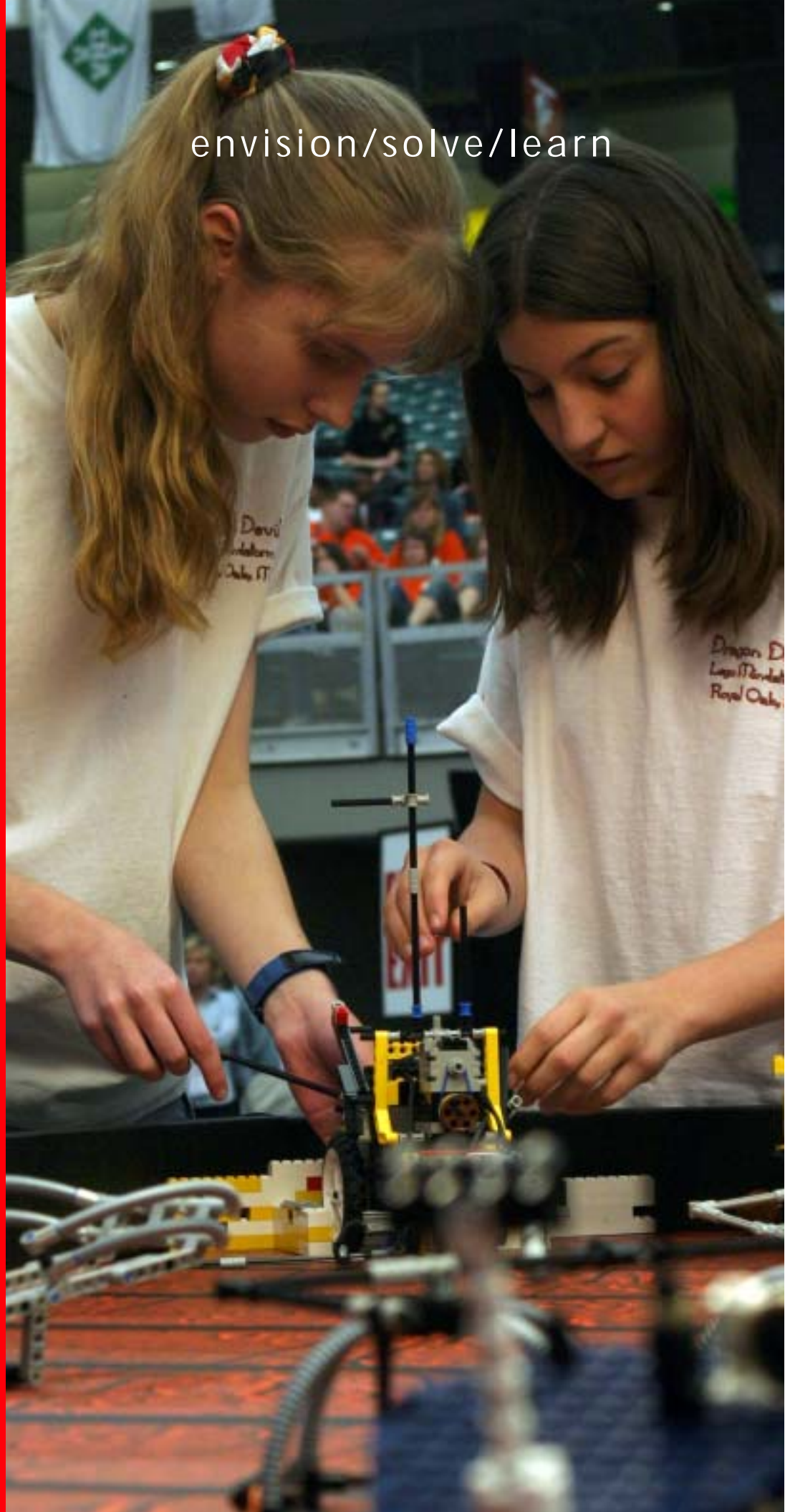


create/engineer/inspire



envision/solve/learn



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## FOUNDER'S MESSAGE

**15** years ago, we saw a problem. Not enough young people recognized the opportunity, power, and joy of a lifetime of solving problems through science, technology, and engineering. So, we invented FIRST.

Today, through the work and dedication of mentors, teachers, parents, schools, companies, and volunteers, FIRST has achieved extraordinary results. This year over 65,000 students participated in FIRST programs. Those students emerged with new perspectives on their potential and the rewards of a life in science and technology. They also gained access to a career path that provides higher-education scholarship opportunities as well as employment opportunities with the world's leading technology companies.

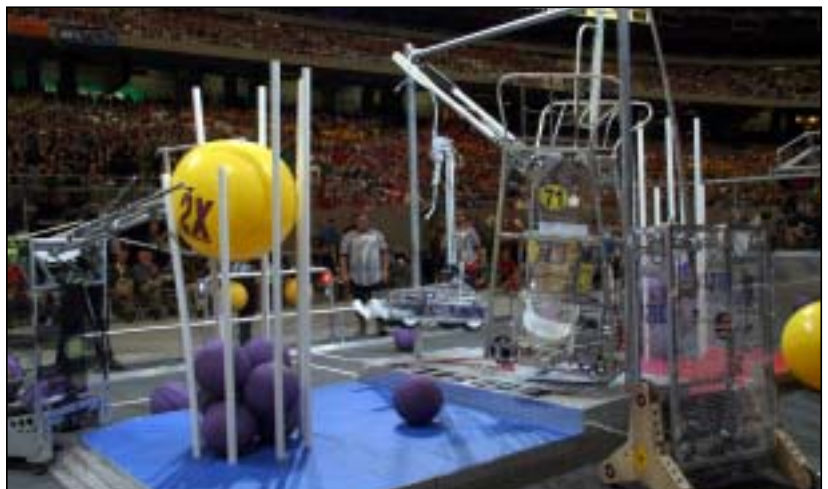
FIRST has begun to reshape both the perception and reality of the science and technology experience for young people. With FIRST, that experience is one of excitement, intensity, competition, and fun, all leading to deeper learning and understanding. In the 15 years since we began, it is clear our invention has begun to make a difference.

