

THE EQUAL RIGHTS CENTER



ADVANCING CIVIL RIGHTS

ANNUAL REPORT 2007/2008



The Equal Rights Center

The Equal Rights Center (ERC) is a non-profit civil rights organization dedicated to identifying, challenging and eliminating discrimination in housing, employment, disability rights, public accommodations, government services, and immigrant rights through education, research, testing, counseling, enforcement, and advocacy.

Aggressively combating discriminatory practices in the greater Washington D.C. area and across the United States, the ERC collaborates with national and local civil rights organizations, advocacy groups, universities, service providers and the religious community. Today, the ERC stands as one of the few organizations in the United States which engages in comprehensive civil rights enforcement for all legally protected classes.



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CELEBRATING 25 YEARS

“We’re having fun and we’re following our hearts.”

-Rev. Dr. James G. Macdonell

ERC Board President

2008 marks the 25th anniversary of the Equal Rights Center as a comprehensive civil rights organization. The scope and expertise of the ERC has changed greatly in this time, expanding and refocusing as both civil rights laws and discrimination in the face of those laws have changed.

The ERC’s history is one of consistent growth. Beginning in 1983 as the Fair Housing Council of Greater Washington we focused on educating and counseling the public on and fighting all forms of housing discrimination. In 1999 the mission was expanded with the merger of the Fair Employment Council of Greater Washington. The name, the Equal Rights Center, was adopted to exemplify our expanded mission and new breadth of expertise, now also addressing discrimination in the workplace and in public accommodations. In 2005, the ERC expanded again, joining with the Disability Rights Council, and in 2006 the Immigrant Rights Program was added. Today, the ERC stands alone as a truly comprehensive civil rights organization dedicated to identifying and combating discrimination of all kinds across all protected classes.



Although the form of discrimination has changed much over time, becoming more subtle and covert than it was 25 years ago, the need for an aggressive civil rights agenda is as strong today as it has ever been. While instances of blatant discrimination continue to exist, today discrimination more often takes the form of feigned ignorance of the laws, differential treatment, terms and conditions, and double standards hidden by layers of bureaucracy. To combat such obscure discrimination, the ERC has consistently striven to remain on the cutting edge of progressive civil rights law and practice: devising new and better testing techniques, conducting first of its kind research and investigations, and enforcing the civil rights laws wherever discrimination is found.

It is with this experience that the ERC moves forward into the next quarter century of protecting civil rights.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Rabbi Bruce E. Kahn
Executive Director

In our 25th year of service, the Equal Rights Center has emerged as one of the most effective, efficient, and potent civil rights agencies in the country.

Yet the state of our society remains far from that which the ERC envisions. Every day, negative stereotyping damages and crushes the dreams of opportunity and fairness that its victims cherished.

Why, for instance, would a business that has the capacity to provide access and service to people with disabilities refuse to do so? Why would a city's elected leadership wrongfully harass its Latino residents? And why would a landlord turn away tenants solely because the federal government helps to pay the rent?

Here at the ERC we envision a society in which these fragmenting forces of discrimination are eliminated. Through our expertise in investigation, reporting and outreach, we uncover, stop, remedy, and prevent the damage unleashed by such illegal acts of discrimination.

As a founding member of the ERC Board of Directors, and as its Executive Director for over four years, I am excited, delighted, and humbled by the immense impact this agency generates. Some of our recent contributions to civil rights compliance include:

- Reducing from 61 percent to near 0 percent the rate of discrimination against Housing Choice Voucher holders in the District of Columbia;
- Negotiating the retrofitting of more than 15,000 inaccessible housing units across the country in the past four years;
- Completing a comprehensive, groundbreaking settlement on behalf of more than 20,000 paratransit customers with the Washington Metropolitan Area Transit Authority (WMATA), that includes over \$14 million of improvements to the WMATA paratransit system, MetroAccess;
- Fighting and eliminating discriminatory laws, policies, and practices in the City of Manassas, VA that specifically targeted Latino families;
- Publishing a first of its kind study exposing the rate of housing discrimination against victims of domestic violence in the District of Columbia;
- Conducting more than 115 educational and outreach programs.

