Our vision is of a world where the tax code doesn’t stand in the way of success.
Letter from the President

There have been few opportunities over the past year for me to pause and collect my thoughts because it has been the most historic moment of my career, and the careers of everyone at the Tax Foundation. After thirty years working in Washington, D.C., I finally got to not only witness tax reform, but be in the epicenter of getting tax reform over the finish line.

We were part of history. We beat the odds and made it happen. And we could not have done it without friends and supporters like you.

Now that we can catch our breath, I’m excited to share with you the enclosed report that recaps the excitement of the last twelve months at the Tax Foundation and gives you a sneak preview of what to expect next.

As you read this, I hope you will get a sense of the adrenaline rush that my economists felt as they worked for thirty-six consecutive hours to score the House version of the Tax Cuts and Jobs Act, or the thrill our team gets from doing fifteen to twenty media interviews in one day, or the energy it takes to race from office to office on Capitol Hill briefing lawmakers on the tax bill.

Time to rest? Not a chance; the fun has just begun. Contrary to what many people think, tax reform is far from done. While the Tax Cuts and Jobs Act may have been historic, it wasn’t perfect. There’s a whole lot more that can be done for taxpayers.
Major portions of the Tax Cuts and Jobs Act expire within a few years and we need to be ready for that fight. So, we’re upgrading our Taxes and Growth model to be an even more effective tool for informing legislators and taxpayers of the benefits of pro-growth tax policy.

Our state experts are growing their ranks and logging thousands of miles in travel. With all fifty states now having to figure out their own path forward in deciding how to conform to the new federal code, our state team has never been in higher demand. It seems every day a new elected official is calling our office for guidance. Our goal is to turn federal tax reform into fifty state tax reforms.

All of this, what we’ve already achieved and what is yet to come, is only possible because of supporters like you. In partnership with you, we have grown to become the nation’s leading tax policy group and have already made history. I can’t wait to see, with your help, what we do next.

Scott Hodge,
MEDIA CITATIONS PER $100,000 OF REVENUE, 2017

- **Tax Foundation**: 951
- **Urban/Brookings Tax Policy Center**: 794
- **Committee for a Responsible Federal Budget***: 432
- **Economic Policy Institute***: 297
- **Citizens for Tax Justice & ITEP***: 246
- **National Taxpayers Union**: 173
- **Heritage Foundation**: 126
- **Americans for Tax Reform**: 124
- **Cato Institute**: 113
- **Competitive Enterprise Institute**: 88
- **American Enterprise Institute**: 86
- **American Legislative Exchange Council***: 80
- **Center on Budget & Policy Priorities***: 49
- **Mercatus Center**: 20
- **Council On State Taxation**: 17

*Uses 2015 budget numbers, most recent year publicly available

TOTAL MEDIA CITATIONS ON TAX POLICY, 2017

- **American Enterprise Institute**: 8,720
- **ITEP & Citizens for Tax Justice**: 8,908
- **Americans for Tax Reform**: 7,061
- **Center on Budget & Policy Priorities**: 12,457
- **Heritage Foundation**: 14,509
- **Tax Foundation**: 41,052
# 2017 By the Numbers

<table>
<thead>
<tr>
<th>Metric</th>
<th>2017 Value</th>
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<tbody>
<tr>
<td>Media Citations</td>
<td>41,052</td>
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<tr>
<td>Radio Interviews</td>
<td>101</td>
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<tr>
<td>TV Interviews</td>
<td>77</td>
</tr>
<tr>
<td>Website Pageviews</td>
<td>18,839,556</td>
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<tr>
<td>Report Downloads</td>
<td>298,340</td>
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<tr>
<td>Social Media Impressions</td>
<td>7,121,230</td>
</tr>
</tbody>
</table>

## Cited In

- The Wall Street Journal
- The New York Times
- Chicago Tribune
- Time
- The Washington Post
- CNN
- The Denver Post
- The Philadelphia Inquirer
- Los Angeles Times
- Houston Chronicle
- Fox News Channel
- Business Insider
- The Dallas Morning News
- USA Today
- Daily News
- Bloomberg
- Reddit
- Buzzfeed
- CNN
- The Denver Post
- Nytimes
- Chicago Tribune
- Wallstreetjournal
The Busiest Period in Tax Foundation’s 80-Year History

On December 20th, 2017, Congress took the last step in a marathon effort towards comprehensive tax reform. The period leading up to the signing of the Tax Cut and Jobs Act was like no other. For over a month, our phones were ringing off the hook as legislators wrangled the final bill into shape and journalists sought accurate, up-to-the minute analysis.