FIRST celebrates achievement in science, engineering, and technology. So, we can't let 2004 pass without noting the wonderful achievement of NASA and its mission to Mars. During the early part of the year, one could look at any TV, newspaper, or web site and see the celebration of NASA's exploration of Mars. People everywhere were waiting to see the next photo the Rover would reveal. The world discovered just how much one can learn through a robot. It was an inspiring time for anyone supporting the FIRST mission.

2004 was a year to mark progress made and to measure distance ahead. I am deeply grateful for our results to date, and would like to offer my sincere thanks and congratulations to the entire FIRST community for your energy, effort, and example.

*Dean Kamen, FIRST Founder*

*President, DEKA Research & Development Corporation*



challenge/react/thrive





## CHAIRMAN'S LETTER

**W**hile we're proud of FIRST's growth, we are more proud of *how* FIRST is growing. As hundreds of new teams are created and thousands more students participate each year, we strive to preserve the quality—and qualities—of the FIRST experience. For example, under our new Executive Director Paul Shay, we continue building on the work of former director David Brown to enhance the professional organization without tarnishing the spirit of FIRST. We're improving how we share experiences and knowledge across the organization. We're also strengthening support for our incredible volunteer base. And we are engaged in exciting discussions with RadioShack with the objective of forging an alliance that will make FIRST accessible to many more young people.

To achieve our mission of changing the culture into one that celebrates achievement in science and technology, our participants must reflect the breadth of our culture. And they do. About a quarter are girls, and a quarter are minorities. More importantly, we continue to attract all kinds of thinkers, not just those predisposed to math and science. This is critical because we see the lights go on for kids who never before had a lens to view their own intelligence and potential. Year after year it's the diverse teams—those comprised of multiple intelligences—that excel in competition.

FIRST not only gives diverse students direction in their lives and exposure to the excitement of science and technology—FIRST has changed schools, and has influenced whole communities.

What all of this makes clear is that FIRST is about more than robots. It's about helping kids realize that science is cool—50% say they want to pursue a career in science or engineering. FIRST is about creating opportunity — 2004 participants were eligible for \$4.9 million in scholarships. In short, FIRST is about shaping the future. And it's working.

We look forward to 2005,

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

## FIRST ROBOTICS COMPETITION

The FIRST Robotics Competition (FRC) combines the excitement of sport with science and technology to create a unique varsity sport for the mind. FRC helps high school students discover how rewarding the lives of scientists and engineers can be.



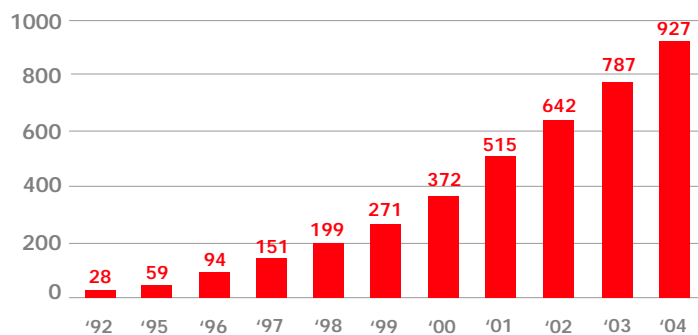
Fueled by the tradition of excitement, energy, and intensity from all involved, the FIRST Robotics Competition continues its impressive growth. The 2004 challenge, “FIRST Frenzy: Raising the Bar,” delivered on the promise of its name. More than 20,000 students on over 900 teams competed in 26 regional events, culminating in our biggest-ever championship event at the Georgia Dome in Atlanta.

The 2004 season produced more than overflowing excitement. It produced what we at FIRST call co-opetition as teams worked together in the spirit of gracious professionalism. More importantly, the hands-on learning alongside professional mentors, the real-world engineering and project management experience, and the teamwork helped students grasp the value of “raising the bar” on their own goals and aspirations.

Those aspirations are rewarded for many. In 2004, the FIRST scholarship program grew to over \$4.9 million. These scholarships help students pursue their passion for science, technology, engineering, and math at some of the finest colleges and universities.

As a volunteer-driven organization, our success is a direct result of individuals who make an extraordinary commitment to organizing, recruiting, and fundraising. In the coming year, we will continue building our support of the parents, teachers, engineers, and other professionals whose volunteer effort makes the FIRST vision a reality.

FIRST ROBOTICS COMPETITION  
TEAM GROWTH



imagine/invent/engineer



“...the most memorable and important part of my life in high school... being on the team proved to me the importance of teamwork in a very real and concrete way... the team provides an opportunity to apply the knowledge learned in school from many subject areas.” - Ian McKenzie, Woburn Robotics Team alumnus, now at University of Waterloo (Canada) in Systems Design Engineering

## FIRST LEGO® LEAGUE

Guided by adult mentors and their own imaginations, FIRST LEGO League (FLL) students solve real-world engineering challenges, develop important life skills, and learn to make positive contributions to society. FLL is a result of an exciting alliance between FIRST and The LEGO Company.



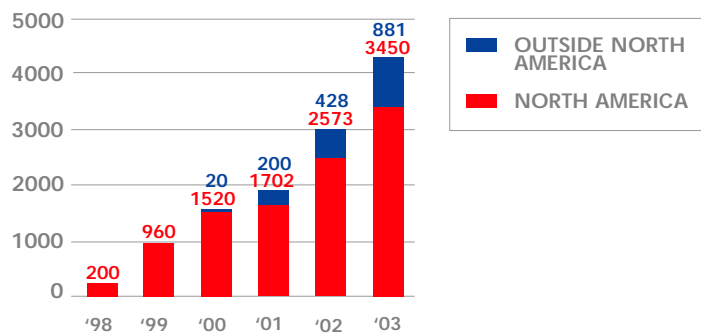
FIRST LEGO League (FLL) continued its out-of-this-world success in 2003 with the Mission Mars challenge. Over 42,000 students from 14 countries participated, with 34,000 students on 3,450 teams taking part in 46 tournaments in North America alone. In 2004, over 55,000 students will participate worldwide.

Each annual challenge is designed to help kids comprehend the link between science and solving real-world problems. Mission Mars posed problems similar to those faced by NASA engineers exploring Mars. For 2004, the No Limits challenge asks teams to consider life with physical disabilities and to use technology and creativity to improve the lives of those who struggle with activities of daily living that many people take for granted.