As you look to this Annual Report, I hope that you will see clearly the many steps we take expertly at the ERC – steps that help America move away from the fragmenting forces of discrimination and toward wholeness.

A handwritten signature in black ink that reads "Bruce E. Kahn". The signature is fluid and cursive, with a long horizontal stroke at the end.

Rabbi Bruce E. Kahn

MESSAGE FROM THE BOARD PRESIDENT

For a quarter of a century, the Equal Rights Center has courageously been combating discrimination and fighting to empower and ensure the civil rights of those in our society who feel left out and powerless to defend themselves.

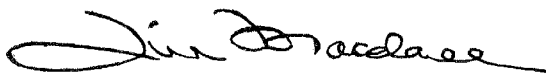
As one of those who has been involved in this non-profit effort since its beginnings, on behalf of my colleagues, the ERC Board, and staff, let me acknowledge the shared joy we have all experienced by being involved in providing new hope and purpose to those in our society who have been denied equal justice and opportunity! The hopes and dreams of the ERC and the communities we serve transcends all categories of age, class, wealth, status or political affiliation. We seek to accomplish what is worthy and right, and we feel truly blessed to be able to serve together in working for the common good.

Sadly, while laws against discrimination have been in place for decades, discriminatory practices are still alive and well. Today's patterns of discrimination are now more subtle and sophisticated than in the past. But the fact that they still exist at all, and that many of our neighbors still suffer from deliberate prejudicial behavior and neglect, means that the efforts of the ERC are all the more essential and imperative.

Equal rights and equal justice for all residents has not yet been realized. It is why the staff and Board of the ERC feel so passionately about what we are doing, and why we pledge to creatively renew our every effort to eliminate patterns of discrimination from American society!

Through education, outreach, research, testing, counseling, enforcement and advocacy, the ERC will continue to aggressively target discrimination in housing rentals and sales, predatory lending, employment practices, discrimination against all persons with disabilities and against our immigrant communities.

We look forward to a future when all people in our nation, in all facets of their lives, will be afforded equal rights and opportunity. Until that occurs, the ERC pledges with all due diligence to continue being the voice and advocate for all those whose rights are in jeopardy.



Rev. Dr. James G. Macdonell



Rev. Dr. James G. Macdonell
Board President

OUR COMMITMENT



The ERC identifies and combats discrimination in six programmatic areas:

Fair Housing. A person's ability to obtain adequate and safe housing of his or her choice affects all aspects of daily life—employment and education opportunities, proximity to friends and family, and access to both commercial and government services.

Fair Employment. Equality in hiring, workplace treatment and equal opportunity for advancement are core values of our nation's civil rights laws and a prerequisite to our nation's ability to address the issues of poverty and homelessness.

Disability Rights. More than 55 million people in the United States, over one-sixth of our total population, are members of the disability community. This number will increase dramatically in future years as our population ages. Equal access to housing and services for this segment of our population is a primary focus of the civil rights laws.

Access to Public Accommodations. Every person's ability to access and enjoy public and commercial services, irrespective of race, national origin, religion, sex or disability, helps to define the quality of everyday life.

Access to Government Services. Participation in, and the ability to enjoy the benefits of government services, whether federal, state or local, is a right of every resident.

Immigrant Rights. Despite the fact that we are a nation of immigrants, our immigrant communities today face significant discrimination at the hands of individuals, businesses, and even government agencies with alarming frequency.

2007 AND 2008 HIGHLIGHTS

Discrimination is a complex and intricate assault on our society. It assails both individuals and communities. It both darkens good days and leaves scars that can last a lifetime. It alters the physical, mental, and emotional state of its victims.

