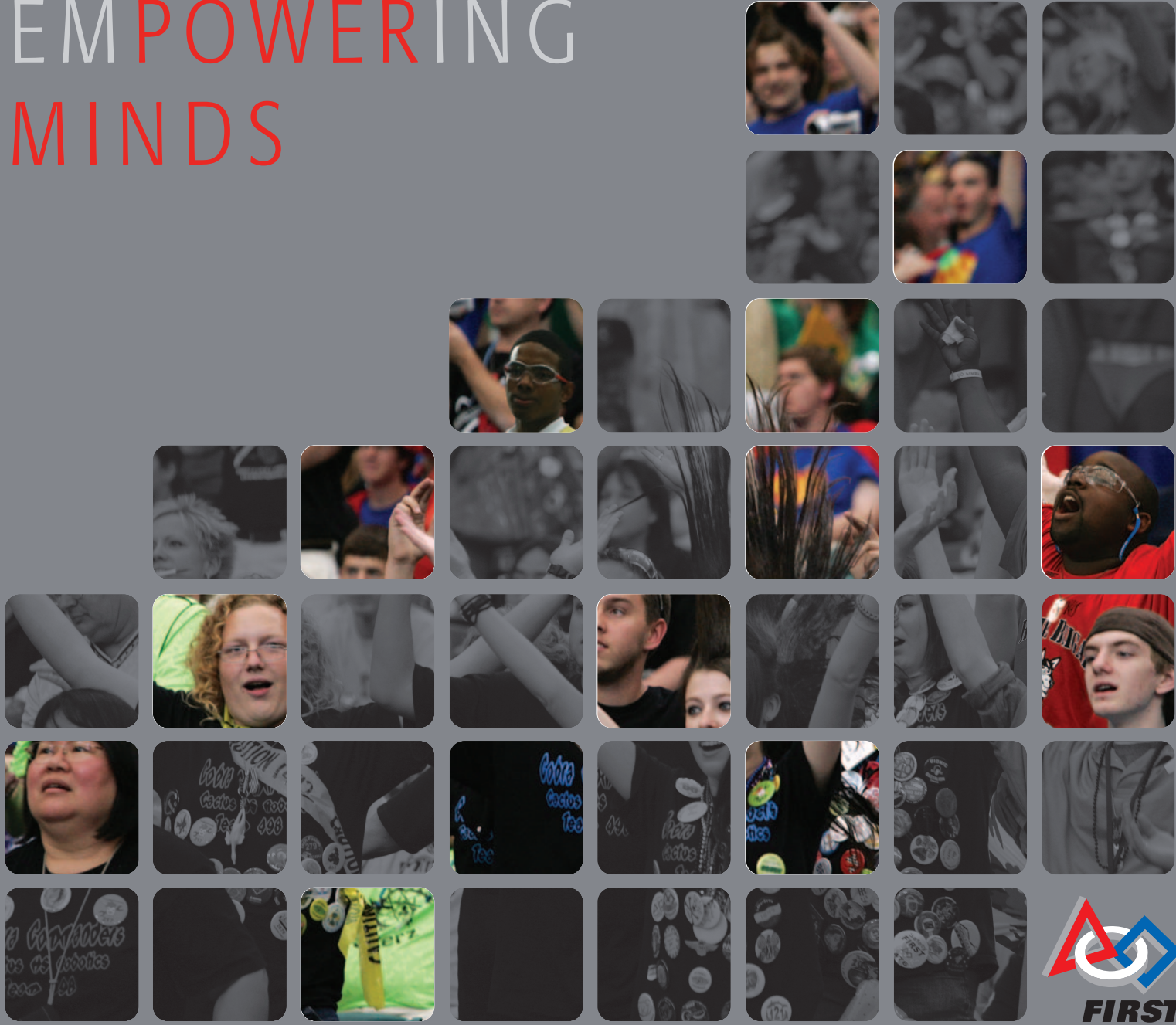


# EMPOWERING MINDS



# 2007

A N N U A L R E P O R T  
FOR INSPIRATION AND RECOGNITION OF SCIENCE AND TECHNOLOGY



Dean Kamen, *FIRST* Founder,  
President, DEKA Research & Development Corporation



John Abele, *FIRST* Chairman,  
Founder Chairman, Retired, Boston Scientific Corporation

## Founder & Chairman's Letter

*FIRST* came into existence more than eighteen years ago, and our most mature initiative, the *FIRST* Robotics Competition, is approaching its seventeenth season. As we have progressed through our teenage years, we have experienced the wonders of growth and development and, at times, some of the associated challenges. Today, much like a student preparing for the last year of secondary school, *FIRST* is poised to take another substantial step forward.

As we examine the *FIRST* Community, the United States, and the world, we recognize the attributes of an environment nearing the “tipping point.” There is a growing social wave of concern and commitment for our future, and many of those who share that concern also embrace the values of *FIRST*. “Rising Above the Gathering Storm,” the report of The National Academies, articulated the need to increase the talent pool and sustain an environment of innovation. The broad-based response from government, business, and educational leaders indicates that concern for our future has reached a critical mass.

We see *FIRST* approaching the time in our development when the potential for growth is at its highest. This year, governors and members of Congress met *FIRST* teams in offices, workshops, and competitions. President George W. Bush brought the *FIRST* season to a remarkable conclusion by recognizing the achievements and contributions of *FIRST*'s award-winning teams at The White House.

