



Gary McGee & Co. LLP
CERTIFIED PUBLIC ACCOUNTANTS



for Invertebrate Conservation

Financial Statements and Other Information
as of and for the Year Ended December 31, 2016
and Report of Independent Accountants

THE XERCES SOCIETY, INC.

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REPORT OF INDEPENDENT ACCOUNTANTS

*The Board of Directors
The Xerces Society, Inc.:*

We have audited the accompanying financial statements of The Xerces Society, Inc., which comprise the statement of financial position as of December 31, 2016, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Xerces Society, Inc. as of December 31, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States.

Summarized Comparative Information

We have previously audited The Xerces Society, Inc.'s 2015 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated May 24, 2016. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2015 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Gary N. Galt & Co., LLP

May 31, 2017

THE XERCES SOCIETY, INC.

STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2016

(WITH COMPARATIVE AMOUNTS FOR 2015)

	2016	2015
Assets:		
Cash and cash equivalents	\$ 1,557,886	1,437,404
Government grants, contracts, and other receivables	557,832	588,321
Private grants and contributions receivable <i>(note 4)</i>	73,142	92,639
Investments <i>(note 5)</i>	1,781,205	933,622
Inventories	81,047	84,100
Prepaid expenses	30,746	32,419
Property and equipment <i>(note 6)</i>	5,642	11,036
Total assets	\$ 4,087,500	3,179,541
Liabilities:		
Accounts payable and accrued expenses	40,093	142,146
Accrued payroll and related expenses	261,311	137,098
Accrued retirement payable	39,334	121,377
Deferred revenue	490,191	132,931
Total liabilities	830,929	533,552
Net assets:		
Unrestricted:		
Available for programs and general operations	2,478,364	1,891,755
Board-designated reserve <i>(note 7)</i>	202,814	—
Net investment in capital assets	5,642	11,036
Total unrestricted	2,686,820	1,902,791
Temporarily restricted <i>(note 7)</i>	569,751	743,198
Total net assets	3,256,571	2,645,989
Commitments and contingencies <i>(notes 10, 11, and 12)</i>		
Total liabilities and net assets	\$ 4,087,500	3,179,541

See accompanying notes to financial statements.

THE XERCES SOCIETY, INC.

STATEMENT OF ACTIVITIES

YEAR ENDED DECEMBER 31, 2016
(WITH COMPARATIVE TOTALS FOR 2015)

	2016			2015
	Unrestricted	Temporarily restricted	Total	
Revenues, gains, and other support:				
Private grants and contributions	\$ 1,343,766	968,417	2,312,183	2,211,737
Government grants and contracts	1,289,894	–	1,289,894	1,153,779
Program revenue	608,412	–	608,412	380,323
Sales of merchandise	64,010	–	64,010	67,549
Dividend and interest income	9,448	2,400	11,848	6,981
Net increase (decline) in the fair value of investments	(122)	4,703	4,581	(3,973)
Total revenues and gains	3,315,408	975,520	4,290,928	3,816,396
Net assets released from restrictions (<i>note 8</i>)	1,148,967	(1,148,967)	–	–
Total revenues, gains, and other support	4,464,375	(173,447)	4,290,928	3,816,396
Expenses (<i>note 9</i>):				
Program services:				
Pollinator conservation	1,937,405	–	1,937,405	1,676,181
Aquatic conservation	79,963	–	79,963	226,451
Endangered species	794,503	–	794,503	466,891
Other conservation	97,463	–	97,463	97,694
Total program services	2,909,334	–	2,909,334	2,467,217
Supporting services:				
Management and general	299,477	–	299,477	321,191
Fundraising	471,535	–	471,535	394,879
Total supporting services	771,012	–	771,012	716,070
Total expenses	3,680,346	–	3,680,346	3,183,287
Increase (decrease) in net assets	784,029	(173,447)	610,582	633,109
Net assets at beginning of year	1,902,791	743,198	2,645,989	2,012,880
Net assets at end of year	\$ 2,686,820	569,751	3,256,571	2,645,989

See accompanying notes to financial statements.

THE XERCES SOCIETY, INC.

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2016
(WITH COMPARATIVE TOTALS FOR 2015)

	2016	2015
Cash flows from operating activities:		
Cash received from grants, contributions, contracts, and other sources	\$ 4,681,745	3,910,980
Cash received for interest	11,848	6,981
Cash paid to grantees	(7,500)	(7,500)
Cash paid to employees, suppliers, and contractors	(3,722,609)	(3,122,445)
Net cash provided by operating activities	963,484	788,016
Cash flows from investing activities:		
Purchase of investments	(1,716,369)	(851,008)
Proceeds from sale or maturity of investments	881,396	9,213
Reinvestment of dividend and interest income	(8,029)	(2,673)
Net cash used in investing activities	(843,002)	(844,468)
Net increase (decrease) in cash and cash equivalents	120,482	(56,452)
Cash and cash equivalents at beginning of year	1,437,404	1,493,856
Cash and cash equivalents at end of year	\$ 1,557,886	1,437,404

See accompanying notes to financial statements.

