Dear Friends and Supporters,

When Fair Chance celebrated its 10th anniversary in 2012, we had partnered with 60 youth-serving organizations operating in Wards 5, 6, 7 and 8 – Washington, DC’s most vulnerable communities. I became Board Chair in January of that year, and we soon developed a strategy for expanding Fair Chance’s impact and reach throughout DC and in cities beyond. Crucial to any expansion was a larger, more sustainable budget, an expanded Board of Directors, and increased staff capacity.

I am gratified that in these past three years we have partnered with organizations that serve vulnerable youth in all parts of the city. Our budget has increased to almost $1.4 million, our governance and advisory boards have nearly doubled in size, our staff has grown in talent and expertise, and our alumni network has grown to over 85 organizations. We have enhanced our evaluation capabilities, applying them not only to our partners but also to ourselves, while building a strong alumni support program that offers pro bono services, peer support, training workshops, and networking and collaboration opportunities. Collectively, Fair Chance has helped more than 80,000 children and youth living in low-income neighborhoods throughout the city gain access to needed programs and services.
With our new management team largely in place and with the guidance of our new Board leadership team, Fair Chance continues to move forward. Our ability to fundraise has grown, as we find new grants, opportunities, and are receiving larger private donations. This, in turn, has allowed us to partner with more organizations that will improve the lives of more children and youth in DC and lay a foundation for growth beyond the nation’s capital.

It has been a true honor to serve as Board Chair for these past three years and I am and grateful that I can continue on the Board under Heather Peeler’s leadership.

With your help, Fair Chance will grow and reach more high potential nonprofits across our city and beyond, ensuring that one day all children have a fair chance to succeed. Thank you for your support and for the honor to serve.

In service,

Bob King
Board Chair
In 2013, I joined Fair Chance as Executive Director and working within the Board’s vision, we identified several critical infrastructure requirements that needed to be in place in order to realize an expanded future. In setting goals for 2014, our Board and staff identified the following priorities:

**Enhance our partnership model.** In 2014 we selected 10 first-year nonprofit partners and worked with eight second-year partners. As reported in the Results section of this report, we saw significant improvement in all eight organizational competencies that we address with nonprofits and a significant increase in evidence of best practices in four of the eight including fundraising, board development, program evaluation, and strategic planning. 100% of our 2014 partners rated their partnership as “Excellent.”

**Research our evidence of impact.** This year we completed our evaluation framework, finalized survey instruments and protocol, and identified key indicators that we will regularly measure to tell a systematic and ongoing story of Fair Chance’s impact. We have evidence of our impact in improving the capacity of nonprofits to implement best practices in eight areas of organizational competencies linked to nonprofit performance. We also have solid evidence that the nonprofits we work with increase the number of children they serve and their fundraising by 50% within five years of receiving a Fair Chance partnership. While this is an impressive case for Fair Chance as a force multiplier of services for children and youth in DC’s poorest
communities, our aim is higher. In 2015, we are going one step further to identify a systemic way that we can collect and report on the impact our partners are having on the critical, life-changing outcomes for children in poverty. We look forward to sharing that story with you in the future.

**Build the Fair Chance brand, circle of friends and investors, and internal systems and structures to support future growth.** This year we strengthened our internal capacity to build a foundation for future growth. We added Denis Slutskyi, Finance and Information Manager, and Salome Odera, Program and Communications Associate, to our staff. With Denis on board and the help of our skilled staff we were able to institute a Salesforce platform and migrate our various databases and contact lists into a single customer relations management system. With the help of Salome and our team, we were fortunate to upgrade our office technology and expand our communications capacity – including an upgraded website, new collateral material, and a monthly e-newsletter. We also convened the first-ever meeting of our amazing Advisory Board, who are eager to serve as ambassadors for Fair Chance.

Next year we are excited to capitalize on our recent growth to focus on expanding our reach and deepening our impact. We could not do this without your continued generous help and support.