Dedicated volunteers are the backbone of FLL. To continue strengthening our volunteer network in 2004, we initiated additional partnerships with professional organizations, government agencies, and corporations. These partnerships produce team mentors and event volunteers as well as guest speakers and educators.

Nothing introduces middle school students to the excitement and rewards of science, technology, engineering, and math like FIRST LEGO League. In 2004, FIRST asked Brandeis University to assess the impact of the program. The study found that FLL largely succeeds in providing an engaging and effective learning experience. Also, 94% of coaches report an increase in students' understanding of how science and technology can be used to solve problems. And 88% of children report wanting to learn more about science and technology.

FIRST LEGO LEAGUE  
TEAM GROWTH





design/build/grow

“FLL taught me patience and that I could learn more than I ever thought I could. Oh yeah, and it was fun all at the same time.” - *Andre Bauman, FLL Participant*

## SPONSORS

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 year-round events and of 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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 FRC Team 435

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 and Industry  
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 JEA  
 Jefferson State CC  
 Jewett Manufacturing  
 Jewish Community Center  
 Jim Hanna Sportswear  
 Johann A. Krause, Inc.  
 John Borzecki  
 John Deere  
 John Deere Waterloo Operations  
 John Emery Geotechnical Engineering Ltd., Lindsay-Emery Scholarship  
 John Mercer & Associates  
 John's Hopkins University  
 Johnson Controls  
 Johnson & Johnson  
 Johnson & Johnson - Brazil  
 Johnson & Johnson Consumer & Personal Products WW  
 Jon Koehler Metal Design  
 Jonsson Family Trust  
 JPL  
 JP Morgan Chase Foundation  
 JRM High Performance Machine  
 Judicial Copy Services  
 K & M Electronics  
 K-T Corporation  
 Ka-Wood Gear  
 KATV Television Channel 7  
 Ewing Marion Kauffman Foundation  
 Kelly Gene Cook, Sr. Charitable Foundation  
 Ken-Tronics  
 Kenlou Foundation  
 Kettering/Grand Blanc M.F.D. General Motors  
 Kevinro.com  
 Key-Trak, Inc.  
 Keybase Financial Group  
 KeySpan Energy  
 Kikkoman Foods Inc.  
 Kimberly-Clark Corporation  
 Kimberly-Clark Professional Engineering  
 Kingsville Greenhouses  
 Kinna Family  
 Kitchell Contractors  
 Kiwanis Club of Southold Town  
 KL INC.  
 Kleiner Perkins Caufield & Byers  
 Klingbeil Capital Mgmt  
 KML Technology Inc.  
 Knoch Manufacturing Ltd.  
 Koch Engineering Co. Ltd.  
 KPCB  
 Kuka Development Labs  
 KUS  
 L.E. Mueller Ind.  
 L.R. Cannon Enterprises  
 L-3 Communications  
 Integrated Systems  
 LA County Regional Occupational Program  
 La Puente Valley ROP  
 La-Z-Boy  
 Lab Glass & Aluminum  
 Laboratory Robotics Interest Group (LRIG)  
 Labsphere  
 Laidlaw Bus Company  
 Lake Area Technical Institute  
 Lamar Bruni Vergara Trust  
 LandAmerica Financial Group, Inc.  
 Lander Dental  
 Laredo Manufacturing Association  
 Laredo Society of Professional Engineers  
 Laron Inc.  
 Larsen & Shaw Ltd.  
 Larson Manufacturing  
 Lawrence Berkeley Lab  
 Lawrence Technological University  
 Lear Corp  
 Lear Romec - Crane Aerospace & Electronics  
 Leeward Community College  
 Legg Mason Fund  
 LEGO  
 LEGO Systems, Inc.  
 Lennox Drum Limited  
 Lewis Marine Supply  
 Lewis Pumps  
 Lexington Insulators  
 LHTEC  
 Lindell's  
 Line-X of San Jose  
 Linn-Mar Booster Club  
 Linn-Mar Foundation  
 Livingston Trucking, Inc.  
 Loblaw Companies Ltd.  
 Local 3, I.B.E.W.  
 Lockheed Martin  
 Lockheed Martin Aeronautics Company  
 Lockheed Martin M&DS  
 Lockheed Martin Maritime Systems & Sensors  
 Lockheed Martin Mission Systems  
 Lockheed Martin Space Operations  
 LODI Welding Co., Inc.  
 Lombard Ford  
 Lone Star Park at Grand Prairie  
 Longwood ITTTIP  
 Lord & Haywood  
 Los Altos Rotary  
 Los Angeles Trade Tech College  
 Louviere, Stratton & Yokel LLC  
 Lowe's  
 Loyola School Council  
 LRIG Southeast Chapter  
 LSI Logic Corp.  
 Lucas Ford  
 Lutron Electronics  
 M/A-COM  
 m80.net  
 MAC Mechanical Corp.  
 Machine Science  
 Mack Truck  
 Macro Industries  
 Magna Donnelly Electronics  
 Mahaney Welding Supply  
 Maine Stone & Landscaping  
 Manassas Dodge  
 Manav Enterprises  
 Manhattan College  
 Manning, Squires, Hennig, Inc.  
 Mannington Mills Flooring  
 Mansfield Electric  
 Maple Stamping / Automated Assembly Systems  
 Marathon Ashland  
 Marcus & Millichap - Los Angeles  
 Marion-Franklin Civic Association  
 Marlboro Fish & Game  
 Marlboro Police Patrol Officer's Union  
 Marlborough City Council  
 Marlborough Co-operative Bank  
 Marlborough Mayor's Office  
 Marlborough Savings Bank  
 Marotta Scientific Controls, Inc.  
 Marquette University  
 Marshall Brain's How Stuff Works  
 Martin Gears  
 Martin's Metal Fabrication  
 Mascoma Savings Bank  
 Mass Bay Engineering  
 Mass Electric a National Grid Co.  
 Mastermind Toys  
 Matanuska Telephone Association (MTA)  
 Matt Sweeney Special Effects  
 Maxim Integrated Products  
 May Foundation  
 Maytag Corporation Foundation  
 MBNA  
 MBNA Foundation  
 MCCSC Foundation  
 McDonald's Restaurants of Canada Limited  
 McFadden Funeral Home  
 McGraw-Hill Companies  
 McGraphics  
 McHenry Electric  
 McNerny Foundation  
 McKinsey Steel & Supply of Florida, Inc.  
 MCM Machinery Sales  
 McMullen Foundation  
 McNaughton McKay Electric Company  
 McNeil Consumer Healthcare  
 McNeil Consumer Products  
 McNeil Consumer & Specialty Pharmaceuticals  
 MCSD Foundation  
 MD Robotics  
 Mead/Johnson Nutritionals  
 Mechanics Bank  
 Mechtron  
 MEDCO  
 Medex  
 Medgar Evers College  
 Medtronic MiniMed  
 MEI  
 Mel Kaplan, M.D., PLLC  
 MembersFirst, Inc.  
 Mentor Graphics Corporation  
 Mercedes-Benz  
 Mercedes-Benz of Greenwich  
 Mercedes-Benz of North America  
 Merck/Rahway  
 Mercurial Communications  
 Mercury Management  
 Mercury Solar  
 Meriden Board Of Education  
 Merit Electric  
 Merz Machine  
 Met-Life  
 Meta Belting  
 Metal Air Contractors Ltd.  
 Metal Connections, Inc.  
 Metal Essence, Inc.  
 Metal Flow  
 Metal Research, Inc.  
 Metal Supermarkets  
 Metalaser  
 Metaldyne  
 Metaldyne Sintered Components  
 Metalmite Corporation  
 Metapurple  
 MetlGrafix Inc.  
 Metropolitan Transit Authority of the State of New York  
 Metso Automation  
 MI Roboworks  
 MIAD Systems Ltd.  
 Miami University  
 Michael Wade  
 Michelin