All of us in the *FIRST* Community are helping to build the momentum that can meet the challenges of the “gathering storm.” We have the opportunity and responsibility as innovators and early adopters to attract new participants to the *FIRST* Community, share our knowledge, experience, and wisdom, and actively encourage students to engage fully.

Every year, we hear thousands of inspiring stories from individuals, teams, and communities – stories of success made possible by the dedicated members of the *FIRST* Community. Thank you to all of the mentors, volunteers, sponsors, parents, and team members for your continued effort and contributions as we enter our next phase of growth.

Dean Kamen, *FIRST* Founder

John Abele, *FIRST* Chairman

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FIRST National Advisor  
Dr. Woodie Flowers



Governor of Hawaii  
Linda Lingle



IBM Fellow  
Don Eigler



YouTube Co-Founder & CEO  
Chad Hurley



U.S. President  
George W. Bush  
Receiving ring from Moe-zilla

## President's Letter

I recently participated in a meeting of technology industry executives with Governor Deval Patrick of Massachusetts. He stated that there are 90,000 open jobs in his state and 120,000 people are looking for work. Unfortunately, the twain shall not meet because, in our 21st century economy, many open positions require technology skills and knowledge that job seekers do not possess. Company executives lament that their businesses could grow faster, if only they could find qualified people.

The concern for this growing gap in the workforce echoes throughout my meetings with executives worldwide. Technology companies have thousands of unfilled jobs. Industries from aerospace to utilities to manufacturing anticipate a drastic workforce gap as 50% of their employees become eligible to retire in the next five to ten years.

Who will fill these jobs in our economy, where products and services increasingly require a technically literate workforce? Who will be the innovators that improve the quality of life and standard of living of the coming decades? Who will lead the engineering, manufacturing, programming, and research teams?

That's precisely where *FIRST* and the *FIRST* Community play a major role. By inspiring students to pursue education and careers in science, engineering, and technology, we are working together with industry, government, educators, parents, and many others to develop the skills that are invaluable today and for the future. The companies and organizations that sponsor *FIRST* are investing in their future success by supporting teams and events, by supporting the participation of expert, passionate mentors, and by hiring team members, alumni, and *FIRST* Community members into internships and full-time jobs.

I'd like to congratulate team members on another exceptional year and reiterate our gratitude to our generous sponsors, contributors, and the 65,000 volunteers who really "make *FIRST* happen." Your contributions of time, talent, parts, equipment, services, and financial support enable us to empower minds among a growing number of young people in *FIRST* programs. I invite you to read about the energy and success of some of these students, volunteers, and organizations on the following pages.

Paul R. Gudonis, *FIRST* President

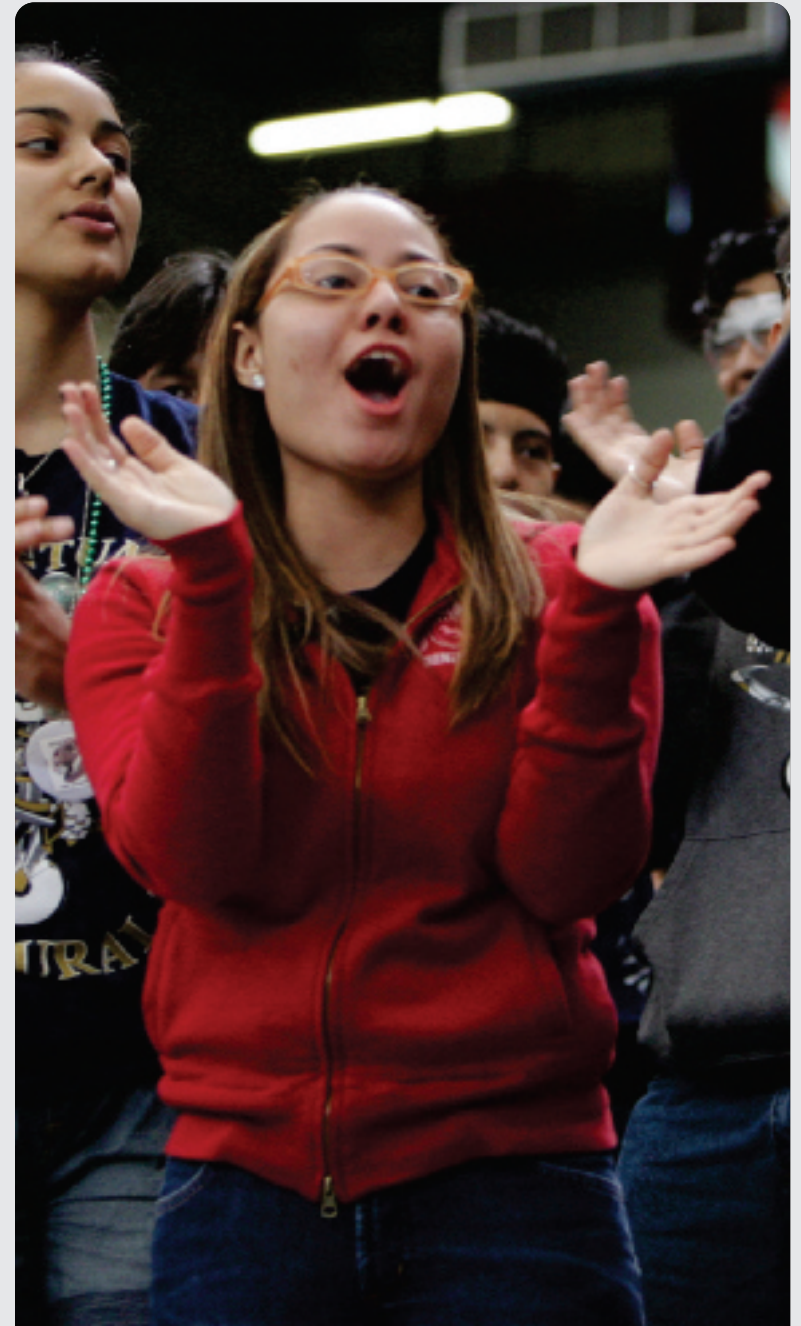
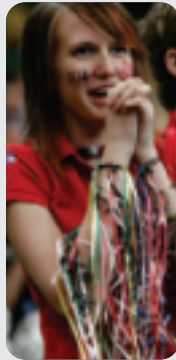