THE XERCES SOCIETY, INC.

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2016
(WITH COMPARATIVE TOTALS FOR 2015)

	2016				Total
	Program services				
	Pollinator conservation	Aquatic conservation	Endangered species	Other conservation	
Salaries and related expenses	\$ 965,448	44,883	440,185	24,495	1,475,011
Payroll taxes	86,246	3,850	38,713	2,198	131,007
Benefits	167,349	7,260	66,269	4,372	245,250
Contract services and subrecipient awards	241,849	9,804	70,380	429	322,462
Professional services	2,795	—	—	—	2,795
Telephone	10,468	338	903	—	11,709
Insurance	—	—	—	—	—
Rent and utilities	829	—	—	—	829
Bank fees	513	25	975	1,356	2,869
Equipment and maintenance	27,679	781	12,158	85	40,703
Postage	6,888	14	1,228	8,188	16,318
Supplies	63,875	89	1,771	1,487	67,222
Travel	111,149	3,210	54,426	172	168,957
Books and subscriptions	790	—	4,472	200	5,462
Publication design and printing	30,426	152	5,519	9,121	45,218
Dues and fees	8,434	303	4,282	307	13,326
Mailing list rental	—	—	—	—	—
DeWind Education Award	—	—	—	7,500	7,500
Book stock and merchandise	11,820	—	849	26,328	38,997
Depreciation	3,096	135	1,242	158	4,631
Total expenses before allocation of shared costs	1,739,654	70,844	703,372	86,396	2,600,266
Allocation of shared costs	197,751	9,119	91,131	11,067	309,068
Total expenses	\$ 1,937,405	79,963	794,503	97,463	2,909,334

See accompanying notes to financial statements.

Supporting services				
Management and general	Fundraising	Shared Costs	Total	2015
166,088	195,501	199,526	2,036,126	1,765,242
14,794	17,648	17,319	180,768	160,097
31,499	34,922	36,435	348,106	276,177
267	3,138	1,100	326,967	232,484
35,845	30,210	–	68,850	48,799
–	–	10,788	22,497	22,925
9,764	–	–	9,764	11,055
248	–	78,311	79,388	68,855
321	11,511	–	14,701	12,736
2,373	17	37,620	80,713	67,114
16	46,240	2,210	64,784	51,562
384	253	4,693	72,552	74,478
2,538	1,251	31	172,777	191,926
–	–	–	5,462	1,027
–	66,406	5,007	116,631	120,239
1,038	5,089	2,513	21,966	19,320
–	5,899	–	5,899	4,500
–	–	–	7,500	7,500
–	504	–	39,501	39,797
–	763	–	5,394	7,454
265,175	419,352	395,553	3,680,346	3,183,287
34,302	52,183	(395,553)	–	–
299,477	471,535	–	3,680,346	3,183,287

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2016

1. Organization

The Xerces Society, Inc. is a nonprofit organization, founded in 1971, that protects wildlife through the conservation of invertebrates and their habitat. Named after the extinct Xerces blue butterfly, *Glaucopsyche xerces*, The Society advocates for invertebrates and their habitats by working with scientists, land managers, educators, and citizens on conservation and education projects, as its core programs focus on endangered species, native pollinators, and watershed health. Funding comes from membership dues and donations, merchandise sales, government grants and contracts, corporate support, foundation grants, and other program revenue.

2. Program Services

During the year ended December 31, 2016, the Society incurred program service expenses in the following major categories:

Pollinator Conservation – The Society’s Pollinator Conservation program works across the United States to educate farmers, land managers, and the public about the importance of pollinating insects and to establish habitat protection and management as keys to their conservation. It directly reaches agricultural professionals and farmers through trainings, workshops, and other outreach events across the United States. It also works to educate farmers, agency staff, and citizens on responsible pesticide use and regulation. As a result of the Society’s work, native pollinators are now a key priority for agricultural conservation programs across the United States, and its efforts have led to hundreds of thousands of acres of habitat improvements for these vital insects.