Michigan Technological University  
 Microchip Technology  
 Microchip Technology Inc./DeVry  
 Institute-Phoenix  
 Microsoft  
 Microsoft Canada  
 Microsoft Research  
 MidEast Aluminum  
 Midtronics  
 Midway Machine Technologies  
 Mike Shifflett, Inc.  
 Miller Environmental Group  
 Milwaukee FIRST Support  
 Organization  
 Milwaukee School Of Engineering  
 MIT  
 MITAC  
 Mitretek  
 Mitsubishi Electric Research Lab  
 MMC  
 Modern Industries  
 Moir KMJ Machinery Movers  
 Monarch Instruments  
 Monarch Plastics  
 Monin, Inc.  
 Monroe Visteon  
 Monster.com  
 Montana State University  
 Montgomery County Community  
 College  
 Moog Aircraft  
 Mopar  
 Morehouse Engineering  
 Mother Woods  
 Motorola, Inc.  
 Motorola-PA  
 MPC  
 MPC Products  
 MPE Machine Tool, Inc.  
 MPPTO  
 Mr. & Mrs. Stephen Petty  
 Ms. Judi Longfield  
 MSC Software  
 MSI General  
 MSOE  
 MTA  
 Mullen Motors, Inc.  
 Murray's Sheet Metal  
 My Office/Your Office  
 NACHI Robotic Systems, Inc.  
 NASA  
 NASA Ames Research Center  
 NASA Arkansas Space Grant  
 Consortium  
 NASA Dyden Flight Research Center  
 NASA Education Resource Center MBCI  
 NASA Glenn Research Center  
 NASA Goddard Flight Space Center  
 NASA Headquarters  
 NASA Iowa Space Grant Consortium  
 NASA Jet Propulsion Lab  
 NASA Johnson Space Center  
 NASA Kansas Space Grant Consortium  
 NASA Kennedy Space Center  
 NASA Langley Research Center  
 NASA Marshall Space Flight Center  
 NASA Nevada Space Grant Consortium  
 NASA North Dakota Space Grant  
 Consortium  
 NASA Ole Miss Space Consortium  
 NASA Oregon Space Grant Consortium  
 NASA South Dakota Space Grant  
 Consortium  
 NASA Stennis Space Center  
 NASA White Sands Test Facility  
 NASA White Sands Test Facility  
 Honeywell  
 National Academy of Sciences  
 National City Bank  
 National Elevator Cab &  
 Door Corporation  
 National High Magnetic  
 Field Laboratory  
 National Institute for Technology  
 Policy and Research @  
 Longwood University  
 National Institute of Aerospace  
 National Instruments  
 National Science Foundation (NSF)  
 National Science Industries  
 National Society of Black Engineers  
 National Starch and  
 Chemical Company  
 Naugatuck Valley Community  
 College  
 Naugatuck Valley Community  
 Technical College  
 Navair  
 Naval Air Systems Command @  
 Pax River  
 Naval Sea Systems Command  
 Detachment Pacific  
 NAVSEA Undersea Warfare Center  
 NBXDSL  
 NC A&T  
 Nerac, Inc.  
 NetEffects  
 Netstal Machinery  
 New England Development  
 New Hampshire Industries, CREARE  
 New London Precision  
 Instruments, Inc.  
 New Mexico State University  
 New York City Technical College  
 New York Yankees  
 Newark Public Schools  
 Newark InOne  
 Newfoundland & Labrador Hydro  
 Newstress International  
 Niagara County Community College  
 Nike Tech Lab  
 Nissan of Fife  
 NIST  
 Noble Systems Corp.  
 Norcraft Companies  
 Nordson Corp.  
 Norgren Automotive  
 Nortel Networks  
 North Carolina A&T State University  
 North Carolina State University  
 North Coast Tech. Prep. Consortium  
 North East Florida  
 Builder's Association  
 North East PA Tech Prep Consortium  
 North Fork Plumbing and  
 Heating Distributors, Inc.  
 North Fork Welding and Steel  
 Supply, Inc.  
 North Road Deli  
 North Royalton Chamber of  
 Commerce  
 North Shore Neon  
 Northeastern University/Textron  
 Systems  
 Northern Arizona University  
 Northern Machine Tool  
 Northern Tier Industry & Education  
 Consortium  
 Northern Tier Tech Prep Consortium  
 Northfield Savings Bank  
 Northfield VT Rotary  
 Northrop Grumman Corp.  
 Northwest Industries  
 Novatronics  
 NREC  
 NSBE - Houston Space Chapter  
 NSBE/Howard University  
 NSF-DUE  
 NTMA  
 Numerics Engineering  
 NVESD Fort Belvoir VA  
 NW Tri-County IU#5  
 NWTC  
 Nypro Inc.  
 Nypro Puerto Rico  
 O P G Lambton Generating Station  
 O'Connor MacLeod Hanna  
 O'Fallon Township Youth Committee  
 Oceaneering International, Inc.  
 Oceaneering Space Systems  
 OEC Engineering  
 Office Works  
 Ofoto  
 Ohio State University  
 Oklahoma State University—  
 College of Engineering  
 Old Santee Canal Park  
 Olin College  
 Omron Canada, Inc.  
 On The Side Screen Printing  
 Ontario Power Generation  
 OPG - Pickering Nuclear  
 Optech Inc.  
 Optimist International  
 Oracle  
 Orlando Science Center  
 OSU-OKC  
 Outback Manufacturing  
 Outlaw Motorsports  
 Oxford Automotive  
 OZ Automation  
 P S P Steel  
 P&H  
 Pac Machine Co., Inc.  
 Pacific Bell  
 Pagano's  
 Pal's Electric Shop  
 Palisade National Bank  
 Palm Desert High School Foundation  
 Panasonic  
 Panda Management  
 Panzer Aluminum Products, Inc.  
 Papa John's Pizza - E.146th x Willis  
 Avenue  
 Papa Johns  
 Pape Dawson Engineers  
 Parker & DeStefano, PC  
 Parker Hannifin  
 Parker Pneutronics  
 Parkersburg Tool Company  
 Patents and More, Inc.  
 Patrick Henry Community College  
 Patuxent Partnership  
 Peake Research  
 PEC Solutions  
 PECO - Exelon  
 PEER Consortium  
 Pelco  
 Penny Lumber  
 Pentair Water Treatment  
 PepsiCo, Inc.  
 Perkins Foundation  
 Pete Weber Performance Products  
 Peterbilt  
 Pfizer, Inc.  
 PG&E Generating  
 PGM of New England, LLC  
 PHARMASAVE #745 - McArthur  
 Plaza Pharmacy Limited  
 Phelps Dodge Corp..  
 Phelps Engineering Company Inc.  
 Phi Delta Kappa Carnation NE  
 Chapter  
 PHM Community  
 Phoenix Cement, Inc.  
 Photocircuits  
 Photronics, Inc.  
 Pluspace  
 PIAB Vacuum Products  
 Picayune Industrial Supply  
 Pickering and Associates  
 Pillar Foundation  
 Pilot Point Ace Hardware & Supply  
 Pinnacle Technologies  
 Pitney Bowes  
 Pittsburgh Institute of Aeronautics  
 Pittsburgh Public Schools  
 PK Selective Metal Plating, Inc.  
 PKT Development, Inc.  
 Plant Machine Works  
 Plascore  
 Plasti-Coat, Inc.  
 Plastic Craft Products Corp.  
 Plastic Engineering and  
 Technical Services  
 Plastics Ingenuity  
 Platt Tech Parent Faculty  
 Organization  
 Plexus Technology Group  
 Plumbers Union Local 1  
 PNI Corp.  
 Polytech University  
 Polytechnic Institute  
 Polywoda Beverage  
 Port Authority of NY & NJ  
 Port of Egypt Marine  
 Powell Electrical Manufacturing  
 Power Aisle, Inc.  
 Power Knights Robotics, SPA  
 Power Resources International, Inc.  
 Powerwave Technologies  
 Pratt & Whitney  
 Precision Pneumatics  
 Precision Race Services  
 Precision Stone, Inc.  
 Preuss Foundation, Inc.  
 Price Engineering  
 Princeton University  
 The Printery  
 Prism Technical Management &  
 Marketing  
 Procter & Gamble  
 Professional Engineering  
 Professional Engineers Ontario -  
 North Toronto Chapter  
 Progress Energy  
 Propmasters  
 Proportion Air Corp.  
 Prospect Plastics, Inc.  
 PSE&G  
 PGA Div. Ortho-McNeil  
 Purdue University  
 Q & G Supply  
 Quality Industrial Products Group  
 Quantum Corp.  
 Quattuor  
 Quest Technologies  
 R. Bratti Associates  
 R. L. Schmitt Co. Inc.  
 Radford University  
 Ram-Art Signs  
 Randy Corporation  
 Randolph VT Rotary  
 Random Welds by Design LLC  
 Ranken Technical College  
 Ransom Everglades  
 Parents Association  
 Rapid Refrigeration  
 Raritan Introduction of  
 Minorities to Engineering  
 Raymond Foundation  
 Raytheon Company  
 Raytheon Integrated Defense Systems  
 Raytheon - St. Petersburg  
 RCATT  
 RCBLPE