*FIRST* President  
Paul R. Gudonis

# FIRST ROBOTICS COMPETITION

*"...THIS HAS TOTALLY GIVEN ME THE KEY TO  
THE DOOR I NEED TO OPEN FOR THE FUTURE."*

*FRC TEAM MEMBER, BROOKLYN, NY*



The 2007 *FIRST* Robotics Competition (FRC) game, "Rack 'N' Roll," tested the students' ability to design and build robots to hang inflated rings on pegs configured in rows and columns on a 10-foot high center rack structure. Robots also "lifted" other robots 4 inches or higher off the floor for extra points.



## FRC PROFILE: NANCY McINTYRE

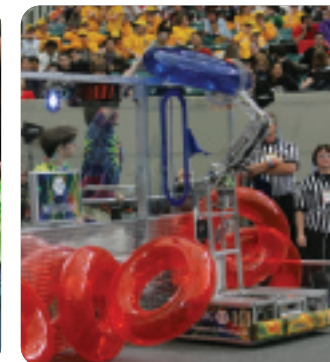
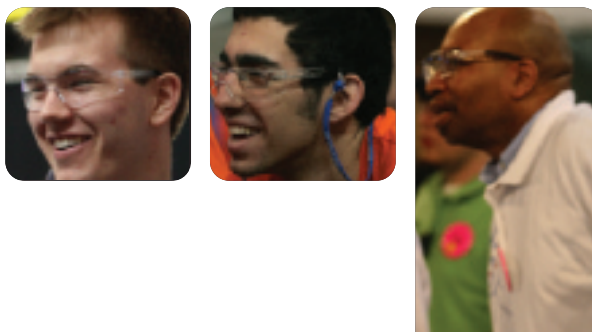
Mentor. Regional Committee Chair. Senior Mentor. Consummate *FIRST* spokesperson. Nancy McIntyre's passion and commitment to nurturing students' excitement about science and technology defies description with a single title.

Even the most energetic of people would find Nancy's To Do list daunting, from mentoring Los Angeles Regional Engineering Inspiration award-winning FRC Team 1138, "Eagle Engineering," and growing her school's robotics program to include summer enrichment classes, to chairing the Los Angeles Regional Committee and seeding potential growth for the FRC program with two *FIRST* LEGO League and three *FIRST* Tech Challenge teams. All on top of teaching 9th grade biology!



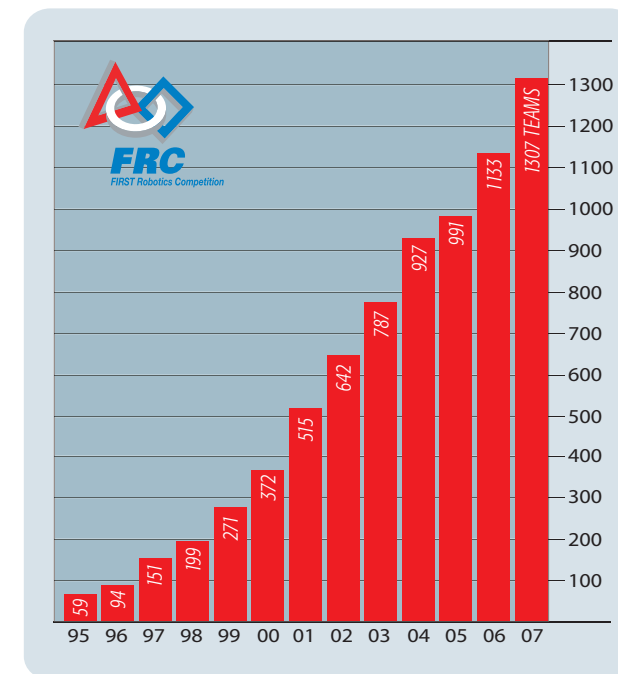
Nancy also shares her passion with her fellow educators, training teachers in Hawaii who have stepped up to start rookie FRC teams for the 2008 season and conducting a half-day workshop for nearly 100 National Science Teacher's Association members on how to bring *FIRST* robotics into the classroom.

Nancy is an extraordinary, action-oriented volunteer who lives her daily life as a truly Gracious Professional.



## MORE THAN A GAME:

In 2007, a record 32,675 high-school students and their mentors worked together to successfully tackle a tough engineering challenge in the *FIRST* Robotics Competition. We welcomed 1,307 teams from Brazil, Canada, Israel, Mexico, the Netherlands, the U.K., and – for the first time ever – every state in the U.S. The program grew 15% from the previous year and included 258 rookie teams. New Regional competitions took place in Kansas City, New Orleans, San Diego, and Brazil, for a total of 37 events this season.