In Service,

Gretchen Van der Veer, PhD
Executive Director
Partners Served

City Kids Wilderness Project
2014 was another year of transformational change for Fair Chance and the dynamic community-based organizations that make up our partner network. We selected 10 first-year partners and provided second-year partnerships to eight nonprofits, bringing the entire Fair Chance network to 85 nonprofit partners since 2002. The result was more sustainable organizations capable of having a greater impact on the children and youth they serve. Evaluation data suggests that a partnership with Fair Chance strengthens organizations to create lasting change in the lives of children and youth.

STORY OF SUCCESS: CITY KIDS WILDERNESS PROJECT

Fair Chance’s work with 2014 graduating partner City Kids Wilderness Project included a strong focus on evaluation. Executive Director Eloise Russo shares that, “the role of Executive Director can be an isolated one, and being a Fair Chance partner gave me the support and resources I needed to be successful in my role and in moving City Kids forward. This level of support and access to outside expertise is highly unique for a small community based organization, and I know that it made a tremendous difference in the trajectory of our organization.” With her Capacity Building Specialist by her side, Eloise created program logic models, a theory of change and a new evaluation system for measuring and tracking the impact of her organization. As a result, City Kids is now systematically measuring the impact of their work and using the results of the new evaluation system to review and make programmatic changes to strengthen their progress towards key youth development outcomes. They found that in the past three years, 96% of their high school aged youth have graduated and 82% had either enrolled in college or other formal training programs, like vocational training or the military. The partnership also focused on strengthening the City Kids board and launching committees, crafting a new strategic plan with financial projections to guide the organization for the next several years, and exploring new ways to fundraise and increase visibility. Eloise reports that, “this important work and organizational growth would not have been possible without the intensive infusion of energy, expertise, and resources that Fair Chance provided.”
STORY OF SUCCESS: HEALTHY BABIES PROJECT, INC.

Healthy Babies Project, Inc. (HBP), a new partner in 2014, connects high-risk underserved pregnant DC teen mothers and families to health care, social services, transitional housing and educational opportunities. HBP’s one-on-one support to women means their babies have a greater chance of surviving and thriving. “Thankfully, I got connected to Healthy Babies Project during my pregnancy,” says eighteen-year-old Vanessa, who dropped out of high school and was homeless. She enrolled in the Teen Parent Empowerment Program for baby care and parenting classes and HBP helped Vanessa find child care so she could complete her GED and attend college classes. Today Vanessa and her baby are residents of HBP’s Perennial Transitional House.

“We are grateful that Fair Chance chose to work with us so we can fulfill our destiny to work with at-risk pregnant teen mothers like Vanessa,” says HBP Executive Director, Regine Elie. Fair Chance worked with HBP to strengthen their infrastructure with practical tools to structure internal processes, including organizational development, budgetary planning, board expectations, and protocols for new personnel. Regine reports that, “Fair Chance armed us with hope so we can continue to help young, at-risk mothers move from despair and poverty to healthy, future-filled lives.”

STORY OF SUCCESS: DC GREENS

New partner DC Greens uses the power of partnerships to support food education, food access and food policy in the District. They provide critical resources to professionals across the city that work with children, from pediatricians to classroom teachers with the goal of building a healthy food system in the nation’s capital. Over the past year, demand for DC Greens’ programs has increased exponentially. They have gone from partnering with one health clinic, to partnering with four clinics; they started the year doing cooking demonstrations in 29 classrooms, and ended the year working with 70 classrooms in all
wards of the city. This kind of growth is mirrored in every branch of their program areas. DC Greens Executive Director Lauren Shweder Biel shares that, “at the end of the day, all of this growth is supported by the work we’ve done with Fair Chance.” In 2014, Fair Chance provided DC Greens with the support and resources to increase board engagement and execute strategic planning. Additionally, DC Greens streamlined their organizational processes, including annual budgeting, opportunity assessments, and board recruitment and orientation. “Fair Chance has been like a trellis for us: helping to support our growth, while gently containing our exuberance. By showing us how to prune, they have helped to create the ideal conditions for a bountiful yield,” says Lauren. With Fair Chance’s expertise and assistance DC Greens increased their revenue by 58%, which they were able to invest directly into program expansion.