To combat discrimination, the ERC is committed to a multifaceted confrontation and attack on such injustices. In each of our six programmatic areas, the ERC employs a variety of methods aimed at identifying the root source of discriminatory acts and achieving an optimal solution. The ERC services include: **Civil Rights Testing, Victim Counseling, Research and Publications, Education and Outreach, Training Contracts, Advocacy, and Enforcement.**

Civil Rights Testing

At the core of the ERC's ability and success in protecting civil rights is our quarter century of experience in civil rights testing. Through a variety of testing techniques, the ERC is able to isolate and identify discriminatory practices in the most important aspects of people's lives.

Led by the ERC's full time Testing Manager, a slate of more than 100 carefully trained testers, representing all protected demographics, are available to the ERC for academic research, problem identification and documentation, investigative work, and enforcement and litigation purposes. As testimony to our experience, today the ERC's testing methodologies are recognized and accepted by the civil rights community, government agencies and federal and state courts.



During 2007 alone, the ERC conducted more than 400 civil rights tests to support its own research and investigative efforts, to aid proactive businesses, to identify and correct improper employee conduct, and to support governmental agencies charged with enforcing civil rights laws.

Victim Counseling

Counseling and direct intake of individual victims of discrimination is pivotal to the work of the ERC. Counseling gives us direct contact with our community, which aids victims in combating discrimination and securing proper treatment, as well as alerts us to discriminatory practices that exist in the community. Each month the ERC meets with and advises dozens of individuals complaining of discrimination. Where warranted, these intakes have resulted in intervention by the ERC through direct contact with the discriminating party, advocacy before administrative agencies, investigation, litigation or policy advocacy.

Research and Publications

Conducting civil rights research and testing, and publishing results, is one of the primary ways in which the ERC targets new forms of discrimination. In many cases, the data collected provides some of the first statistical proof for what was only a suspicion of discrimination before. ERC reports have become an essential tool for advancing civil rights law, serving as an initial platform for educating victims, perpetrators, and the general public, as well as generating great interest from policy advocates and law-makers seeking to expand protection under civil rights laws. In 2007 and 2008, the ERC investigated:

A Victim's Story

Marjorie came into the Domestic Violence Intake Center to obtain a protection order. She had been assaulted the night before, but had not called the police. When the advocate explained to her that she would have to call the police to enforce a protection order, Marjorie became upset and said that there was no way she could do that. She explained that whenever the police showed up, they came with several cars and lights on. Her landlord, annoyed by these occurrences, warned her that if the police kept showing up and making a disturbance, she would have to leave. This, she defended, was why she had not called the police the night before. The landlord had made this statement in front of her boyfriend, and the boyfriend had told Marjorie, 'Go ahead and call the police if you want, and then be homeless.'

Fueled by such stories, the ERC, in 2008, investigated the rate of housing discrimination against domestic violence survivors in D.C. and found a discrimination rate of 65%.

-Story provided by D.C. Coalition Against Domestic Violence. Name is changed.

- **"Language Barriers in D.C. Governmental Offices"**

The 2004 D.C. Language Access Act requires government services to use oral and written translation services in Amharic, Chinese, French, Korean, Spanish and Vietnamese. In its investigation of select agencies, the ERC reported a failure to provide required accessible government services in 86.9 percent of the tested cases. As a result of these efforts, the ERC is now collaborating with the D.C. Language Access Coalition to call upon the D.C. government to improve its procedures.

- **"No Vacancy: Housing Discrimination Against Survivors of Domestic Violence in the District of Columbia"**

In 2008 the ERC conducted ground-breaking research and issued a first-of-its-kind report quantifying the rate of discrimination survivors of domestic violence face. The investigation found that 65 percent of the time, applicants seeking housing on behalf of a domestic violence survivor were either denied housing or offered less advantageous terms and conditions. This data is now being used by the D.C. Coalition Against Domestic Violence and the National Law Center on Homelessness & Poverty to rally support for anti-discrimination legislation across the country.