# FIRST TECH CHALLENGE

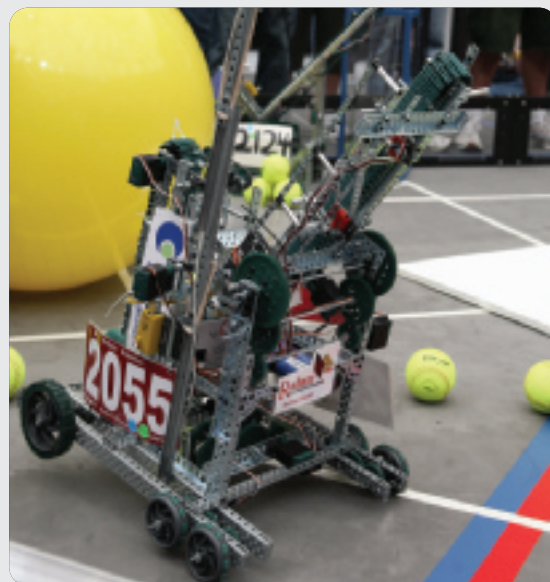


*“WHEN YOU’RE LEARNING IN CLASS, YOU’RE GETTING THE BASICS, AN OUTLINE. BUT IT’S NOTHING COMPARED TO A HANDS-ON, PRACTICAL APPLICATION OF WHAT YOU’RE DOING. IT’S WORTH SO MUCH MORE.”*

*FTC TEAM MEMBER, MENDHAM, NJ*



In 2006, students' robots collected softballs and scored points by placing them in high or low corner goals. Extra points were scored by possessing an Atlas ball, which doubled the point value in the goals. Additionally, robots attempted to park on a rotating platform or hang from a bar.





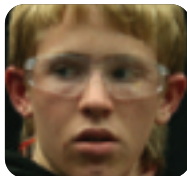
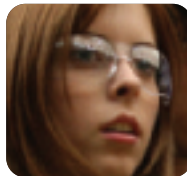
## FTC PROFILE: NORTH CAROLINA FTC AFFILIATE PARTNER, ERIC CHEEK, AND KIM RIDDICK



With a voice as deep as his generosity and heart, Dr. Eric Cheek is a force to be reckoned with. As Assistant Vice Chancellor for Academic Affairs and the Director of Summer Sessions and Outreach for North Carolina Agricultural and Technical State University, Eric somehow finds time to serve as the *FIRST* Tech Challenge (FTC) Affiliate Partner for his area. Eric works closely with his colleague, Kim Riddick, to spread the *FIRST* message to underserved and minority populations throughout the state by conducting workshops and FTC roadshows, visiting schools and presenting in assemblies, participating in parent meetings, and preaching the importance of technology education. Together, they also managed to engage students and staff on the university campus as team coaches and tournament volunteers.

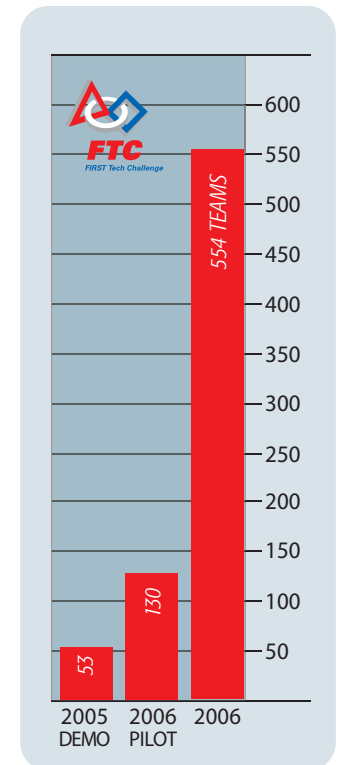
Kim and Eric are both full of contagious enthusiasm and zeal for the FTC program, and claim each other as their 'secret weapon' for what they have achieved.

The result? An entire university working together to achieve a common goal: showing North Carolina students their limitless possibilities.



## MORE THAN A GAME:

After two successful pilot seasons, the renamed *FIRST* Tech Challenge intermediate robotics competition joins our continuum of official *FIRST* programs. This year, FTC engaged over 5,500 high-school-aged students on 554 teams, competing in 25 events in the U.S., Canada, and Mexico. FTC is an affordable, accessible opportunity to participate in a *FIRST* robotics experience, bringing *FIRST* to new geographic areas and serving as a bridge for students between the *FIRST* LEGO League and the *FIRST* Robotics Competition.



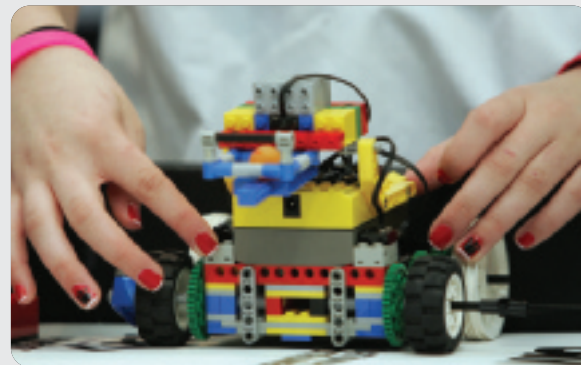
# FIRST LEGO LEAGUE

*"I HAVE WATCHED THE KIDS ON MY TEAM GROW IN MANY WAYS. THE QUIET, SCARED KID NOW IS THE LEADER. THE KID WHO DIDN'T THINK HE WAS SMART NOW KNOWS THERE IS MORE TO HIM THAN MEETS THE EYE. AND ABOVE ALL, THE FRIENDSHIPS THAT GREW WERE VERY NICE. MY KIDS NOW SEE MORE OPTIONS FOR THEMSELVES IN THE FUTURE."*

*SANDY RODEHEAVER, FLL TEAM NEXT GEN #2066 COACH*



In 2006, *FIRST* LEGO League (FLL) teams explored nanotechnology and the amazing solutions this newest frontier of science and technology can make possible.