2014 NONPROFIT PARTNERS

Below is the list of all the nonprofits Fair Chance worked with in 2014 with graduating organizations bolded (and their Executive Directors pictured above):

- City Kids Wilderness Project
- College Tribe
- Courtney’s House
- Crittenton Services of Greater Washington
- DC Family and Youth Initiative
- DC Greens
- Family Matters Empowerment Center
- Generation Hope
- Healthy Babies Project, Inc.
- HIPS
- Horizons Greater Washington
- Jubilee JumpStart
- Many Languages One Voice
- Public Allies Washington, DC
- Reach for College!
- School Justice Project
- Teaching for Change
- WINNERS Lacrosse
- The Women’s Collective
- YoKid
In 2014, Fair Chance developed innovative new programming to engage alumni and partners and to facilitate peer learning and exchange. Programming included:

- Two Executive Director Learning Community sessions focused on human resources, policies, practices, and ways to scale human capital with a total of 24 ED participants;
- A “Netbuilding Event” at Roofer’s Union that brought together 20 current and alumni executive directors and Fair Chance staff to build new connections; and
- Two workshop-style learning opportunities, including one on organizational transitions and another on leadership transition and succession planning.

In addition, we were able to send five alumni executive directors to the American Express Leadership Academy in New York City led by the Center for Creative Leadership. In follow-up with participants, all reported it to be a life-changing experience.

We also continued to coordinate pro bono legal services for our partners and alumni through our partnership with Hogan Lovells. The firm provided more than 400 hours of legal services to the Fair Chance network valued at $230,000. We also saw an increased usage of the Fair Chance Network e-Forum, with 71 partners seeking weekly assistance on a wide range of topics – from identifying reasonably-priced accounting firms to posting new positions and job announcements.

In fall 2012, Fair Chance initiated a fee-for-service leadership transition/executive selection service and in 2014 we completed one engagement for a client and contracted with another. We believe supporting successful leadership transitions is an important investment in the future sustainability and growth of our alumni and are proud we can offer these service at a low cost.
In 2014, Fair Chance saw a wave of transformation on staff. Mona Sanders served as Acting Director of Outreach and Network Services and Co-Manager of Executive Transition Management and two new Capacity Building Specialists, Kristen Barney and Dorothy Smith, joined our team, bringing a wealth of knowledge and expertise. We also brought on our second AmeriCorps class and Anne Bowersox, Shantaé François, Ellie Park, and Somto Ugwueze, who enhanced our work in outreach, communication, network services, and evaluation. We were fortunate to shore up our administrative and human resources capacity with the promotion of Arthur Cutler to Director of Finance and Administration and addition of Denis Slutskyi and Salome Odera to our administrative team.
We are proud of the results Fair Chance has achieved with our partners in 2014. We measure the success of nonprofit partnership by assessing, in a comprehensive way, eight areas of organizational competency and we focus in on the ones of greatest need and strategic opportunity for each partner. At the end of the first year, we use a post-partnership assessment tool to track improvements in each area.

INCREASED COMPETENCY

On average, nonprofits completing their first Fair Chance year in 2014 reported increases in their capacity to implement best practices in all eight areas, with gains of at least 25% in the four areas highlighted in the table below:

Average Increases Based on Pre and Post Assessments

```
<table>
<thead>
<tr>
<th>Area</th>
<th>Pre</th>
<th>Post</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Board Development</td>
<td>1.3</td>
<td>1.8</td>
<td>38%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>1.6</td>
<td>2</td>
<td>25%</td>
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<tr>
<td>Program Evaluation</td>
<td>1.5</td>
<td>1.9</td>
<td>27%</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>1.4</td>
<td>1.8</td>
<td>29%</td>
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From our post-engagement surveys, we found partners increased their revenue by 42% after the first year. Furthermore, 100% of Executive Directors from our spring 2014 cohort rated their customized one-on-one capacity building and the quality of care with which their services were delivered as “excellent.”

**GROWTH AND SUSTAINABILITY**

We also measure the growth and sustainability of our expanding network of alumni partners, with an annual post-partnership and alumni survey tracking the number of children served, staff size, last fiscal year revenue and sources, and collaborations within the Fair Chance network, among other things. Our alumni surveys show that, on average, our network partners are growing: increasing the number of children they reach and their revenue by 50% within five years. In addition, over 60% reported collaborations within the Fair Chance network.

<table>
<thead>
<tr>
<th>BEFORE FAIR CHANCE</th>
<th>AFTER FAIR CHANCE</th>
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</thead>
<tbody>
<tr>
<td>Number of Children Served</td>
<td></td>
</tr>
<tr>
<td>Annual Revenue</td>
<td></td>
</tr>
</tbody>
</table>

Second-year partner Teens Run DC served around 50 students when they started their Fair Chance partnership in 2012. In 2014, they served almost 150 teens and are expecting to grow to serve 500 by 2016.

Fair Chance alumni organizations reported a 50% median increase in revenue and number of children served within 5 years of completing a partnership.
Fair Chance continues to build on the strength of our steadfast foundation and corporate grantors, a growing individual donor program, and successful events strategy. We are grateful to our generous supporters, our Community Champions (who give at $2,500 or higher), Board of Directors, and Advisory Board for their incredible effort. Together, we raised the largest amount ever in our 12-year history.

EVENTS

In 2014, we expanded our Open House program, welcoming new friends to our offices for quarterly conversations about our partnerships and community. At our Graduation ceremony in March, we acknowledged Pepco and Bank of America for their generous support of our mission. In June, Jane and Esko Korhonen welcomed friends and supporters to their beautiful home for “a dinner under the stars” with fellow co-hosts Aimee Lehrman and
Megan Rupp. Later that month, we were honored to be the beneficiary of the 36th Annual Dubliner Golf Classic, which raised nearly $50,000 for Fair Chance. We are grateful to the Coleman and Linnartz families for making this possible.

In November, our signature Butterfly Bash gala honored Carrie and David Marriott and raised $450,000 to support our work in DC’s most underserved neighborhoods. Three cheers for our more than 50 corporate and family sponsors, our hard-working Host Committee, and our 2014 co-chairs: Patrick Chauvin, Myles King, Julie Rienzo and Kaci Williams.

NEW FRIENDS
2014 saw Fair Chance strategically investing in our capacity by increasing our board and advisory board members. We also completed the first phase of a major investment in our technological backbone: a customized Salesforce database. We are indebted to our friends at Acumen Solutions for their expertise and support that made this project possible.

MAJOR GIFTS
Finally, we are honored to highlight our friends at the very highest levels of giving: our own outgoing Board Chair Bob King and spouse Deena Barlev, The Morris and Gwendolyn Cafritz Foundation, the MARPAT Foundation, The J. Willard and Alice S. Marriott Foundation, and the Share Fund. Their major gifts in 2014 allowed us to deepen the impact and expand the reach of Fair Chance.