- **“Repairing the World: The History, Impact and Effectiveness of the Human Rights Act on Housing Discrimination in the District of Columbia”**

In collaboration with the George Washington University, the ERC evaluated the actual effectiveness of the D.C. Human Rights Act, and made recommendations which would translate civil rights theory into tangible results.

Education and Outreach

The ERC’s Education and Outreach program is pivotal to the organization’s success in fighting discrimination. Acting alone, and in conjunction with coalitions representing affected communities, the ERC educates people on civil rights law. Throughout the D.C. metropolitan area and beyond, ERC staff lead antidiscrimination presentations and workshops, participate in panel discussions, attend community events, and conduct trainings, all

with the goal of informing people of their rights and responsibilities under the law, and ways of protecting these rights if they have encountered illegal discrimination. In 2007 and 2008, the ERC enhanced outreach effort through:

- **“Know Your Rights” Seminars**

Conducting more than 100 education and outreach events, including seminars, presentations and workshops, the ERC reached more than 6,000 people.

- **Coalition-Building Assemblies**

Through partnerships with advocates, specialized organizations, and community members, the ERC is able to best address the concerns of protected classes and tackle major issues. In the past year the ERC organized and convened meetings to highlight awareness of discrimination against domestic violence survivors, Latino immigrants, the transgender community and the disability community.

- **“The Point”**

The ERC publishes a quarterly newsletter, a hallmark of our outreach program, keeping ERC members, advocates, family, and friends updated not only on ERC news and events, but also the latest developments in civil rights law. It is mailed quarterly to more than 1,000 people.

- **Newly Redesigned Web site**

In early 2008, the ERC launched the newly redesigned Web site (www.equalrightscenter.org), providing visitors with a wide-ranging civil rights resource, links to our reports and press releases, and the ability to become ERC members and civil rights testers and to make contributions online.

- **Membership**

The ERC’s membership program was begun in 2005 and now includes hundreds of members focused on advancing civil rights. Our members are an integral component of the ERC’s civil rights work, providing crucial feedback about issues of concern. To mark our 25th anniversary, the ERC has expanded its membership activities and services, now offering four membership choices that allow

each new member to choose a level of participation that best suits them.

Training Contracts

During 2007 and 2008, the ERC has engaged private industry in proactively training employees. Having developed a unique training curricula for each, we educate employees in initial orientations and as part of continuing education as to their rights and responsibilities under the civil rights laws. In 2007 and 2008, the ERC has collaborated with:

- **NVR, Inc.**

With more than 4,200 employees serving 22 metropolitan areas in 12 states, NVR, a homebuilding and mortgage banking corporation, has integrated the ERC Fair Housing Training Program, addressing fair housing practices and class protection, into its employee orientation.

- **Trammell Crow Company (TCC)**

The ERC developed a comprehensive fair housing training manual for TCC, a national property development and management company, for use with its design and construction personnel.



Advocacy

ERC advocacy may be seen in many forms and in many forums. As a result of victim intake and counseling, the ERC directly contacts individuals, business entities, and local governments to advocate for change in discriminatory behavior, to advocate for individual victims in informal administrative settings, and to advocate for legislative and regulatory changes designed to clarify and expand the protections of federal, state and local civil rights laws. In 2007 and 2008, this has included:



- Directly intervening on the part of dozens of victims of discrimination;
- Testifying before the U.S. Department of Justice to advocate revisions to ADA Title II and III regulations;
- Advocating Congressional support of the “ADA Amendments Act;”
- Testifying before the District of Columbia government to advocate for expanded funding for the D.C. Office of Disability Rights; and
- Collaborating with the District of Columbia government as a member of its “Olmstead Planning Workgroup.”

Enforcement

The ERC takes a multifaceted approach to enforcement of the civil rights laws. Utilizing private negotiations, administrative agencies, and, where required, the litigation process, the ERC has been changing the face of civil rights:

- **Right to Accessible Housing**

In 2004, the ERC approached members of the disability community to ask what their most pressing problems were. Resoundingly, their answer was housing. Since then, the ERC has systematically sought out housing developers and sales offices to educate them on discrimination and to enforce federally mandated accessibility regulations to accommodate people with disabilities.