FLL PROFILE:  
 KATHY LEVINE  
 FLL OPERATIONAL PARTNER,  
 OHIO



Kathy Levine strives to bring the highest quality FLL experience to the children of the Buckeye state. Whether it's giving seminars to apprehensive new coaches, speaking to school administrators to encourage their support, or finding grants, she constantly searches for more ways to get children involved. She also recruits and trains top-notch volunteers who share her vision and keep coming back year after year. And her commitment doesn't stop there. She works tirelessly to create and sustain a fun, exciting, and rewarding FLL experience where kids learn about engineering and science, gain valuable life skills as members of a team, and inspire others to be Gracious Professionals.

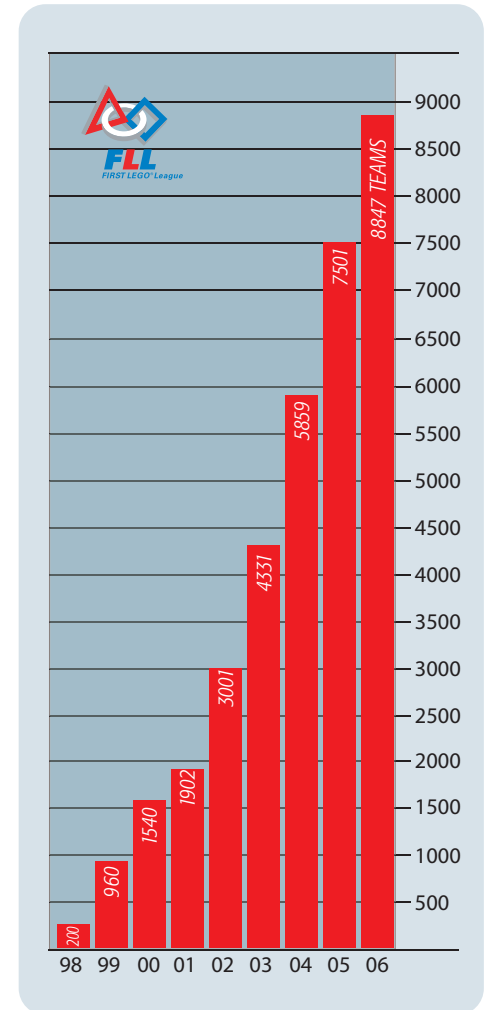
Kathy's determination for accomplishing things that are important to her has had an immeasurable impact on the children of Ohio and beyond. She helped develop materials that have been adopted as standards for the entire FLL program and is a World Festival Head Teamwork Judge.

In a state where football is king, Kathy brings excitement and opportunity to kids who previously only thought about throwing a winning touchdown pass. It is because of Kathy's leadership and vision that more children in Ohio, and around the world, now dream of improving people's lives through the fields of nanotechnology or alternative energy, instead of winning on the football field.

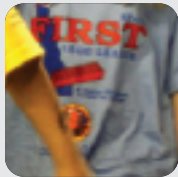


MORE THAN A GAME:

This year, the *FIRST* LEGO League grew 18% to a total of 8,847 teams participating in 37 countries worldwide. Over 88,000 kids, ages 9 to 14 (up to 16 outside the U.S. and Canada) experienced the satisfaction of solving real-world problems through science and technology and making a difference in their communities. The season included over 360 qualifying events, 88 Championship tournaments, and a European Open Championship. It culminated with 94 teams celebrating their accomplishments at the FLL World Festival at the *FIRST* Championship. The Nano Quest World Festival Champion's Award-winning team received an all-expense-paid trip to the IBM Almaden Research Center in San Jose, CA, where they manipulated atoms and met with world-class scientists. FLL thanks IBM for this amazing opportunity.



# JUNIOR *FIRST* LEGO LEAGUE



## MORE THAN A GAME:

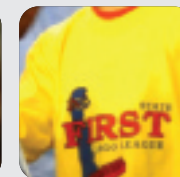
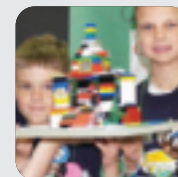
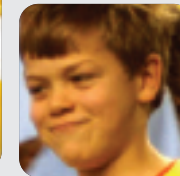
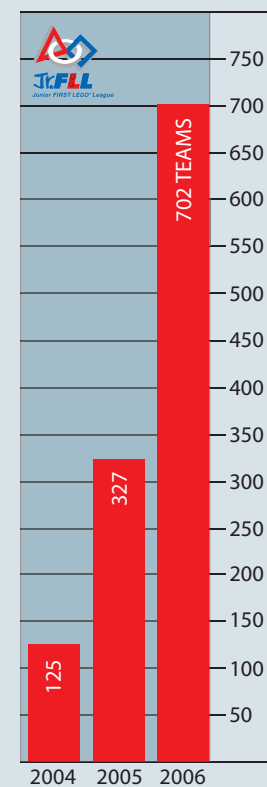
In its third pilot season, Junior *FIRST* LEGO League (Jr.FLL) introduced over 3,500 kids, ages 6 to 9, to the excitement of science and technology. Like their older counterparts in the FLL program, these emerging scientists tackled the daunting topic of nanotechnology, building models of an object at three different levels of scale.