Thank you to each and every member of our community of friends, volunteers, and supporters at every level. We could not do our work without you.
Financials

Growth in Fair Chance Activity

Fair Chance Statement of Activity • January – December 2014

<table>
<thead>
<tr>
<th>REVENUE</th>
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<tbody>
<tr>
<td>Contributed Support</td>
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<tr>
<td>Earned Revenues</td>
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<td>Fundraising Events</td>
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<td>Golf Tournament</td>
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<td>Interest Income</td>
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<td><strong>Total Revenue</strong></td>
<td><strong>$1,374,592.16</strong></td>
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<table>
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<tr>
<th>EXPENDITURES</th>
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<td>Personnel Expenses</td>
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<td>Other Operating Expenses</td>
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<td>Communication Expenses</td>
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<td>Travel, Meetings &amp; Events</td>
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<td>Consultant Expenses</td>
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<td>Misc Expenses</td>
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<td>In Kind Expenses</td>
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<td><strong>Total Expenditures</strong></td>
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<tr>
<td><strong>Net Revenue</strong></td>
<td><strong>-$83,750.90</strong></td>
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## Community Champions

Community Champions are donors who give $2500 and above. We are grateful for their generous support.

### $50,000 AND ABOVE

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<th>Name and Organization</th>
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<th>Name and Organization</th>
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<tr>
<td>Deena Barlev and Robert King</td>
<td>MARPAT Foundation</td>
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<td>The Morris &amp; Gwendolyn Cafritz Foundation</td>
<td>The J. Willard and Alice S. Marriott Foundation</td>
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### $25,000 TO $49,999

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<td>Horning Family Fund</td>
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<td>Children and Family Legacy Fund</td>
<td>Lois and Richard England Family Foundation</td>
<td>Jane and Esko Korhonen</td>
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<td>Morningstar Philanthropic Fund</td>
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### $10,000 TO $24,999

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<td>Brown Advisory</td>
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<td>EagleBank</td>
<td>Aimee and Robert Lehman</td>
<td>Walker &amp; Dunlop</td>
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<td>Electronic Tenant Solutions</td>
<td>The Jacob &amp; Charlotte Lehman Family Foundation</td>
<td>Washington Post Charities, a McCormick Foundation fund</td>
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<td>The Herb Block Foundation</td>
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<td>Wilmington Trust</td>
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### $5,000 TO $9,999

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<td>ARA Apartment Realty Advisors</td>
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<td>Fernandez Foundation, Inc.</td>
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<tr>
<td>Amy and Bret Baier</td>
<td>L. Patrick Chauvin and Myles King</td>
<td>The Greenbrier Sporting Club</td>
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<tr>
<td>Brian Breheny and Pedro Lay</td>
<td>The Children’s Charities Foundation</td>
<td>The Mandy &amp; David Team, LLC</td>
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<td>Choice Hotels International</td>
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<tr>
