’s in Store for the Waters of the United States Rule?
- Monumental Authority: The Scope of Executive Power Under the Antiquities Act
- Green Finance: Leveraging Investment for Environmental Protection
- TSCA [Toxic Substances Control Act] Reform—One Year Later
- Manufacturer Obligations Under New York’s E-Waste Law
- Women in Energy and Infrastructure—Powering the Future

Along with the steady flow of stimulating 2017 educational seminars, ELI offered our annual formal educational and training events attended by the next generation of environmental lawyers and professionals. In March, our Western Boot Camp on Environmental Law was in San Francisco, providing an overview of environmental law from the top experts in the field. The ELI summer school series taught attendees the basics of Land Use Law, and Clean Water Act, Clean Air Act, and other leading environmental laws.

In October, “Environmental Information: A Workshop for Researchers,” taught researchers the intricacies of environmental research and information access laws, a topic that was covered in depth in the book Environmental Information: Research, Access, and Environmental Decisionmaking. Wrapping up the year, in November, we hosted ELI’s 26th Annual Eastern Boot Camp on Environmental Law® in Washington, D.C.

This productive and successful year ultimately resulted in ELI and our partners hosting 126 educational and research events in 10 states, from California to Virginia, Florida, and beyond, attended by an estimated 6,300 participants. We showcased our many tools of education, analysis, dialogue, and on-the-ground work to advance the steady, thoughtful progress toward effective environmental governance that is needed today as much as ever. Together with the many articles in the Environmental Law Reporter®, The Environmental Forum®, and our books and dozens of reports, 2017 was a year rich in knowledge transfer and dialogue that we enthusiastically look to continue, both here and abroad into the future.
Alerting the Public to Environmental Implications of Game-Changing Technologies

Artificial intelligence, drones, 3-D printing, Uber—what in the world do these have to do with environmental law and policy? A lot, as ELI’s Technology, Innovation, and Environment Program explored in articles and studies about important developments occurring on the cutting-edge of technologically driven change.

- A February 2017 blog, “Environmentalism in the Next Machine Age,” discussed why the artificial intelligence revolution is likely to happen now, and in The Environmental Forum article on “The Post-Ownership Society,” ELI explored the environmental impacts of Airbnb, Uber, and the emergent sharing economy as a whole.

- In the March/April Forum, the lead article by a senior Intel Corporation official examined “Big Data’s Big Handprint,” looking at the huge implications that the massive amounts of information collected and processed in the digital age will have for environmental improvements.

- In a January report, Blindsided by Change, Slow Threats and Environmental Policy, ELI brought attention to the urgent need for better understanding “why it is so difficult to galvanize attention to slow environmental threats,” such as climate change, species extinction, deforestation, and other such challenges. Clear policy failures have accounted for the emergence of scores of slow-moving environmental problems, despite years or decades of warnings.

- In the 2017 International Serious Play Awards, a multiplayer board game created by ELI and partners that explores coastal communities’ resilience to crises, Cards Against Calamity, won gold.

- ELI helped bring clarity and a focus on trends that will shape our lives and our environment in the coming years. ELI conducted two workshops on technology: one on sharing platforms like Uber and Airbnb, and the other on Artificial Intelligence.

- ELI created a scanning system for the U.S. government for what the future holds for biotechnology products.

- Another The Environmental Forum article, “Climate Drones,” explored the immense potential for drones to maximize a manufacturing operation’s efficiencies and reduce its environmental impact.

Trends in innovation and technology present risks and opportunities for environmental policy and law, a dynamic that ELI clearly understands because we were present at the inception of environmental protection almost 50 years ago, and we’re present now as the future unfolds.

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Anonymous
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$1,000 - $4,999

Anonymous
Lynn Bergeson

$500-$999

Anonymous
Lynn Bergeson

$25,000 or more

Nicole Adimey
James Barrett
Kathleen Barrón
Michael Mahoney

$10,000-$24,999

Anonymous
Lynn Bergeson

$5,000-$9,999

Anonymous
Lynn Bergeson

$1,000 - $4,999

Anonymous
Lynn Bergeson

$500-$999

Anonymous
Lynn Bergeson

$25,000 or more

Nicole Adimey
James Barrett
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$10,000-$24,999

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Anonymous
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$5,000-$9,999

Anonymous
Lynn Bergeson

$1,000 - $4,999

Anonymous
Lynn Bergeson

$500-$999

Anonymous
Lynn Bergeson
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Members of the ELI Legacy Society have indicated the Environmental Law Institute as a beneficiary in their will, trust, or other estate planning documents.