As a result of Jr.FLL's incredible growth since the 2004 launch and its vast potential to inspire the youngest of school-age kids, the *FIRST* Board of Directors and Steering Committee approved Jr.FLL as a fully fledged *FIRST* program.

*"THIS YEAR – OUR THIRD – WAS OUR BEST EXPERIENCE SO FAR. EVEN THOUGH THE CHALLENGE AND CONCEPT WERE DIFFICULT, THE STUDENTS REALLY ENJOYED THE CHANCE TO EXPAND THEIR KNOWLEDGE. THE PROCESS MAY HAVE BEEN DIFFICULT, BUT IN A GOOD WAY – A WAY THAT CHALLENGED THEIR THINKING AND MADE THEM LOOK BEYOND THE WORLD AS THEY KNOW IT.*

*AN OVERALL FANTASTIC EXPERIENCE!"*

*JR.FLL TEAM COACH, NEW LONDON, PA*



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In addition to the formal sponsors, suppliers, and contributors acknowledged on these pages, *FIRST* extends its sincere appreciation to the tens of thousands of volunteers who generously devote their time and expertise, and the thousands of sponsors of *FIRST* Robotics Competition, *FIRST* Tech Challenge (formerly *FIRST* Vex Challenge), *FIRST* LEGO League, and Junior *FIRST* LEGO League teams and events. *FIRST* could not achieve the powerful impact it does without this tremendous support.

*FIRST* thanks all of our supporters and makes every effort to ensure complete and accurate listings. If we've made an error, please accept our sincere apology, and please help us correct it by letting us know at 1-800-871-8326.

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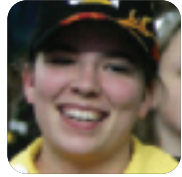
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## Dan Green 2007 Woodie Flowers Award Winner For best demonstrating excellence in teaching science, math, and creative design

Why do the students on his team call him Mr. *FIRST*? In our lives, each of us has shared an important connection with someone who broadened our horizons, provided encouragement, advised us, or served as instructor and role model. For young *FIRST* participants in Illinois, that person is likely to be Dan Green, lead mentor for FRC Team 111, "WildStang."

For twelve years, Dan has helped to shape and mold young minds to achieve their full potential. His fierce commitment knows no business hours. At any given time, he can be found helping students solve an engineering problem, coaching a Jr.FLL team, assisting in the founding of new teams, planning the FRC Midwest Regional or Illinois FLL Championship Tournament, or serving as play-by-play announcer at a *FIRST* event.

Dan has established a successful student, intern, employee, mentor cycle between WildStang and his employer, Motorola. Each year, Dan helps several graduating students secure internships at Motorola. These internships help establish credibility and potential future employment. A number of former team members are Motorola employees and are adult mentors on the team.

To witness the powerful, positive, and lasting impact that one person can have as a *FIRST* mentor, we need look no further than Dan Green.



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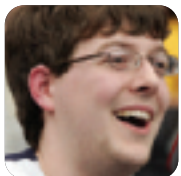
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Stephan Turnipseed  
Executive Vice President, Pitsco &  
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LEGO Education North America is not an ordinary supplier, but is a part of every step in the process to make the FLL program successful. From receiving and shipping all FLL team and Operational Partner orders in the U.S. to handling customer technical support calls, LEGO Education NA goes outside the realm of product support and provides program support. This “can-do” spirit is expressed loudly from the top down, stemming from Stephan Turnipseed. Stephan has been a key player in the relationship between FLL and LEGO Education NA since its inception in 1998. It is his strong belief in the goals and vision of FIRST LEGO League that inspires his employees to take FLL to the next level.

Established in 1997, LEGO Education North America is a joint venture between Pitsco, Inc. and the educational division of The LEGO Group. This relationship was cemented on a common philosophy: Well thought-out, hands-on activities motivate students and create a fertile environment for learning. This shared philosophy is the reason that LEGO Education NA is a perfect match for FLL.



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*For exceptional service in  
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General Motors Corporation (GM), the world's largest automaker and global industry sales leader for 76 years, leads by example. A *FIRST* Founding Sponsor and partner for over a decade, GM plays a central role in inspiring the innovators of tomorrow.

GM's influence is enormous. Thanks to its contributions, over 12,000 young people from Canada to Brazil and from California to Israel are developing their ability to meet the pressures of deadlines, budgets, and real-world competitive forces. Over 275 GM engineers, machinists, technicians, and other employees mentor and support *FIRST* teams. GM provides crucial funding for FRC and FLL events and teams. Every year, the GM Foundation earmarks over \$135,000 to specifically support struggling inner-city school districts to ensure that kids in those areas have an equal chance to participate in *FIRST* programs.

GM is bringing its vision and commitment to innovation and technology to young people around the world, preparing them for success in the 21st century workplace.