In 2007 and 2008, the ERC has continued this practice. The ERC has informally approached housing developers and negotiated to obtain voluntary compliance with the FHA and ADA. These efforts have resulted in nearly 1,200 housing units being voluntarily retrofitted for accessibility in Northern Virginia alone.

In 2007, as a result of both voluntary negotiations and mandatory compliance programs, more than 2,500 apartments, condominiums and single-family homes were made accessible.

- **Protecting Immigrant Rights**

Immigrant Rights has taken a center stage throughout 2007 and 2008 with the ERC negotiating a federal litigation settlement with the **City of Manassas, VA**, and the **Manassas Public School System**. The settlement will reverse discriminatory 'overcrowding' housing ordinances, will end illegal inspection procedures, and will stop the illegal disclosure of personal information aimed at singling out the Latino residents of the community.

- **Protecting Access to Public Accommodations and Government Services**

The ERC negotiated a landmark class action settlement with the District of Columbia requiring a \$14 million overhaul and upgrade of the **Washington Metropolitan Area Transportation Authority's** paratransit service for people with disabilities.

Subway Restaurants agreed to remedy accessibility issues at 50 of its locations across the District of Columbia.

Potbelly Sandwich Restaurants reached an agreement with the ERC to remedy accessibility problems at existing and new locations nationwide.

Zipcar, the world's largest car-sharing company, agreed to take the lead in making their services available to people with disabilities.

Alongside these settled cases, the ERC continues to press litigation aimed at

remediating barriers to access in a number of areas including:

- Accessibility to more than 40 **government services buildings** owned and operated by the District of Columbia;
- Accessibility to more than 100 **Cosi Restaurants** nationwide;
- Availability of accessible rooms at **Hilton Hotels** nationwide;
- Availability of **interpreters and teletypewriters at government offices** in the District of Columbia to assure access to services by the deaf and hard of hearing.

Awards

The ERC is profoundly grateful to have been the recent recipient of two prestigious civil rights awards:

- **The Hugh A. Johnson Jr. Memorial Award**

In November 2007, the Hispanic Bar Association of the District of Columbia presented the Hugh A. Johnson Jr. Memorial Award to the ERC for its success its civil rights work in numerous Latino communities, including Prince William County and Manassas, Virginia.

- **The Alfred McKenzie Award**

In June 2008, the Washington Lawyers' Committee for Civil Rights and Urban Affairs presented this award to the ERC to recognize that the ERC's "dedication and action has produced significant civil rights victories."

A Victim's Story

Nancy came to the ERC with a complaint all too often heard by customers of MetroAccess, one of the nation's largest paratransit services for people with disabilities operated by the Washington Metropolitan Area Transportation Authority (WMATA). With regularly scheduled dialysis, Nancy relied on MetroAccess to transport her to her doctor's appointments three times a week. One Monday, two MetroAccess drivers did not show up at the assigned time. When a third driver finally arrived, Nancy was almost three hours late, which meant that over half of her dialysis treatment went missed. Two days later the same thing happened, again causing her to miss a significant portion of treatment. By the time Nancy made it to her Friday treatment, the toxins usually expelled during treatment had built up in her body, causing her to become sick, with abdominal pains, nausea, and putting her at risk of losing consciousness.

Nancy's story, along with others, prompted the ERC to negotiate a \$14 million settlement with WMATA to drastically improve MetroAccess services and equipment.

- Name is changed.

LOOKING FORWARD

“At the ERC, we are dedicated to not only enforcing civil rights law, but to continually pushing the envelope: conducting groundbreaking investigations, educating the public on civil rights reforms, and always seeking new avenues for victim protection.”