Leslie Carothers
Stephen Dujack
Ridgway M. Hall, Jr.
Craig Mathews
Elissa Parker
Ann Powers

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The following individuals supported the dialogues, conducted in the memory of environmental pioneer, Angus Macbeth, at the levels described below:

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Carol L. Green
Stephen Ramsey
Sun Hill Family Foundation

$250 or more:
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Edward L. Strohbehn, Jr.
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Leslie Carothers
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- Beveridge & Diamond, PC—Beveridge and Diamond Diversity Law Clerk; Henry L. Diamond Constitutional Environmental Law Writing Competition
- Douglas Keare—ELI-Miriam Hamilton Keare Policy Forum and ELI’s China Program
- Albert Ferlo and Ferlo Family—Ellen Athes Forums on Oceans and Fisheries
- Bradley and Susan Marten—University of Washington Law School summer intern
- Sand Hill County Charitable Trust—ELI efforts to support diverse, young professionals

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Bay Environmental Technology
Beijing Corp.
BNSF Railway Company
The Boeing Company
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Goodwin Procter LLP
Greenberg Traurig, LLP
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Hogan Lovells US LLP
Holland & Knight LLP
Hunton Andrews Kurth LLP
Husch Blackwell LLP
Jenner & Block LLP
Jones Day
K&L Gates LLP
Katten Muchin Rosenman LLP
Keller and Heckman LLP
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Financial Statements

Statements of Financial Position

<table>
<thead>
<tr>
<th>Years Ended December 31,</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
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<tr>
<td>Current assets</td>
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<td>Cash and cash equivalents</td>
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<td>Accounts receivable</td>
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<td>Awards and contracts</td>
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<td>713,472</td>
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<td>Other</td>
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<td>Allowance for doubtful accounts</td>
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<td>Contributions receivable, current portion</td>
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<td>1,022,683</td>
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<td>Investments</td>
<td>4,495,079</td>
<td>4,034,594</td>
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<td>Prepaid expenses and inventory</td>
<td>124,170</td>
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<td>Total current assets</td>
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<td>Contributions receivable, net of current portion</td>
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<td>Property and equipment, at cost</td>
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<tr>
<td>Furniture, equipment, and software</td>
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<td>366,464</td>
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<td>Leasehold improvements</td>
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<td>Total</td>
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<td>1,174,872</td>
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<td>Less: Accumulated depreciation and amortization</td>
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<td>(403,402)</td>
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<td>Property and equipment, net</td>
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<td>Security deposit</td>
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<td>Total assets</td>
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<td>$8,993,882</td>
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<td>Liabilities and Net Assets</td>
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<td></td>
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<tr>
<td>Current liabilities</td>
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<td></td>
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<td>Accounts payable and accrued liabilities</td>
<td>$659,066</td>
<td>$365,296</td>
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<td>Accrued payroll and vacation</td>
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<td>Deferred revenue</td>
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<td>Deferred rent, current portion</td>
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<td>Total current liabilities</td>
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<td>Deferred rent, net of current portion</td>
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<td>Total liabilities</td>
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<td>Net assets</td>
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<td>Unrestricted</td>
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<td>4,378,757</td>
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<td>Temporarily restricted</td>
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<td>2,665,469</td>
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<td>Total net assets</td>
<td>6,743,510</td>
<td>6,845,226</td>
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<tr>
<td>Total liabilities and net assets</td>
<td>$9,121,036</td>
<td>$8,993,882</td>
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</tbody>
</table>
## Statements of Activities and Changes in Net Assets