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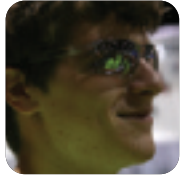
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## FIRST Scholarship Program 2007

*"The FIRST Worcester Polytechnic Institute Design Innovation Scholarship has changed my life forever. I never thought the program that got me interested in science and engineering would one day give me the chance of a lifetime to study at an amazing engineering school, worry free."*

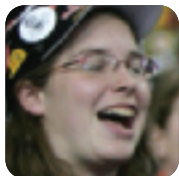
Benjamin Roy, FRC Alumni  
 WPI Class '10, Electrical and Computer Engineering

The FIRST Scholarship Program is a link between the inspiration created by FIRST and higher education leading to careers in science and technology. Winning a FIRST Scholarship can make a difference to a student's choice of college or career. Sometimes it is what makes college possible!

The majority of FIRST Scholarships are from colleges or universities for enrollment at their campus, and a few are provided by corporations and professional associations and can be used at any school. In the 2007 season, we had fourteen colleges and universities join as new FIRST Scholarship providers.

Thanks to a total of 77 Scholarship providers, over 440 individual college scholarship opportunities, valued at over \$8 million, were available to FIRST Robotics Competition students. This year, for the first time, approximately 70% of those Scholarship providers expanded their eligibility requirements to include the FIRST Tech Challenge program.

Some of the FIRST Scholarships are for special majors such as engineering, math, science, computer science, design, or technology. Others are for any course of study. The values of scholarships vary from full tuition to under \$1,000. Most are renewable annually if the student maintains an acceptable academic average.



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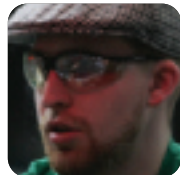
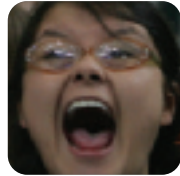
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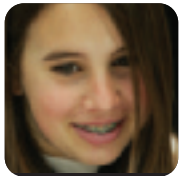
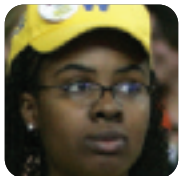
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 Procter & Gamble Pharmaceuticals, Inc.  
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 ProportionAir Corporation  
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 Putterz  
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 Qimonda NA  
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 Refurbished Equipment Marketplace  
 Region 2000 Technology Council  
 Reilly Family Foundation  
 Reliable Plastics  
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 Republic Services  
 Resodyn  
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 San Diego County Sheriff's Department  
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 Sierra Nevada Corporation  
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 Sikorsky  
 Sikorsky Aircraft  
 Simplot  
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 Sliver and Splinter Shop  
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 SmallPC.com  
 SMART Consortium  
 SMC Corporation  
 SME  
 Smidgens  
 Richard & Susan Smith Family Foundation  
 Smiths Aerospace  
 Smiths Medical  
 Smog 'N Go  
 SMS Machine Shop  
 SMWest Robotics Club  
 Smyth County School Board  
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 Society of Hispanic Engineers and Science  
 Students (SHESS)  
 Society of Hispanic Professional Engineers  
 Society of Mechanical Engineers  
 Society of Mexican American Engineers and  
 Scientists (MAES)

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 Society of Women Engineers, Sac Valley  
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 Solutions for Automation  
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 Spring Dynamics  
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 SRI International  
 SSSyD  
 ST Realtor  
 St. Augustine High School  
 St. Mildred's-Lightbourn School Parent  
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 State of California Department of  
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 Stillwater Designs - Kicker  
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 Sunoco Chemical  
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 Superior Electric Construction, Inc.  
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 Sylvan Laureate Foundation, Inc.  
 Symantec Corp.  
 Symbol Technologies, Inc.  
 Synesis 7  
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 Tabet Manufacturing, Inc.  
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 Taylor Products  
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 Tecla Company, Inc.  
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 Teen Technology a Non-Profit NJ  
 Organization  
 Tejon Ranch  
 Teknik Foretagen  
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 Tektronix  
 Tel Aviv Municipality  
 Teledyne  
 Telesat Canada  
 Tellabs  
 Temcor  
 Temple Inland - Bogalusa

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 Terminal Supply Co.  
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 Teva  
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 Texas Tech University  
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 Dartmouth College  
 The Future is Mine  
 Thiele Kaolin  
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 Thomas McMillan Snap-on Dealer  
 Thomas Nelson Community College  
 ThorLabs  
 Thunder Tower Harley Davidson  
 ThunderBots  
 Tiger Enterprises  
 Time, Inc.  
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 TKL  
 TNT-Holland Motor Freight  
 Today's Class.com  
 Today's Hair  
 Tokico  
 Tolomatic  
 Tommy Gate Company  
 Tonnard Manufacturing Corp.  
 Top 3  
 Toronto District School Board  
 R.M. Towill Corp.  
 Town & Country Group  
 Town of Middletown, DE  
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 Toyota Boshoku America  
 Toyota of Nashua  
 Toyota Technical Center  
 TPS Golf - AimPoint Technologies  
 Tram Tool Co., Inc.  
 Transht Maintenance Consultants  
 Trans-matic  
 TranTek Automation Corporation  
 Traverse Bay Area Intermediate School District  
 Travis Unified School District  
 Triad Foundation  
 Triangle Ag-Services  
 Tric Tool, Inc.  
 Trident Technical College  
 Trinity Development Group  
 Trinity Products  
 Trio Hardware  
 Tronitac  
 Troops To Teachers  
 Trophy Robotics