Often, Tax Foundation President Scott Hodge received personal calls from key policymakers eager for last-minute analysis to inform their decisions, and our staff spent nights, weekends, and hundreds of hours scoring countless versions of the bill.

In the final weeks before passage, our conference room was transformed into a war room, our central hub for analyzing the Tax Cuts and Jobs Act, where our small team of economists put in three all-night modeling marathons.

MODEL RUNS IN MONTH BEFORE TCJA PASSAGE
808

CAPITOL HILL MEETINGS IN MONTH BEFORE TCJA PASSAGE
35

MEDIA HITS IN MONTH BEFORE TCJA PASSAGE
6,693
Building the Tools for Future Success

Now that a first round of pro-growth tax reform has been achieved, we are not resting on our laurels. We are working to further advance economic freedom.

Following enactment of the Tax Cuts and Jobs Act (TCJA), we built our own online calculator so taxpayers could see how the TCJA would affect their tax bills for 2018.

After the success of this first calculator, we expanded its functionality to estimate the average net tax cut in every congressional district in the country. These two calculators have been shared extensively on social media, with many members of Congress embedding the tools on their websites as a benefit for their constituents.

| TAX CALCULATOR ONLINE VIEWS | 1,058,121 |
| TAX CALCULATOR SOCIAL MEDIA IMPRESSIONS | 198,129 |
| PERCENT OF CONGRESSIONAL DISTRICTS RECEIVING A TAX CUT ON AVERAGE | 100% |
Keeping a Generational Achievement for the Ages

While the Tax Cuts and Jobs Act, shepherded through the House by Speaker Paul Ryan (left), will grow the U.S. economy and lower taxes for most Americans, much of it is also temporary. The individual tax changes phase out in 2025, and many business provisions, such as full expensing, expire even before then.

To head that off, we are upgrading our Taxes and Growth (TAG) Model and expanding its capabilities to show that the pro-growth aspects of tax reform need to be made permanent.

GDP GROWTH FROM TCJA
+1.7%

JOBS CREATED BY TCJA
+339,000

WAGE BOOST FROM TCJA
+1.5%
Carrying the Torch of Pro-Growth Tax Reform Abroad

Our work has changed the debates in Washington, D.C., and the fifty state capitals towards the benefits of pro-growth tax reform. But why stop there? We are now expanding our activities to include a push for meaningful tax reform across Europe. It’s a large investment of time and energy, but this is the moment to advance sound tax policy throughout the continent.

Multiple nations, including Austria and Sweden, have cited the Tax Cuts and Jobs Act as a motivation for considering their own tax reforms. The Tax Foundation is working with partners in Europe to make tax reform a reality, creating more prosperous economies and raising living standards.
Tax Prom with Vice President Pence

Our 80th Annual Tax Prom was one for the ages! Held on the evening that the House of Representatives passed its version of the Tax Cuts and Jobs Act, over 750 of the tax community’s best, brightest, and most influential packed a sold-out room to hear Vice President Mike Pence receive the Tax Foundation’s 2017 Distinguished Service Award.

Vice President Pence touched on the importance of reforming the outdated federal tax code and thanked the Tax Foundation for its policy leadership throughout the tax reform debate.

“I’m really here tonight on the president’s behalf first and foremost to say thank you. Thank you to the Tax Foundation for the difference that you make in the debate in our nation’s capital and thereby in the life of our nation. For 80 years the Tax Foundation has been a leading voice in pro-growth tax policy in the United States.”