Aquatic Conservation – The Society’s Aquatic Conservation program conducts applied research and provides advice and resources to scientists, land managers, and watershed stewards for monitoring the health of streams, rivers, and wetlands. It also works with watershed councils to assess the health of local watersheds and to analyze the success of restoration projects. The Society’s current work includes efforts to protect dragonflies, damselflies, freshwater mussels, and other aquatic invertebrates; to promote ecologically-sound mosquito management; and to provide information about the impacts of pesticides on aquatic invertebrates.

Endangered Species – The Society’s Endangered Species program advocates on behalf of threatened, endangered, and at-risk invertebrates and their habitats and works with agency staff to provide resources and training for their conservation. Its current work includes efforts to protect endangered bumble bees, butterflies, freshwater mussels, tiger beetles, and other invertebrates. The Society protects habitat on private and public lands for the most imperiled species and regularly provides resources that help land managers conserve endangered insects and other wildlife through restoration and management that includes responsible use of pesticides.

Other Conservation – Through the Conservation and Education program, the Society undertakes a variety of activities to raise awareness and appreciation of the valuable role of invertebrates. These include publication of its magazine, *Wings: Essays on Invertebrate Conservation*, which features the work of renowned wildlife photographers, scientists, and conservationists. The Society also provides dozens of publications for free download through its web site, including guidelines to help farmers and gardeners conserve pollinators, guides to identifying endangered bumble bees, tools for monitoring stream health using aquatic insects, and many more. Another aspect of this program is the Joan M. DeWind award. Each year, two graduate or undergraduate students receive an award of \$3,750 each for Lepidoptera research and conservation projects.

3. Summary of Significant Accounting Policies

The significant accounting policies followed by the Society are described below to enhance the usefulness of the financial statements to the reader.

Basis of Accounting – The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles and the principles of fund accounting. Fund accounting is the procedure by which resources for various purposes are classified for accounting purposes in accordance with activities or objectives specified by donors.

Basis of Presentation – The Society has adopted the provisions of Financial Accounting Standards Board (“FASB”) Accounting Standards Codification (“ASC”) No. 958-605, *Revenue Recognition* and FASB ASC No. 958-205, *Presentation of Financial Statements*. Under these provisions, net assets and all balances and transactions are presented based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Society and changes therein are classified and reported as follows:

- *Unrestricted net assets* – Net assets not subject to donor-imposed stipulations.
- *Temporarily restricted net assets* – Net assets subject to donor-imposed stipulations that will be met either by actions of the Society and/or the passage of time. These balances represent the unexpended portion of externally restricted contributions and investment return to be used for specific programs and activities.

Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulation or by law. Expirations of temporary restrictions on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as net assets released from restrictions.

Use of Estimates – The preparation of financial statements in conformity with generally accepted accounting principles requires that management make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. In the opinion of management, such differences, if any, would not be significant.

Cash Equivalents – For purposes of the financial statements, the Society considers all liquid investments having initial maturities of three months or less to be cash equivalents.

Investments – Investments consist primarily of index mutual funds, common stock, and brokered certificates of deposit with initial maturities of greater than three months. Net change in the fair value of investments, which consists of the realized gains or losses and the unrealized appreciation (decline) of those investments, is shown in the statement of activities. Interest income is accrued as earned. Security transactions are recorded on a trade date basis.

Inventories – Inventories, which consist primarily of publications and other literature held for sale and for use in the Society’s educational programs, are carried at the lower of cost or fair value. Cost is determined using the first-in, first-out method.

Contributions – Contributions, which include unconditional promises to give (pledges), are recognized as revenues in the period received. Contributions to be received after one year are discounted at an appropriate discount rate commensurate with the risks involved. Amortization of the discount is recorded as additional contribution revenue in accordance with donor-imposed restrictions, if any, on the contributions. Conditional promises to give are not recognized until they become unconditional, that is when the conditions on which they depend are substantially met. Contributions of assets other than cash are recorded at their estimated fair value.

Contributions of capital assets without donor stipulations concerning the use of such long-lived assets are reported as revenues of the unrestricted net asset class. Contributions of cash or other assets to be used to acquire capital assets with such donor stipulations are reported as revenues of the temporarily restricted net asset class; the restrictions are considered to be released at the time of acquisition of such long-lived assets.

At December 31, 2016, the Society had been awarded government grants and contracts totaling \$3,428,398, the receipt of which is conditioned upon the incurrence of certain allowable costs. At December 31, 2016, the Society also had been awarded a grant totaling \$1,000,000, the receipt of which is conditioned upon the successful review and approval of financial and program reports. These funds have not been included in the accompanying financial statements because the associated conditions had not been satisfied as of December 31, 2016.