Trossen Robotics  
 Troy Chamber of Commerce  
 TruCut  
 True Value  
 Trustco Bank  
 TRW  
 TRW Automotive  
 TSB Enterprise  
 Tubular Techniques  
 Tui, Inc.  
 Tulane University  
 Turner Broadcasting, Inc.  
 TUV Rheinland  
 Tweed Financial Services  
 Tyco Corporation  
 Tyco Electronics  
 Tymetal  
 UAW  
 UGS  
 ULC Robotics  
 Ultrasound Fluid Technologies  
 Umentor/FIRST  
 Under Tech, Inc.  
 Unicorn Properties  
 Unigraphics  
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 Union Bank  
 Union Bank & Trust  
 UNITE with Virgil Brackins  
 United Auto Workers 686  
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 United Illuminating  
 United Space Alliance  
 United States Airways Educational Grant  
 United States Army IEWTD  
 United States Army Night Vision Lab  
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 Research, Development and Engineering  
 Center (TARDEC)  
 United States Coast Guard Academy  
 United States Coast Guard Academy Alumni  
 Association  
 United States Coast Guard Academy Class of  
 1961 & Local Supporters  
 United States Department of Commerce  
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 United Technologies Corporation  
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 Security  
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 United Technologies Corporation Otis Elevator  
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 Vessel Statistics

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 Engineering  
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 West Virginia Department of Adult Technical  
 Programs  
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## Financials

Throughout many years of rapid growth, *FIRST* has steadily strengthened its financial position thanks to the time, energy, and funds donated by individuals, businesses, and foundations. All of us here at *FIRST* endeavor to apply as much of this support as possible to directly benefit student participants and invest in program growth. In fiscal year 2007, management and general costs comprised only 10% of total expenses and fundraising costs were limited to 3%. *FIRST's* broad base of support – ranging from volunteer mentors at local schools to global sponsors of teams and events – has made these financial results possible. The ongoing involvement of *FIRST's* community of contributors will ensure that *FIRST* will continue to meet the growing need for its programs worldwide, while remaining financially sound.

For our fiscal year ended June 30, 2007, there were no audit findings or questioned costs and *FIRST* received an unqualified opinion from its auditors, Ernst & Young, LLP. Additionally, the Office of Management and Budget's (OMB) Circular A-133 audit of *FIRST's* Federal grant awards had no findings or questioned costs. *FIRST* continues to be qualified as a "low-risk" auditee.

### STATEMENTS OF ACTIVITIES

	June 30, 2007	June 30, 2006
<i>Revenues and other support:</i>		
Program registration fees	\$12,763,146	\$11,066,236
Contributions and grants	9,827,940	7,586,794
Rental income	573,424	565,650
Other income	599,609	484,998
Net assets released from restrictions	781,277	999,843
Special sponsorship	-	100,000
<b>Total revenues and other support</b>	<b>24,545,396</b>	<b>20,803,521</b>
<i>Operating expenses:</i>		
<i>FIRST</i> Robotics Competition	17,015,186	14,023,526
<i>FIRST</i> LEGO League	1,894,727	1,271,223
<i>FIRST</i> Tech Challenge	854,916	634,510
<i>FIRST</i> Place	92,278	77,085
Management, general, and fundraising	3,078,237	2,676,235
Operation of building	345,619	337,218
Depreciation	399,464	361,644
<b>Total operating expenses</b>	<b>23,680,427</b>	<b>19,381,441</b>
<i>Operating income</i>	<b>864,969</b>	<b>1,422,080</b>
<i>Non-operating gains:</i>		
Refundable advances - amortization	319,969	140,200
Net assets released from restriction for purchase of property, plant, and equipment	17,460	12,839
<b><i>Increase in unrestricted net assets</i></b>	<b>1,202,398</b>	<b>1,575,119</b>

### STATEMENTS OF FINANCIAL POSITION

	June 30, 2007	June 30, 2006
<i>Assets:</i>		
Cash and cash equivalents	\$8,103,533	\$6,716,455
Receivables and other assets	1,468,241	1,473,358
Net property, plant, and equipment	3,969,378	4,135,479
<b>Total assets, end of year</b>	<b>\$13,541,152</b>	<b>\$12,325,292</b>
<i>Liabilities and net assets</i>		
Total liabilities	3,330,547	3,604,510
<i>Net assets:</i>		
Unrestricted	8,679,738	7,477,340
Temporarily restricted	1,530,867	1,243,442
<b>Total net assets, end of year</b>	<b>10,210,605</b>	<b>8,720,782</b>
<b>Total liabilities and net assets, end of year</b>	<b>\$13,541,152</b>	<b>\$12,325,292</b>

The financial information presented here has been abbreviated and does not include the substantial value of donated services and materials. *FIRST's* complete, audited financial statements are available on the website at [www.usfirst.org](http://www.usfirst.org) under "Who We Are/Annual Report/Financials."

# Leadership

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*FIRST* gratefully acknowledges the contributions of Curt M. Selquist, whose service on the Board of Directors has concluded.

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*FIRST* Chairman: 1995-2000  
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The Arial Foundation

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**Jeanne Shaheen**  
Former Governor of  
New Hampshire

**Josh S. Weston**  
Honorary Chairman  
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**Captain Vincent Wilczynski, Ph.D.**  
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**William A. Wulf**  
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*FIRST* Championship Photography by Adriana Groisman



Current as of December, 2007



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