Donald L. Kahl

Executive Director as of September 2008

As the ERC celebrates its 25th Anniversary, it also passes the torch of leadership. Rabbi Bruce E. Kahn, a founding Board member of the original Fair Housing Counsel of Greater Washington in 1983, has diligently and successfully led the ERC as its Executive Director for the last four years. In the third quarter of 2008 Rabbi Kahn relinquished his post as Executive Director and returned to the ERC Board of Directors as the Chairman of its Personnel Committee. Going forward, the aspirations, goals and efforts of the ERC will be led by its new Executive Director, Donald L. Kahl, a long-time attorney and civil rights advocate.

A View Forward From the Incoming Executive Director:

The ERC has, under the leadership of Bruce Kahn, enjoyed civil rights successes unparalleled by other civil rights organizations. The measurable impact of the ERC's defense of fair housing, fair employment, disability rights, and immigrant rights truly places it alone as a “comprehensive” civil rights organization.

Just as the ERC has expanded and adapted to the changes in the face of discrimination over the last 25 years, our continuing success as a leader among civil rights organizations will require the ERC to change as well. It is not enough to be passionately committed to protecting civil rights; we must also commit ourselves to innovative thinking, planning and management in order to meet the challenges we face.

Discrimination is not a single episode in a person's life; it is a stain on a person's entire world, and as the ERC moves forward we are committed to erasing that stain by identifying, documenting and combating each way communities are impacted by discrimination. In the coming year we look forward to sharing with you the results of our innovative research and civil rights testing in a number of areas, implementing new investigative, enforcement, and education and outreach initiatives that truly make a difference.

The ERC is committed to leadership in the protection of civil rights — join with us.

A handwritten signature in dark ink, appearing to read "Don Kahl". The signature is fluid and cursive.

Donald L. Kahl

OUR SUPPORTERS

The work of the ERC would not be possible without the support, assistance, and contribution made by others. We are especially thankful to all those who have generously donated time and services to us in 2007 and 2008.



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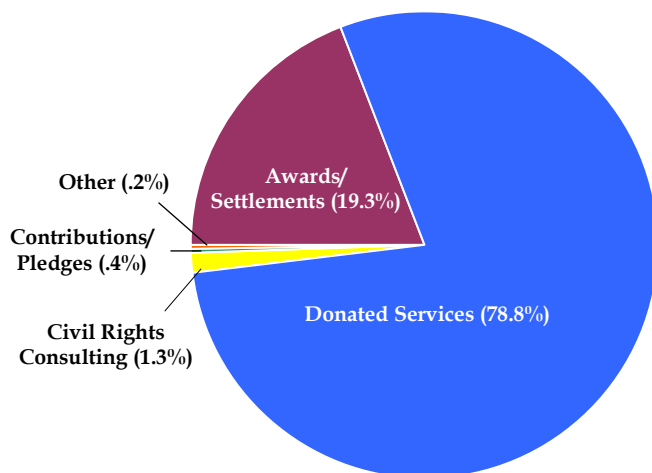


2007 FINANCIAL OVERVIEW

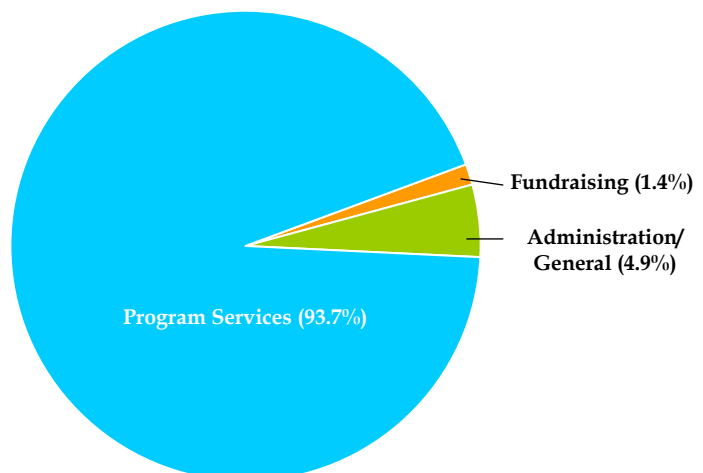
The Equal Rights Center is steadfastly dedicated to identifying, challenging, and eliminating discrimination in housing, employment, public accommodations, and government services through education, research, testing, counseling, enforcement, and advocacy. Through 2007 and into 2008, the ERC has developed momentum in most revenue channels, and we continue to expand our funding base through membership, supporters' contributions, foundation funding, and the provision of civil rights training and testing services to third parties. Additional funds are recognized annually as a result of the ERC's enforcement activities.