In-Kind Contributions – A number of unpaid volunteers have made significant contributions of their time to develop and implement the Society’s programs. In accordance with FASB ASC No. 958-605, *Revenue Recognition*, significant services received which create or enhance a nonfinancial asset or require specialized skills that the Society would have purchased if not donated are recognized in the statement of activities.

In-kind contributions of land, buildings, equipment, and other materials are recorded where there is an objective basis upon which to value these contributions and where the contributions are an essential part of the Society’s activities.

During the year ended December 31, 2016, the Society recorded no in-kind contributions.

Capital Assets and Depreciation – Property and equipment are carried at cost, and at fair value when acquired by gift. The Society capitalizes depreciable assets with a value of \$3,000 or more and having a useful life of five years or more. Depreciation and amortization are provided on a straight-line basis over the estimated useful lives of the respective assets, which is generally five years.

Revenue Recognition – All grants and contributions are considered available for the unrestricted general operations of the Society unless specifically restricted by a donor. Service revenues are recognized at the time the services are provided and the revenues are earned.

Advertising Expenses – Advertising and marketing costs, representing primarily costs incurred to expand the region’s awareness of the Society’s programs and activities, are charged to expense as they are incurred.

Grants – Grants are accrued when awarded by the Society and unconditional. Grants are provided from available resources and in accordance with restrictions imposed by donors.

Concentrations of Credit Risk – The Society’s financial instruments consist primarily of cash, cash equivalents, certificates of deposit, mutual funds, and common stock, which may subject the Society to concentrations of credit risk as, from time to time, for example, cash balances may exceed amounts insured by the Federal Deposit Insurance Corporation (“FDIC”). All interest-bearing checking and savings accounts, money market deposit accounts, and certificates of deposit are insured by the FDIC for up to \$250,000 per depositor, per insured bank, for each account ownership category. In addition, the market value of securities is dependent on the ability of the issuer to honor its contractual commitments, and the investments are subject to changes in market values.

Certain receivables may also, from time to time, subject the Society to concentrations of credit risk. To minimize its exposure to significant losses from customer or donor insolvencies, the Society’s management evaluates the financial condition of its customers and donors, and monitors concentrations of credit risk arising from similar geographic regions, activities, or economic characteristics. When necessary, receivables are reported net of an allowance for uncollectible accounts.

Income Taxes – The Society is exempt from federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code and comparable state law, and derives its public charity status as an organization described in Sections 170(b)(1)(A)(vi) and 509(a)(1) of the Internal Revenue Code.

Subsequent Events – As required by FASB ASC No. 855, *Subsequent Events*, subsequent events have been evaluated by management through May 31, 2017, which is the date the financial statements were available to be issued.

Summarized Financial Information for 2015 – The accompanying financial information as of and for the year ended December 31, 2015 is presented for comparative purposes only and is not intended to represent a complete financial statement presentation.

Other Significant Accounting Policies – Other significant accounting policies are set forth in the financial statements and the following notes.

4. Private Grants and Contributions Receivable

Grants and contributions receivable consist of unconditional promises expected to be collected in less than one year and total \$73,142 at December 31, 2016.

5. Investments

A summary of investments, carried at fair value, as of December 31, 2016 is as follows:

Certificates of deposit (brokered)	\$ 1,498,828
Mutual funds:	
S&P 500 index fund	94,421
Intermediate bond index fund	183,876
Common stock	4,080
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	\$ 1,781,205

6. Property and Equipment

A summary of property and equipment at December 31, 2016 is as follows:

Equipment	\$ 26,721
Furniture and fixtures	26,466
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	53,187
Less accumulated depreciation	(47,545)
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	\$ 5,642

7. Restrictions and Limitations on Net Asset Balances

Board-Designated Net Assets

At December 31, 2016, \$202,814 of the Society's unrestricted net assets have been designated by the Board of Directors as a reserve fund. This reserve is set aside to stabilize the Society's finances by providing for substantial emergency expenses or losses, and is not intended to make up for general income shortfalls in any given year.

Temporarily Restricted Net Assets

Temporarily restricted net assets at December 31, 2016 represent grants, contributions, and other unexpended revenues and gains available for specific program purposes and future periods, as follows:

Pollinator conservation	\$ 381,095
Other conservation	103,968
Endangered species	35,373
For general operating purposes in future periods	49,315
	<hr/>
	\$ 569,751

8. Net Assets Released from Restrictions

During the year ended December 31, 2016, restrictions on contributions in the amount of \$1,148,967 expired or were otherwise satisfied by the organization's expenditures in satisfaction of the restricted purposes, or by the occurrence of other events specified by donors.

