







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.

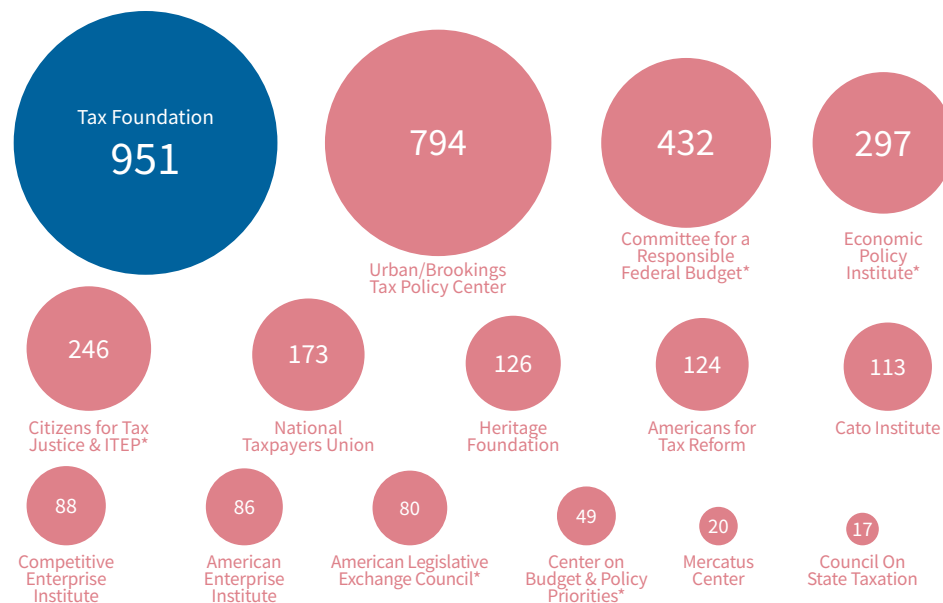
Our state experts are growing their ranks and logging thousands of miles in travel. With all fifty states now having to figure out their own path forward in deciding how to conform to the new federal code, our state team has never been in higher demand. It seems every day a new elected official is calling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

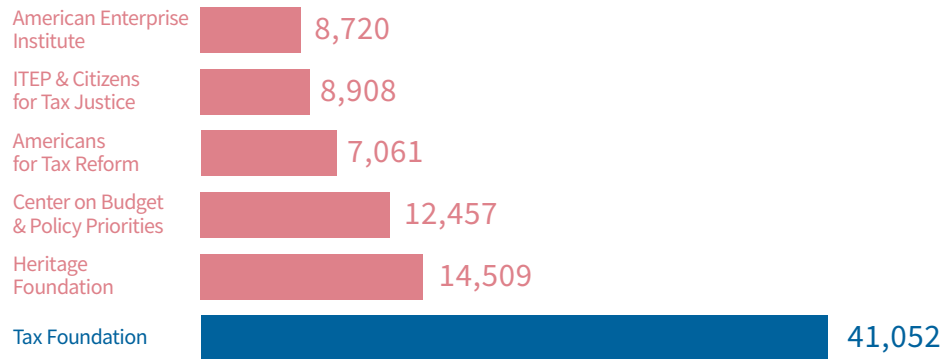
A handwritten signature in blue ink, appearing to read "Scott", with a long horizontal flourish extending to the right.