- Vice President Mike Pence
Our Work Is Just Beginning, Here’s What’s Next in the States

When it became clear that Congress would undertake fundamental tax reform, we knew far before its passage that states would have to conform and adapt their tax codes to whatever changes were agreed upon at the federal level. From the start, we worked with key state legislators and in national forums to educate all fifty states about the best ways to capture and maximize the benefits of federal reform.
Our State Team is Making Waves in Your State

Our hard work and advanced planning paid off. We have already ushered five states toward rate-reducing tax reforms in 2018. Through dozens of on-the-ground meetings and in-depth research, we will continue to push legislators towards pro-growth reforms that benefit taxpayers for generations.
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President
Tax Foundation

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Robert Bellafiore
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Daniel Bunn
Dan Carvajal
Amanda Davis
Scott Drenkard
Scott Eastman
Amir El-Sibaie

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Kyle Pomerleau
Mike Ressegue
Shannon Salzman
Rachel Shuster
Tom VanAntwerp
Michael Vogler
Jared Walczak
Erica York
# Financials

## Statement of Activities

*January 1 through December 31*

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Philantropic Foundations</td>
<td>756,095</td>
<td>1,223,977</td>
<td>1,552,000</td>
<td>1,275,750</td>
<td>1,768,600</td>
<td>2,048,300</td>
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<tr>
<td>Business Contributions</td>
<td>802,814</td>
<td>1,129,900</td>
<td>1,481,004</td>
<td>1,350,525</td>
<td>1,418,896</td>
<td>1,540,563</td>
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<td>Donations from Individuals</td>
<td>355,899</td>
<td>348,009</td>
<td>379,348</td>
<td>520,467</td>
<td>633,764</td>
<td>761,429</td>
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<tr>
<td>Event Revenue (Net)</td>
<td>237,643</td>
<td>230,389</td>
<td>290,425</td>
<td>373,054</td>
<td>361,131</td>
<td>431,985</td>
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<tr>
<td>Investment Income</td>
<td>7,820</td>
<td>8,771</td>
<td>18,695</td>
<td>33,927</td>
<td>39,625</td>
<td>58,911</td>
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<tr>
<td>Publication Sales &amp; Other</td>
<td>12,944</td>
<td>12,014</td>
<td>12,864</td>
<td>114,199</td>
<td>151,077</td>
<td>22,819</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>2,173,216</strong></td>
<td><strong>2,953,060</strong></td>
<td><strong>3,764,529</strong></td>
<td><strong>3,667,922</strong></td>
<td><strong>4,373,093</strong></td>
<td><strong>4,864,007</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Programs</td>
<td>1,254,609</td>
<td>1,821,069</td>
<td>2,143,968</td>
<td>2,820,683</td>
<td>2,861,125</td>
<td>3,079,720</td>
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<tr>
<td>Fundraising &amp; Donor Outreach</td>
<td>417,619</td>
<td>436,719</td>
<td>467,830</td>
<td>642,517</td>
<td>1,022,504</td>
<td>1,059,653</td>
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<tr>
<td>General &amp; Administrative</td>
<td>228,520</td>
<td>211,880</td>
<td>289,458</td>
<td>369,312</td>
<td>349,585</td>
<td>355,825</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1,900,821</strong></td>
<td><strong>2,469,668</strong></td>
<td><strong>2,901,256</strong></td>
<td><strong>3,832,512</strong></td>
<td><strong>4,233,214</strong></td>
<td><strong>4,495,198</strong></td>
</tr>
</tbody>
</table>

Surplus/(Deficit)  
272,395  483,392  863,273  (164,590)  139,879  368,809

## Statement of Financial Position

*as of December 31*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>351,604</td>
<td>555,374</td>
<td>575,954</td>
<td>694,078</td>
<td>603,782</td>
<td>603,142</td>
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<tr>
<td>Investments</td>
<td>602,260</td>
<td>681,766</td>
<td>1,502,093</td>
<td>1,479,620</td>
<td>1,936,988</td>
<td>2,767,422</td>
</tr>
<tr>
<td>Other Assets</td>
<td>183,027</td>
<td>387,095</td>
<td>1,576,692</td>
<td>1,133,300</td>
<td>913,934</td>
<td>898,812</td>
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<tr>
<td>Liabilities</td>
<td>(131,702)</td>
<td>(98,393)</td>
<td>(1,342,393)</td>
<td>(1,212,556)</td>
<td>(1,101,768)</td>
<td>(1,122,978)</td>
</tr>
</tbody>
</table>

**Net Assets**  
1,024,074  1,578,799  2,312,345  2,094,442  2,352,936  3,146,397

Note: 2017 figures are unaudited. 990 Forms and Audited Financial Statements are available at taxfoundation.org/financials and upon request.
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