### Year Ended December 31, 2017

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Unrestricted Board Designated</th>
<th>Total</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Federal awards and contracts</td>
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<td>$1,327,668</td>
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<td>$1,327,668</td>
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<td>Contributions</td>
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<td>$534,553</td>
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<td>Membership revenue</td>
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<td>$713,378</td>
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<tr>
<td>Award dinner</td>
<td>$79,751</td>
<td>-</td>
<td>$79,751</td>
<td>-</td>
<td>$79,751</td>
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<tr>
<td>Other revenue</td>
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<td>-</td>
<td>$79,751</td>
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<tr>
<td>Net assets released from time restriction</td>
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<td>-</td>
<td>$339,918</td>
<td>(339,918)</td>
<td>(339,918)</td>
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<td>Net assets released from purpose restriction</td>
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<td>$1,986,509</td>
<td>(1,986,509)</td>
<td>(1,986,509)</td>
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<tr>
<td><strong>Total operating revenues</strong></td>
<td>$6,020,201</td>
<td>-</td>
<td>$6,020,201</td>
<td>(686,188)</td>
<td>5,334,013</td>
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<tr>
<td><strong>Operating expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Research, policy, and training</td>
<td>$3,411,611</td>
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<td>$3,451,611</td>
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<td>$3,451,611</td>
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<td>Publications and educational material</td>
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<td>$471,479</td>
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<td>Membership and outreach</td>
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<td>-</td>
<td>$921,684</td>
<td>-</td>
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<td><strong>Total program services</strong></td>
<td>$4,804,774</td>
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<td>$4,844,774</td>
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<td>Supporting services</td>
<td></td>
<td></td>
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<tr>
<td>Fundraising</td>
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<td>$506,853</td>
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<td>$506,853</td>
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<tr>
<td>Management and general</td>
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<td>-</td>
<td>$647,026</td>
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<td>$647,026</td>
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<td><strong>Total supporting services</strong></td>
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<td>-</td>
<td>$1,153,879</td>
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<tr>
<td><strong>Total operating expenses</strong></td>
<td>$5,958,753</td>
<td>40,000</td>
<td>$5,998,753</td>
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<td>$5,998,753</td>
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<tr>
<td><strong>Net operating income (loss)</strong></td>
<td>$61,448</td>
<td>(40,000)</td>
<td>$21,448</td>
<td>(686,188)</td>
<td>(664,740)</td>
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<td><strong>Net realized and unrealized gains</strong></td>
<td>$563,024</td>
<td>-</td>
<td>$563,024</td>
<td>-</td>
<td>$563,024</td>
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<tr>
<td><strong>Changes in net assets</strong></td>
<td>$624,472</td>
<td>(40,000)</td>
<td>$584,472</td>
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<td>(101,716)</td>
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<tr>
<td>Transfer between unrestricted net assets - 2017</td>
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<td>40,000</td>
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<td>Transfer between unrestricted net assets - 2018</td>
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<td>Net assets, beginning of year</td>
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<td>$367,956</td>
<td>$4,764,229</td>
<td>$1,979,281</td>
<td>$6,743,510</td>
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</table>

### Year Ended December 31, 2016

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Unrestricted Board Designated</th>
<th>Total</th>
<th>Temporarily Restricted</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td><strong>Operating revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Federal awards and contracts</td>
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<td>Membership revenue</td>
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<td>$750,648</td>
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<tr>
<td>Award dinner</td>
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<td>-</td>
<td>$73,039</td>
</tr>
<tr>
<td>Other revenue</td>
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<td>$295,495</td>
</tr>
<tr>
<td>Net assets released from restriction</td>
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<td>$1,529,993</td>
<td>(1,529,993)</td>
<td>(1,529,993)</td>
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<tr>
<td><strong>Total operating revenues</strong></td>
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<td>$27,956</td>
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<td>1,226,285</td>
<td>6,531,581</td>
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<td><strong>Operating expenses</strong></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Program services</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Research, policy, and training</td>
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<td>$2,596,981</td>
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<td>$520,156</td>
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<td>$520,156</td>
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<tr>
<td>Membership and outreach</td>
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<td>-</td>
<td>$853,053</td>
<td>-</td>
<td>$853,053</td>
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<tr>
<td><strong>Total program services</strong></td>
<td>$3,970,190</td>
<td>-</td>
<td>$3,970,190</td>
<td>-</td>
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<td>Supporting services</td>
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<td>Fundraising</td>
<td>$530,771</td>
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<td>Management and general</td>
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<td><strong>Total operating expenses</strong></td>
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<td>$5,140,430</td>
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<td><strong>Net operating income (loss)</strong></td>
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<td>27,956</td>
<td>$164,866</td>
<td>1,226,285</td>
<td>1,391,191</td>
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<td><strong>Net realized and unrealized gains</strong></td>
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<td>27,956</td>
<td>$292,546</td>
<td>1,226,285</td>
<td>1,518,831</td>
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<tr>
<td><strong>Changes in net assets</strong></td>
<td>$264,590</td>
<td>27,956</td>
<td>$292,546</td>
<td>1,226,285</td>
<td>1,518,831</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
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<td><strong>Net assets, end of year</strong></td>
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<td>$27,956</td>
<td>$4,179,757</td>
<td>$2,665,469</td>
<td>$6,845,226</td>
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</tbody>
</table>

* Operational Results (third column) reflect a positive bottom line of $21,448 for the year.

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