Real Protection Fire  
 Real Time Consulting  
 Rensselaer Polytechnic Institute  
 RENT.COM  
 Research In Motion  
 Resource Management Concepts, Inc.  
 Retlif Labs  
 Reuters  
 RHT Enterprise  
 Rhymes Heating and Cooling  
 Richmond County Savings Foundation  
 Rimrock Corp.  
 Rinker Materials  
 River City Robots  
 Riverhead Building Supply of Hampton Bays  
 Riverside Drives  
 RJN Tool & Automation  
 RML Tool & Die Inc.  
 Roberetson Heating Supply  
 Robert Bosch Corp.  
 Robert MacKichan  
 RoboDesign International Inc.  
 Robotics Club, Cornell  
 Robotics Team of Central Ohio  
 Rochester Institute of Technology  
 Rock Valley College  
 Rockwell Automation  
 Rockwell Collins  
 Rockwell Collins - Kaiser Electroprecision  
 Rohm and Haas  
 Rohm and Haas Electronic Materials  
 Rolls-Royce  
 Roman Foundation  
 Romax Corp.  
 RONA  
 Ronco Machine  
 Rossbacher Insurance Service  
 Rotary Club of Aiken  
 Rotary Club of Scarborough  
 Rotary Club of Southold  
 Rowe Boats  
 Roxbury Community, College  
 Royston LLC  
 RRWC&TC  
 RSR Corp.  
 RTA  
 RTN Federal Credit Union  
 Rugby Welding and Machine  
 Rule Broadcast Systems, Inc.  
 Runnymede Alumni Association  
 Ryan Companies US, Inc.  
 Ryan Machinery  
 Ryobi  
 S. Johnson & Sons  
 S & S Dynamics  
 S & H Car Care  
 Saan  
 SAIC  
 Salem Community College  
 Salomon Smith Barney  
 Samuel - More than Metal  
 San Diego County Board of Supervisors  
 San Diego Super Computer Center  
 San Francisco City College  
 San Jacinto Methodist Hospital  
 Sand Hill Challenge  
 Sandersville Railroad  
 Sandersville Technical College  
 Sandia National Labs  
 Santa Clara University  
 Santa Fe Community College Robotics Club  
 Santee Cooper  
 Saratoga Systems  
 Sarnoff Corporation  
 Savannah Tech  
 SAVvy Engineering  
 Sayville Ford  
 SBC  
 Schick-Wilkinson Sword  
 Schlumberger  
 School Board of Alachua County  
 School of the Museum of Fine Arts, Boston (SMFA)  
 Schrader & Co., Inc. Precision Sheet Metal & Machining  
 Sci Tech  
 Science and Technology Group  
 Scientific-Atlanta  
 Scotia Bank  
 Sea Shell Restaurant  
 Seaford Machine Works  
 SeaTow Services International  
 Seattle Robotics Society  
 SEC Design, Inc.  
 Sector Electronics  
 Selee/Porvair, Inc.  
 Seneca College  
 Sensei Enterprises  
 Serono USA Inc.  
 Shaffer's Welding Shop  
 Shaw's Supermarkets  
 Sheet Metal Contractors, Inc.  
 Sheet Metal Workers Union Local 19  
 Sheet Metal Workers Union Local 28  
 Shell International Exploration  
 Shipley, Inc.  
 SHIRT ART, Inc.  
 Shorewood Packaging  
 Showbest Fixture Corp.  
 Shuert Industries  
 SI Bank & Trust Foundation  
 SIAC  
 Siemens  
 Siemens Airfield Solutions  
 Siemens Automotive  
 Siemens Automotive VDO  
 Siemens Dematic  
 Siemens-Westinghouse  
 Siemon Company  
 Sienna Technologies, Inc.  
 Sifto Canada Inc.  
 Sign Depot  
 Signage Unlimited  
 Simone Associates  
 Simonton Windows  
 Sinclair Community College  
 Sir Sandford Fleming College  
 Sivad, Inc.  
 SLAC  
 SMC Pneumatics (Canada) Ltd.  
 SME  
 SME Milwaukee Chapter 4  
 Smithtown Rotary Club  
 SMLS Parents' and Friends' Association  
 So'Moda, Inc.  
 Society for Biomolecular Screening  
 Society of Manufacturing Engineers #52  
 Society of Mexican American Engineers & Scientists  
 Solid Vision  
 SolidEdge  
 Solutia  
 Sonic Drive-in of Pilot Point  
 Sonic-ABC Productions  
 SONY Corp.  
 South Anchorage Rotary  
 South Bay Electric  
 South Dakota State University  
 Southeast Career Center  
 Southern Alberta Institute of Technology  
 Southern Piedmont Tech Prep Consortium  
 Danville Community College  
 Southern Polytechnic State University  
 Southern Tooling and Machine Works  
 Southern University  
 Southold IGA  
 Southold PTA  
 Southwestern Illinois College  
 Southwestern Riverside County Manufacturer's Council  
 Southwire  
 Sovereign Bank  
 Space and Naval Warfare Systems Center San Diego  
 SPE  
 Specialty's Our Name  
 SPECO Tile & Marble, Inc.  
 Speedworld FX  
 Spen-Tech Machine Engineering Corp.  
 Speonk Lumber  
 Spin Pro  
 Spinweb  
 Sprint  
 SRI International  
 SSD Plastics  
 St. Clair College  
 St. Joseph's Hospital  
 St. Louis Junior Academy of Science "Science Center"  
 St. Mary's County Public Schools  
 St. Mary's Credit Union  
 St. Phillips College  
 Southwest Campus  
 Sta-Rite Inc.  
 Stafford County Industrial Development Authority  
 Stalco Construction Corporation  
 Standard Aero  
 Stanford University  
 Starbot, Inc.  
 Starbucks  
 Stark State College  
 State Electrical & Motor Service  
 Steamfitters Workers Union Local 638  
 Steel Fab  
 Steelcase  
 Sterling Glen Assisted Living  
 Steve Johnson & Sons, Inc.  
 Stolhand Heat & Air  
 Stop & Shop  
 Storage Tek  
 Stork's Bakery  
 Storm Whistles  
 Street Custom Homes (J&M Street, Inc.)  
 Students of Columbia University and the Great Bob  
 Stuyvesant High School Parents Association  
 Sun Microsystems Foundation  
 Suncor  
 Sunnen Products Co.  
 SurePower  
 Sutherland Family Limited Partnership  
 SVE  
 Swales Aerospace  
 Sylvan Learning Center  
 Symbol Technology  
 Synapse Strategic Product Development  
 Synergex  
 Synergy America  
 Synexus Design Group Inc.  
 Syracuse Research Corporation  
 T.D.S.B.  
 Tallahassee Welding and Machine Shop  
 Tanaka Foundation  
 Tankcraft  
 Tap Plastics  
 Taylor Products  
 TCI Aluminum North  
 TD Waterhouse  
 TEAK Forces  
 Team 818 - GENESIS '02: General Motors - General Assembly Engineering  
 TEC Weld Automation, Inc.  
 Techni-Products  
 Technological Services Company  
 Technology Advocates of San Antonio  
 TechnoTrade  
 Telesat  
 Temple  
 Teradyne  
 Teranet  
 Terra Tech  
 TESCO Test and Evaluation Support  
 Tesma International  
 Tesso Technologies  
 Texas Instruments  
 The Education Cooperative (TEC)  
 The R & D Group, Inc.  
 Thiele Kaolin Company  
 Thompson Maple Products, Inc.  
 ThorLabs  
 TI Automotive  
 Tibs Company  
 TIC-The Industrial Company  
 Timken Products  
 Timmons Group  
 Title V  
 TNP Instruments  
 ToadNet, Inc.  
 Tokico USA  
 Tommy Gate Company  
 Tonnard Mfg. Corp.  
 Tony Galgano and Mickey Shields (BBB)  
 Tool Angel  
 Toronto District School Board  
 Tower Fasteners Co., Inc.  
 Town & Country Group  
 Town of Goderich  
 Town of Lab City  
 Town Wabush  
 Toyota Motor Sales USA, Inc.  
 Toyota Technical Center, USA, Inc.  
 Trans-Matic  
 Trent University  
 Tri-Star Plastics  
 Tri-State Tours  
 TriCed  
 Trident Technical College  
 Trident United Way  
 Trigasskiss  
 Trio Hardware  
 Triumph Financial Services  
 Troco, L.L.C.  
 TrueBro  
 TRW Automotive Electronics  
 TSMC (IC Foundry Leader)  
 Tubular Techniques  
 Tuell Tool Company Inc.  
 Tulane University Engineering  
 Turley  
 Turner Broadcasting System, Inc.  
 Turner Construction  
 Twenty-First Century Grant  
 Two Friends Performance  
 TXI Texas Industries  
 U.S. Coast Guard Academy  
 U.S. Coast Guard Academy Alumni Association