# MEDIA CITATIONS PER \$100,000 OF REVENUE, 2017



\*Uses 2015 budget numbers, most recent year publicly available

# TOTAL MEDIA CITATIONS ON TAX POLICY, 2017



## 2017 BY THE NUMBERS



2017  
MEDIA CITATIONS

41,052



2017  
RADIO INTERVIEWS

101



2017  
TV INTERVIEWS

77



2017  
WEBSITE PAGEVIEWS

18,839,556



2017  
REPORT  
DOWNLOADS

298,340



2017  
SOCIAL MEDIA  
IMPRESSIONS

7,121,230

## CITED IN





# 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%



**JOB'S 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.



**COUNTRIES  
CITED IN**

114



**MEDIA CITATIONS  
ABROAD**

7,410



**INTERNATIONAL  
INDEX PAGEVIEWS**

23,819



## 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.



**STATES  
TESTIFIED OR  
PRESENTED IN**

44



**EMAILS SENT  
TO STATE  
LEGISLATORS AND  
THEIR STAFFS**

105,900

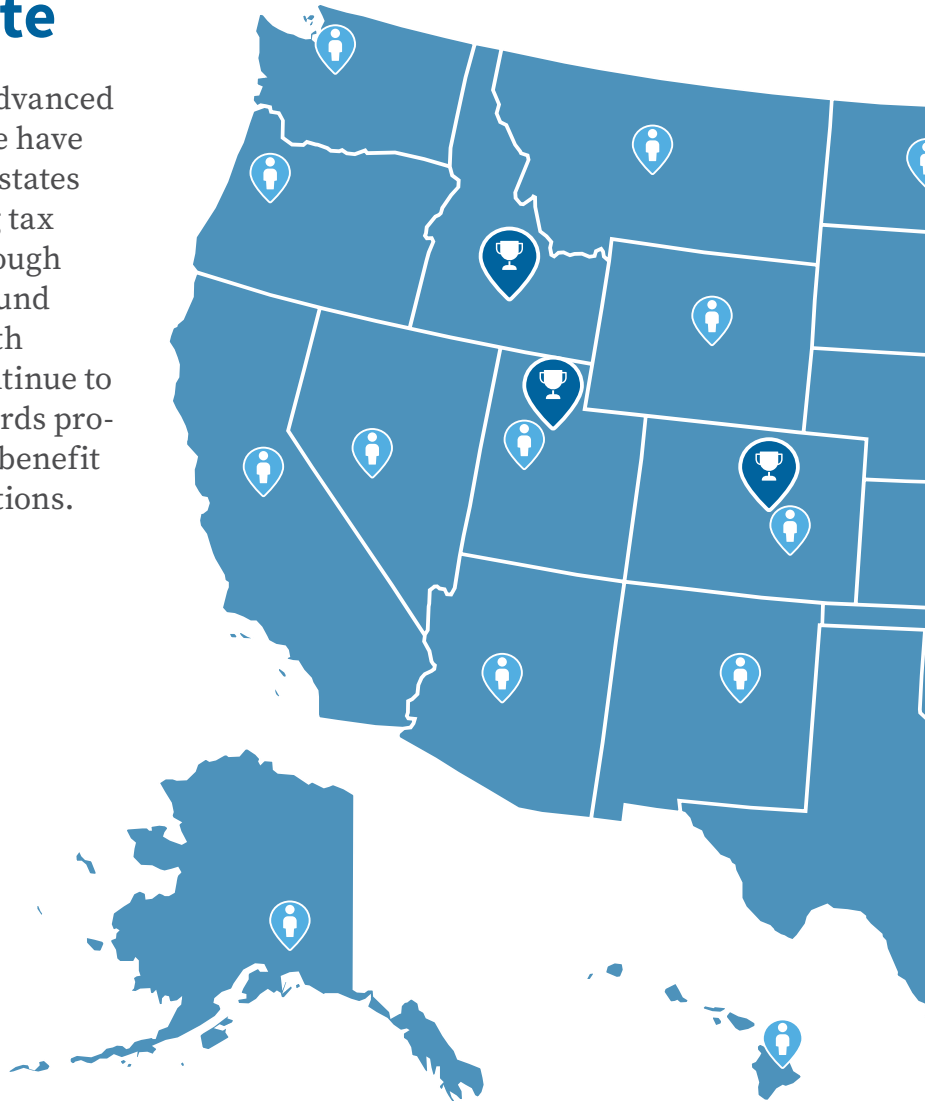


**MEETINGS WITH  
GOVERNORS AND  
THEIR STAFFS**

12

# 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.





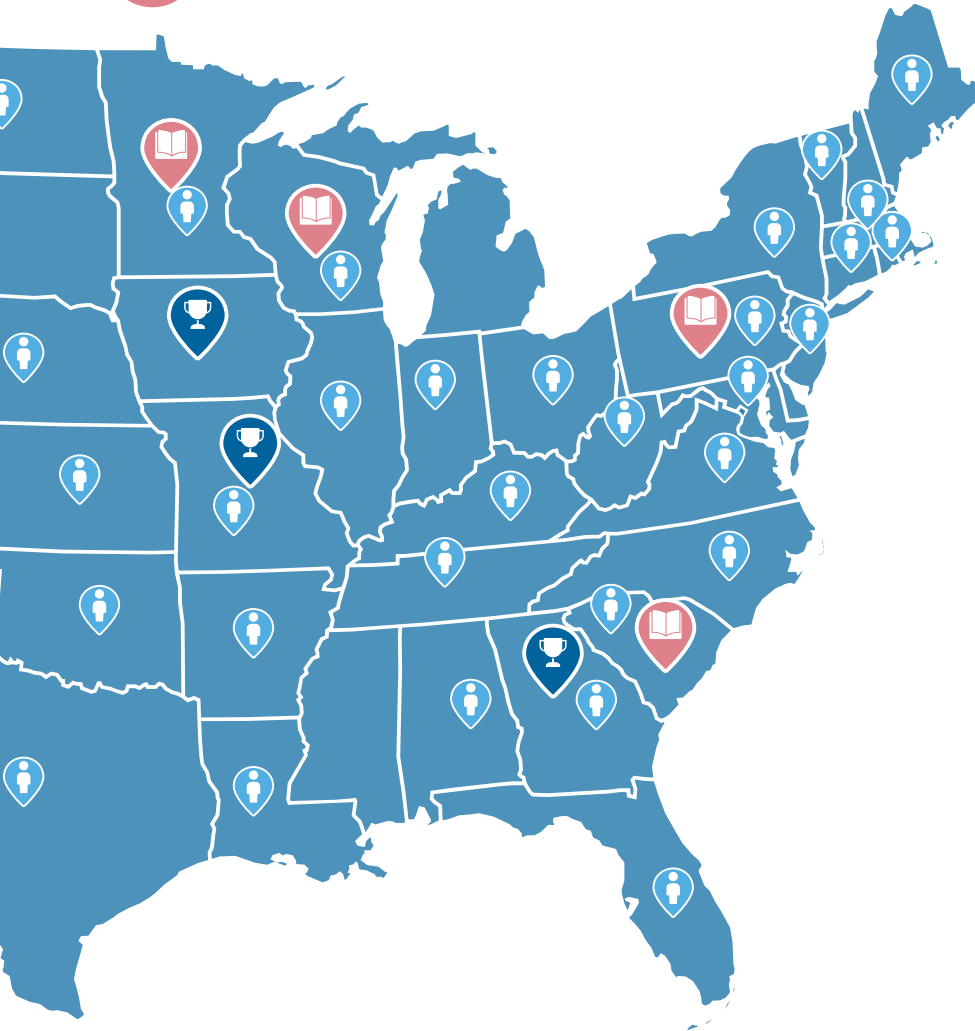
**MAJOR TAX BILL PASSED**



**TESTIFIED OR PRESENTED  
TO OFFICIALS**



**MAJOR STATE-SPECIFIC PUBLICATION  
RELEASED OR IN PRODUCTION**



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## Our team

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Steve Entin