<td>The Honorable and Mrs. Edward Brooke</td>
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<td>Noa Gimelli and L. Headley Butler</td>
<td>$2,500 TO $4,999</td>
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</tr>
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## Donors

### $1,000 TO $2,499

- Frank Alafoginis
- John Beaty Jr.
- Laura and William Bennett
- Botwinick-Wolfensohn Foundation Incorporated
- Mary and Jeffrey Brady
- Cassedy Insurance Agency, Inc.
- Keith Chmiel
- Anne Chrun and David Burton
- Melissa and Brendan Coleman
- Jessica and Jeffrey Drichta
- Jane and Lucien Ellison
- Amy Fahnestock and Kevin Miller
- Feldesman Tucker Leifer Fidell LLP
- Anne Marie and Jeff Finnell
- William Frank
- Pat Garvey
- Laura and Kevin Hardy
- Kathryn and Brian Healy
- James Humphreys
- Matt Kane
- Shafiq Khan
- Brian King
- Andrew & Julie Klingenstein Family Fund
- Landon Butler and Company
- Cynthia Lee and Ryan Scarborough
- Liz and Jesse Levin
- Stephanie and Darren Linnartz
- Marla and William Magner
- Eleanor and Bill Maguire
- Beth and James Marshall
- Mandy and Chris Mills
- Morgan Stanley
- Murphy/Wainer Orthopedic Specialists
- Paul Nassetta
- Stephen O’Brien
- Bernard O’Brien
- Cyril F. and Marie O’Neil Foundation
- Heather Peeler and Matt Yancey
- Pepco
- Cathy and Brian Porto
- Kate and Patrick Quinn
- Julie and Matt Rienzo
- Kathy Rock and Rick Samson
- Tasha and Brian Rodgers
- Sheri and Robert Rosenfeld
- Megan Rupp
- Irene Shaw
- George L. Shields Foundation, Inc.
- Carol Ann and Scott Smallwood
- Sherreese Smith and Adelaja Heyliger
- Alicia and Andy Sokol
- Ruth and Arne Sorenson
- JoJo and Rob Spallone
- Thomas Suit
- John Sutton
- Priscilla Taylor
- Towers Watson
- United Way of the National Capital Area
- Gretchen Van der Veer and Steven Beckham
- Whispering Bells Foundation
- Kaci and Claiborne Williams
- Ashley and Ashton Wiltshire
- David Winter

### $500 TO $999

- Margarita Arroyave-Wessel and David Wessel
- Julia Baer-Cooper and Jeff Cooper
- Erin and Jason Bonderenko
- Claire and Ben Chadwick
- Coastal Brewing Co. LLC
- Tina Edmundson
- Elizabeth and Montgomery Engel
- Molly and Malloy Evans
- Erin and Jeff Fuge
- Susan Gallagher and Michael Williams
- Donna and Jon Gerstenfeld
- Jeran and John Gimigliano
- Yardly and Burton Gray
- Karen and Brendan Herron
- The Irish Inn
Sara Jacobs
Anthony Kavanagh
Jeffrey King
Julie and David Lynch
Brooke Marshall and Michael Moran
Alfred Mayne
Maria T. Nagorski and Roberto Massarin
The Norcross Wildlife Foundation, Inc.

Andrew Chassin
Matthew Cheney
Shelly Chiappetta
Alex Chororos
Jennifer and David Chow
Doug Church
Peter Clare
Dory and Chad Clark
Joe Clarke and John Sikaitis
Alexandra and Gavin Coleman
Colette and Kelvin Coleman
Valerie and Daniel Coleman
Brian Contratto
Joe and Trisha Corcoran
Debra and EJ Conwin
Brian Crawford
Maureen and Tom Curley
Rita Daniels
Meredith and Brian Davis

Robert Arno and Deborah Blatt
Alfred and Mary Bunin
Becky Burns and Jay Burns
Brian and Anne Busse
Michelle and Joshua Brady
Sara and Steven Braman
Margaret and Tom Rietano

Randi and Steve Orava
Karen Outlaw
Kacey and Nick Pappas
Paragon Title and Escrow Company
Shannon and Chris Patterson
Kelli and William Pedas
Tara and Craig Primis
Rosalinda and Patrick Raher

Hillary and Andrew Chassin
Laura and Christopher Scalzo
Casey and Nicholas Seidenberg
Arlene Shapiro
Ashley and Daniel Shiff
Mary and Doug Skorny
Sally Sloan
Jane and Herb Stevens

Sara Jacobs
Anthony Kavanagh
Jeffrey King
Julie and David Lynch
Brooke Marshall and Michael Moran
Alfred Mayne
Maria T. Nagorski and Roberto Massarin
The Norcross Wildlife Foundation, Inc.
Donors

Bob and Amy Dean
Juliette-Marie deSousa
Bessie and Will Doffermyre
William Dolan
Martha Dominguez
Leslie and Jonathan Dunlap
Jocelyn Dyer and Michael Flanagan
Abby and Matt Echols
Mindy and Roger Edwards
Tara Egan
Stephanie Eichberg
Robert Emma
Kathleen Enright
Garland Faist
Claire and Jake Farver
Leila Finucane
Colleen and Andy Fisher
Fernanda and Brian Fisher
Garrett Fitzgerald
Pam and Ben Forman
Catherine and VW Fowlkes
Lara Friedman
Gina Fulbright-Powell and Christopher Powell
Elizabeth Gaines
Rachel and Ted Gayer
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