U.S. Coast Guard Foundation  
 UALR  
 UAW  
 UAW Local 686  
 UCLA  
 ULC Robotics  
 UM-Flint  
 UMass Lowell  
 UNH  
 Unilever  
 United Airlines  
 United Auto Workers  
 United Bakery Equipment Company  
 United Commercial Bank  
 United Defense LP  
 United Illuminating  
 United Lens Corp.  
 United Space Alliance  
 United Technologies Corp.  
 United Water  
 Unity Care Group  
 Universal Display Corp.  
 Universal Propulsion Company  
 Universal Studios Florida  
 Universidad Politecnica de Puerto Rico  
 Universidad Federal de Santa  
 Maria/Centro de Tecnologia  
 University of Alaska Fairbanks  
 University of Alaska-Fairbanks/INRA  
 University of Arizona  
 University of California, San Diego  
 University of Connecticut  
 University of Denver  
 University of Detroit Mercy  
 University of Florida  
 University of Hartford  
 University of Hawaii School of Ocean  
 and Earth Science and Technology  
 University of Maryland/Dept. of  
 Mechanical Engineering  
 University of Massachusetts, Boston  
 University of Missouri - Rolla Robotics  
 Competition Team  
 University of Nevada, Reno  
 University of New Orleans  
 University of Northern Iowa College  
 of Natural Sciences  
 University of Ottawa  
 University of Pittsburgh  
 University of Pittsburgh School  
 of Engineering  
 University of Rhode Island  
 University of Richmond  
 University of South Florida  
 University of Tennessee  
 University of Texas, Dallas (UTD)  
 University of Tulsa  
 University of Vermont  
 University of Washington  
 University of Waterloo  
 University of Windsor Faculty  
 of Engineering  
 University of Windsor Faculty  
 of Science  
 University of Wisconsin - Platteville  
 Unlimited Manufacturing Services, Inc.  
 UNLV  
 UPS-Worcester  
 Urschel Labs  
 US ARMY  
 US Army Corp. of Engineers  
 US Army Engineer Research and  
 Development Center  
 US Army Operational Test Command  
 US Army TARDEC  
 US Coast Guard Air Station Miami  
 US Filter  
 US Naval Academy  
 USAF