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Josh Jaye

Nicole Kaeding

Kevin Kaufman

Chris Krukewitt

Huaqun Li

Katherine Loughead

Colby Pastre

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

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

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

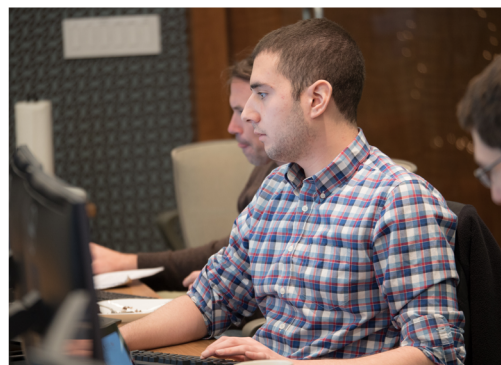
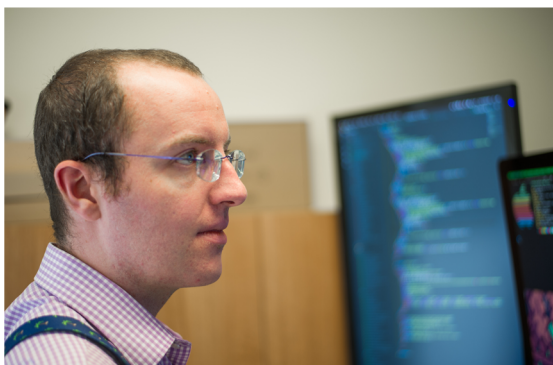
Surplus/(Deficit)	272,395	483,392	863,273	(164,590)	139,879	368,809
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## Statement of Financial Position

as of December 31

Assets & Liabilities	2012	2013	2014	2015	2016	2017
Cash & Cash Equivalents	351,604	555,374	575,954	694,078	603,782	603,142
Investments	602,260	681,766	1,502,093	1,479,620	1,936,988	2,767,422
Other Assets	183,027	387,095	1,576,692	1,133,300	913,934	898,812
Liabilities	(131,702)	(98,393)	(1,342,393)	(1,212,556)	(1,101,768)	(1,122,978)
<b>Net Assets</b>	<b>1,024,074</b>	<b>1,578,799</b>	<b>2,312,345</b>	<b>2,094,442</b>	<b>2,352,936</b>	<b>3,146,397</b>

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



Learn how you can support the Tax Foundation by visiting  
[TaxFoundation.org/donate](https://TaxFoundation.org/donate)



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