The ERC is a 501(c)3 organization that regularly files the requisite Form 990 with the Internal Revenue Service, and conducts an independent financial audit each year. The charts below summarize the ERC's revenues and expenses for the 2007 calendar year, the last period for which audited information is available. These charts and the following financial information reflect the ERC's financial data as of December 31, 2007. Complete audited financial statements are available upon request or on the ERC's Web site.

Revenue



Expenses



FINANCIAL REPORTS

Consolidated Statement of Financial Position		
For the year ended December 31, 2007 (with comparative totals from 2006)	2007 Total	2006 Total
Assets		
Current Assets		
Cash and Cash Equivalents	\$ 114,082	\$ 283,537
Accounts receivable	279,709	127,151
Prepaid expenses	<u>5,425</u>	<u>4,587</u>
Total Current Assets	399,216	415,275
Property Equipment		
Furniture and Equipment	131,176	131,176
Less accumulated depreciation	<u>85,801</u>	<u>59,481</u>
Net property and equipment	45,375	71,695
Total Assets	\$ 444,591	\$ 486,970
Liabilities		
Current Liabilities		
Accounts payable	\$ 30,958	\$ 9,345
Accrued expenses	25,378	26,472
Notes payable	<u>100,000</u>	<u>-</u>
Total current liabilities	156,336	35,817
Total Liabilities	156,336	35,817
Net Assets		
Unrestricted	263,755	405,153
Temporarily restricted	<u>24,500</u>	<u>46,000</u>
Total net assets	\$ 288,255	451,153
Total Liabilities and Net Assets	\$ 444,591	\$ 486,970

FINANCIAL REPORTS

Consolidated Statement of Activities and Changes in Net Assets		
For the year ended December 31, 2007 (with comparative totals from 2006)	2007 Total	2006 Total
Support and Revenue		
Contributions/Pledges	18,850	30,000
Contributions — donated services	3,538,447	282,847
Grants — government	-	220,000
Civil Rights Consulting	56,537	141,870
Awards/Settlement	\$ 867,426	\$ 797,435
Grants— other	-	51,000
Other revenue	1,710	10,782
Interest	5,080	8,120
Contributions — other	-	6,960
Net assets released from restrictions	-	-
Total support and revenue	\$ 4,488,050	1,549,014
Expenses		
Program services	4,358,534	1,053,576
Supporting services		
General and administrative	226,806	357,964
Fundraising	65,608	131,391
Total Expenses	\$ 4,650,948	1,542,931
Change in Net Assets	162,898	6,083
Net Assets, Beginning of Year	451,153	445,070
Net Assets, End of Year	\$ 288,255	\$ 451,153

BOARD OF DIRECTORS



Reverend James G. Macdonell, *President*

A member of the Montgomery County Office of Human Rights Hall of Fame, Rev. Macdonell has for 40 years fought discrimination. He is a founding board member of the ERC and founding Pastor of St. Mark's Church in Rockville, MD.

Kim Keenan, Esq., *First Vice-President*

Ms. Keenan is currently the principal of the Keenan Firm in Washington, D.C. Her career demonstrates a strong commitment to the issues affecting women and people of color, public service, and improving the legal profession.