USC  
 USC MESA  
 USCG  
 USF Holland Motor Freight  
 USM Physic's Dept  
 UTC/Carrier  
 UTC/Fuel Cells  
 UTC/Hamilton Sundstrand  
 UTC/Hamilton Sundstrand  
 Space Land & Sea  
 UTC/Otis Elevator  
 UTC/Otis Service Center  
 UTC/Pratt & Whitney  
 UTC/Pratt & Whitney/  
 The Manufacturers Roundtable  
 UTC/Sikorsky Aircraft  
 UTC/United Technologies  
 Research Center (UTRC)  
 Valley Apparel  
 Valley Rotary  
 Valparaiso University Engineering  
 Valspar  
 VanguardID Systems  
 Vaughan Electrical Supply Co. LTD.  
 VCU Foundation  
 Vectura Sales Inc.  
 Vedimex Inc.  
 Venture Crew 308  
 Venture Global Engineering  
 Verizon  
 Verizon Communications  
 Verizon Virginia Inc.  
 Vermont Technical College  
 Versatile Tool & Dye, Inc.  
 VFW Post 647  
 Viking Plastics Inc.  
 Virginia Business Education  
 Partnership  
 Virginia Commonwealth University  
 Virginia Groundwater, LLC  
 Virginia Tech  
 Vista Broadband Networks  
 VISTAKON  
 Visteon Automotive Systems  
 Visteon Corp.  
 Visteon Ypsilanti Plant  
 VitaMix  
 Vitec

Vitron Manufacturing  
 Voice Power Telecommunications  
 Volckening  
 Volvo Motor Graders  
 Vought Aircraft Industries  
 VPTC  
 W.L. Gore & Associates  
 W.M. Keck Observatory  
 W&W Trucking & Tractor Inc.  
 WA Sherman  
 Wabash Technologies  
 Wabush Mines  
 Wade Edwards Foundation  
 Wal-Mart  
 Waldbaum's  
 Walker Foundation  
 Walt Disney Imagineering  
 Walt Disney World Design  
 and Engineering  
 Walter P. Moore  
 Walton EMC  
 Wardrop Engineering, Inc.  
 Warren Industries, Inc.  
 Washington Gas  
 Washington County Public Schools  
 Washington One Stop  
 Homecenter  
 WaterJet Cutting of Indiana  
 Watermark Promotional Products  
 Watertown Rotary  
 Watts Premier  
 Waukesha County Technical College  
 Wayne County Community College  
 District Eastern Campus  
 Wayside Market  
 Webb Automotive Design  
 Weber Electric  
 Webster Bank  
 Wellman, Inc.  
 Wells Fargo Bank  
 Wendland Performance  
 Wescast Industries  
 West Coast Cabinets  
 West Coast Netting Inc.  
 West End Machine &  
 Welding, Inc.  
 West Robotics Organization -  
 the Next Generation