9. Expenses

The costs of providing the various programs and other activities of the Society have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Expenses by natural classification are presented in the statement of functional expenses.

10. Operating Leases

The Society leases office space and certain office equipment under operating leases that expire in various years through June of 2021. At December 31, 2016, the minimum annual lease commitments under these agreements are as follows:

<i>Years ending December 31,</i>	
2017	\$ 45,022
2018	46,337
2019	47,691
2020	49,085
2021	24,897
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	\$ 213,032

Rent expense for the above leases totaled \$67,335 for the year ended December 31, 2016.

11. Employee Retirement Benefits

The Society maintains a qualified profit-sharing retirement plan, as described under Section 401(k) of the Internal Revenue Code. Employees must complete one year of service, have worked 1,000 or more hours at the time of their anniversary, and be 21 years of age in order to become eligible to participate in the plan. Qualified employees become eligible to make voluntary contributions to the plan on a pre-tax basis up to the limits allowed by law. Upon meeting the employee eligibility requirements, employee and employer contributions are fully vested. The Society makes a safe harbor contribution totaling 3% of qualifying compensation as well as a discretionary contribution to the plan. During the year ended December 31, 2016, the Society contributed \$134,353 to this plan, which was 8% of participants' qualifying compensation for the year ended December 31, 2016.

12. Contingencies

Amounts received or receivable under the Society's government grants and contracts are subject to audit and adjustment by the granting or contracting agencies. Any expenditures or claims disallowed as a result of such audits would become a liability of the organization's unrestricted net assets. In the opinion of the Society's management, any adjustments that might result from such audits would not be material to the Society's overall financial statements.

13. Fair Value Measurements

Included in the accompanying financial statements are certain financial instruments carried at fair value. The fair value of an asset or a liability is the amount that would be received to sell an asset or paid to transfer a liability in a current transaction between willing parties, that is, other than in a forced or liquidation sale. Fair values are based on quoted market prices when available.

All financial assets and liabilities presented at fair value have been classified, for disclosure purposes, based on a hierarchy defined by FASB ASC No. 820, *Fair Value Measurements and Disclosures*. The hierarchy gives the highest ranking to fair values determined using unadjusted quoted prices in active markets for identical assets and liabilities and the lowest ranking to fair values determined using methodologies and models with unobservable inputs, as follows:

- *Level 1* – Values are unadjusted quoted prices for identical assets and liabilities in active markets accessible at the measurement date.
- *Level 2* – Inputs include quoted prices for similar assets or liabilities in active markets, quoted prices from those willing to trade in markets that are not active, or other inputs that are observable or can be corroborated by market data for the term of the instrument.
- *Level 3* – Certain inputs are unobservable (supported by little or no market activity) and significant to the fair value measurement. Unobservable inputs reflect the Society's best estimate of what hypothetical market participants would use to determine a transaction price for the asset or liability at the reporting date.

At December 31, 2016, the following financial assets are measured at fair value on a recurring basis:

	Level 1	Level 2	Total
<i>Investments (note 5):</i>			
Mutual funds	\$ 278,297	–	278,297
Stocks	4,080	–	4,080
Certificates of deposit	–	1,498,828	1,498,828
	\$ 282,377	1,498,828	1,781,205

14. Statement of Cash Flows Reconciliation

The following presents a reconciliation of the increase in net assets (as reported on the statement of activities) to net cash provided by operating activities (as reported on the statement of cash flows):

Increase in net assets	\$ 610,582
<i>Adjustments to reconcile increase in net assets to net cash provided by operating activities:</i>	
Depreciation	5,394
Net increase in the fair value of investments	(4,581)
<i>Net changes in:</i>	
Government grants, contracts, and other receivables	30,489
Private grants and contributions receivable	19,497
Inventories	3,053
Prepaid expenses	1,673
Accounts payable and accrued expenses	(102,053)
Accrued payroll and related expenses	124,213
Accrued retirement payable	(82,043)
Deferred revenue	357,260
Total adjustments	352,902
Net cash provided by operating activities	\$ 963,484

GOVERNING BOARD AND MANAGEMENT

2016 Board Members

David Frazee Johnson, *President*

Logan Lauvray, *Vice President*

Linda Craig, Retired C.P.A., *Treasurer*

Sacha H. Spector, *Secretary*

Marla Spivak, Ph.D.

Rachael Winfree, Ph.D.

Management

Scott Hoffman Black, *Executive Director*

Karl Souza, *Director of Finance & Operations*

Lara Bjork, *Director of Grants & Corporate Giving*

Megan Faria, *Financial Manager*

THE XERCES SOCIETY, INC.

INQUIRIES AND OTHER INFORMATION

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