Peter Edelman, Esq., *Second Vice-President*

Professor Edelman is a law professor at Georgetown University specializing in the fields of poverty and constitutional law. He served as a Law Clerk to Supreme Court Justice Goldberg and as staff to both Robert and Edward Kennedy.

Robert D. Dinerstein, Esq., *Treasurer*

Professor Dinerstein is a professor of law at American University. He specializes in disability law, homelessness, civil rights, criminal justice, lawyer-client issues, and clinical legal education.



Msgr. Ralph Kuehner, *Secretary*

Monsignor Kuehner is a founding member of many non-profit organizations including the ERC. He served as Pastor of St. Francis of Assisi in Derwood, Maryland and taught Scripture at a seminary for 17 years.

James O. Gibson, *Personnel Committee Chair*

Mr. Gibson is currently a Senior Fellow at the Center for the Study of Social Policy where his work focuses on urban revitalization, community development, community building, and race relations.

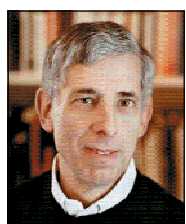


Sue A. Marshall, *Board Member*

Ms. Marshall is the founding Executive Director of The Community Partnership for the Prevention of Homelessness. She has a history of public service, which includes expertise in providing technical assistance to non-profit organizations.

Beatriz Otero, *Board Member*

Ms. Otero is Founder, President, and CEO of CentroNía. She has more than 35 years of experience in designing, implementing, and directing community-based bilingual multicultural educational programs.



Daniel Silver, Esq., *Board Member*

Mr. Silver is a retired partner in the international law firm Cleary, Gottlieb, Steen, & Hamilton. He has been lead outside counsel on many disability rights cases on behalf of the ERC and, before that, the Disability Rights Council.

Jackie Simon, *Board Member*

Ms. Simon is a realtor by profession. She currently serves on the Montgomery County Commission on People with Disabilities and in 2001 she was inducted in to the Montgomery County Human Rights Hall of Fame.



George D. Ruttinger, Esq., *General Counsel, Ex-Officio*

Mr. Ruttinger is a partner and chair of the Government Contracts Group at Crowell & Moring, LLP. He specializes in contract litigation and counseling, including disputes arising out of supply, construction, and service contracts.

Rabbi Bruce E. Kahn, *Executive Director, Ex-Officio*

Rabbi Kahn is a founding board member of the ERC, and served the post of Executive Director from 2004 to 2008. His background includes 25 years working as a full time congregational Rabbi and 32 years in the Naval Reserve.



ERC Staff



Rabbi Bruce E. Kahn	<i>Executive Director, 2004 – August 2008</i>
Donald L. Kahl	<i>Executive Director, September 2008 – Present</i>
David Ambrose	<i>Testing Manager</i>
John Baker	<i>Fair Housing Program Manager</i>
Paul Brachman	<i>Project Coordinator</i>
Anna Calonje	<i>Senior Project Coordinator</i>
Raul Chavez	<i>Project Assistant</i>
Helen Fitzsimmons	<i>Accountant</i>
Melissa Fobear	<i>Manager of Administration</i>
Thelma Goodwin	<i>Bookkeeper</i>
Valentine Khaminwa	<i>Research Coordinator</i>
Natalie Laber	<i>Communications and Outreach Manager</i>
Leah Maddox	<i>Communications and Outreach Project Assistant</i>
Sharon Moore	<i>Senior Project Coordinator</i>
Wendy Ramirez	<i>Immigrant Rights Program Manager</i>
Chip Underwood	<i>Project Assistant</i>
Jennifer Wolfsheimer	<i>Disability Rights Program Manager</i>

Special thanks to our past '07 and '08 staff members who have taken their skills gained at the ERC to new endeavors:
Pooja Bavishi, Isabelle Bussarakum, Michael Caesar, Arlene Corbin Lewis, Rebecca Crootof, Ezinwanne Hawkins,
Kinshasa Hillery, Jessica Lightfoot, Kathleen Walsh, and Tatiana Zajd.



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