West Star Aviation  
 West Virginia University  
 Westar  
 Westchester Community College  
 Westhampton Glass Inc.  
 Westhampton True Value Hardware  
 Westinghouse Savannah  
 River Company  
 Whitestone Capitol, LLC  
 WICS  
 Wiegmann Associates  
 Wilber Billingslea Foundation  
 William F. Goodling Advanced  
 Skills Center-HIT  
 Wilson Tool & Engineering  
 Windermere Information  
 Technology Systems  
 Wire to Water, Inc.  
 WIRE-Net  
 Witte Company  
 Wittmann Robot & Automation  
 Systems, Inc.  
 WolfCoach  
 Wolfeburrow Rotary  
 Woodard & Curran  
 Worcester Scale  
 Working in Support of Education  
 Worthington Educational  
 Foundation  
 WPI  
 Wright Patterson Air Force Base  
 WVHTC Consortium  
 Xerox  
 Yale University  
 Yamaha Robotics  
 Yazaki-NA  
 York Region District School Board  
 York Technical College  
 Youngstown City School Board  
 Youth Technology Academy  
 Yvette and Larry Gralla  
 Zanella  
 Zaxsoft Enterprises  
 Zebco  
 Zealand Lumber Company  
 Zephyr Engineering  
 Zimco, Inc.





research/create/achieve

“If you create an environment in which the right stuff is celebrated, incredible things can happen.”  
- Woodie Flowers, Pappalardo Professor of Mechanical Engineering, Massachusetts Institute of Technology and FIRST National Advisor

## FINANCIALS

The following abbreviated financial statements have been prepared on the accrual basis of accounting. Ernst and Young LLP (E&Y) audits the organization's financial statements annually; copies of FIRST's audited financial statements and accompanying notes are available via the FIRST website at [www.usfirst.org](http://www.usfirst.org) under "About FIRST."

For the fiscal year ended June 30, 2004, there were no audit findings and FIRST received an unqualified opinion from its auditors. Additionally, the Office of Management and Budget's (OMB) Circular A-133 audit of the organization's federal grant programs had no findings or questioned costs. Thus, FIRST continues to be qualified as a "low-risk" auditee. Certain amounts in 2003 have been reclassified to conform to the 2004 presentation and to provide additional detail such as the Federal Grants Receivable.

| Statements of Financial Position                                                                      | June 30             |                    |
|-------------------------------------------------------------------------------------------------------|---------------------|--------------------|
|                                                                                                       | 2004                | 2003               |
| <b>Assets</b>                                                                                         |                     |                    |
| Cash and equivalents                                                                                  | \$3,380,640         | \$3,368,061        |
| Investments                                                                                           | 591,610             | 478,109            |
| Accounts receivable (net of allowance for doubtful accounts of \$18,314 in 2004 and \$16,000 in 2003) | 134,749             | 719,060            |
| Federal Grants Receivable                                                                             | 1,699,100           | 29,000             |
| Property, plant and equipment:                                                                        | 6,010,967           | 5,646,097          |
| Less accumulated depreciation                                                                         | 1,857,093           | 1,594,239          |
| Net PP&E                                                                                              | 4,153,874           | 4,051,858          |
| Prepaid expenses and other assets                                                                     | 140,672             | 65,060             |
| <b>Total assets</b>                                                                                   | <b>\$10,100,645</b> | <b>\$8,711,148</b> |
| <b>Liabilities and net assets</b>                                                                     |                     |                    |
| Accounts payable and accrued expenses                                                                 | \$297,381           | \$327,623          |
| Deferred revenue and other credits                                                                    | 50,225              | 105,654            |
| Refundable advances                                                                                   | 2,701,000           | 2,841,200          |
| <b>Total liabilities</b>                                                                              | <b>3,048,606</b>    | <b>3,274,477</b>   |
| Net assets:                                                                                           |                     |                    |
| Unrestricted                                                                                          | 5,044,766           | 4,804,227          |
| Temporarily restricted                                                                                | 2,007,273           | 632,444            |
|                                                                                                       | 7,052,039           | 5,436,671          |
| <b>Total liabilities and net assets</b>                                                               | <b>\$10,100,645</b> | <b>\$8,711,148</b> |

| Statements of Activities                                                                         | June 30           |                   |
|--------------------------------------------------------------------------------------------------|-------------------|-------------------|
|                                                                                                  | 2004              | 2003              |
| <b>Revenues and other support:</b>                                                               |                   |                   |
| Program Registration fees                                                                        | \$ 7,676,348      | \$ 6,647,393      |
| Contributions                                                                                    | 5,226,492         | 5,189,328         |
| Rental income                                                                                    | 552,699           | 511,348           |
| Event Package revenue - Championship (see note)                                                  | 133,293           | 2,158,768         |
| Other income                                                                                     | 304,725           | 222,184           |
| Net assets released from restrictions                                                            | 525,692           | 561,956           |
| <b>Total revenues and other support</b>                                                          | <b>14,419,249</b> | <b>15,290,977</b> |
| <b>Operating expenses:</b>                                                                       |                   |                   |
| FIRST Robotics Competition                                                                       | 10,837,289        | 10,281,715        |
| FIRST LEGO League                                                                                | 708,199           | 619,644           |
| FIRST Place                                                                                      | 68,308            | 50,908            |
| Event Package expenses – Championship (see note)                                                 | 133,293           | 2,169,637         |
| Management and general                                                                           | 1,989,827         | 1,748,649         |
| Operation of building                                                                            | 320,755           | 305,608           |
| Depreciation                                                                                     | 261,239           | 280,686           |
| <b>Total operating expenses</b>                                                                  | <b>14,318,910</b> | <b>15,456,847</b> |
| Operating (loss) gain                                                                            | 100,339           | (165,870)         |
| <b>Non-operating gains:</b>                                                                      |                   |                   |
| Refundable advances - amortization                                                               | 140,200           | 100,800           |
| (Deficiency) excess of revenues over expenses and (decrease) increase in unrestricted net assets | <b>240,539</b>    | <b>(65,070)</b>   |

*Note: In fiscal 2003, FIRST needed to process all of the FIRST Teams' event packages for the Championship that included lodging, meals, entertainment, and transportation. In 2004, FIRST only had to process a small portion of event packages as is reflected above.*



inspire/guide/transform

"There will never be a shortage of opportunities for people who know how to solve problems."  
- Dean Kamen, *FIRST* Founder

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FIRST gratefully acknowledges the contributions of those Board members whose service has concluded: David W. Brown (who also served as FIRST Executive Director) and Glenn Gienko.

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*Current as of October, 2004*



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