



# Deepening Our Impact

## 2015 Annual Report



# 2015 in Review

"It is easier to build strong children than to repair broken men."

-Frederick Douglass

With almost one out of every three children in the District of Columbia living in poverty, at Fair Chance we are driven by the question -- **how can we ensure more children achieve critical milestones that can put them on a pathway to success?**

We see our work as a “force multiplier” in the communities that need it most. Every year, Fair Chance selects up to ten promising, youth-serving nonprofits and provides them with free comprehensive management assistance to grow their organizational capacity. In 2015, Fair Chance engaged ten new partners in addition provided continued management assistance and coaching to seven partners from the previous year. Together, these nonprofits served 11,000 children and youth across the city when they were selected. At the end of their partnership, this group served a combined 39,000 children and overall saw a median increase in revenue by 25 percent after only one year.

In this report, we share evidence of Fair Chance’s impact on the growth and sustainability of the nonprofits we serve. **Our goal, however, is greater. In response, our board and staff asked ourselves the critical question - how do we deepen our impact?** Our answer? Collect and share data and resources aligned with research-based outcomes predictive of putting children and youth on a pathway out of poverty.

With funding from our generous supporters and The J. Willard and Alice S. Marriott Foundation - and in collaboration with Acumen Solutions, The Forum for Youth Investment, and Child Trends -- we completed the necessary and intensive work to ensure the nonprofits we select can measure critical outcomes for youth.

Our next step is to pilot a new program based on this work with a small cohort of nonprofits in 2016. We look forward to sharing what we learn from this pilot and introduce you to our new "Impact Academy" at this time next year.

We know our model helps innovative and high-potential community-based organizations grow to serve more vulnerable children, youth and families. Because of this, we have a vision to increase the number of nonprofits we take each year. We are expanding in two ways: 1) collaborating with agencies, institutions, and philanthropists to serve their nonprofit networks; and 2) growing our resources to expand geographically.

To that end, a highlight of 2015 was a major gift from our former Board Chair, Robert "Bob" King and his wife Deena Barlev. The World Bank Employee Community Connections Program doubled this generous gift, which will allow Fair Chance to explore opportunities outside of Washington. This work will not, in any way, compromise our deep commitment to the children and youth of Washington, DC. We are so grateful to Bob and Deena and to all of you - our many supporters - for helping us achieve our vision of a city where every child has a Fair Chance to succeed.

Sincerely,



*Heather Peeler*

Heather Peeler  
Board Chair



*Gretchen Van der Veer*

Gretchen Van der Veer  
Executive Director

# Partnership Program

In 2015, we continued to provide our signature Fair Chance Partnership Program to a carefully selected portfolio of youth-serving nonprofits. However, we realized that some nonprofits who applied for our program had limited capacity that would hinder their ability to complete a partnership. In light of this, we piloted the Pathways Program, a shorter (six month) engagement designed specifically for nonprofits not yet ready for our traditional program model.

Unlike our core program, this is a fee-for-service program underwritten by a sponsor organization or individual. This program focuses on two foundational areas of organizational effectiveness and overall sustainability. With the support of the Richard P. and Nancy E. Marriott Foundation, we were able to pilot this new model with Inner City Inner Child, a provider of arts-based literacy programs that targets preschool children and their teachers.

This year, we also conducted research on what works in putting children and youth on a pathway out of poverty, and created a life-changing outcomes framework from infancy to young adulthood across the domains of education achievement, health and well-being, housing and income, and community support. This framework will serve as a key feature in our new "Impact Academy" that we are piloting in 2016. The new program will build upon our core capacity building partnership to ensure that in the future, nonprofits will be able to report results aligned with these outcomes predictive of putting children and youth on a pathway out of poverty.

## 2015 Graduates

College Tribe • DC Greens • Family & Youth Initiative • Healthy Babies Project, Inc. • HIPS • Many Languages One Voice • Public Allies Washington, DC • School Justice Project • YoKid • WINNERS Lacrosse

## 2015 Second Year Partners

City Kids Wilderness Project • Family & Youth Initiative • Healthy Babies Project, Inc. • Public Allies Washington, DC • School Justice Project • Teaching for Change • WINNERS Lacrosse

## Class of 2016

Common Good City Farm • DC Youth Orchestra • The Grassroots Project • Groundwork Anacostia • One Common Unity • Wise Young Builders • Young Playwrights' Theater • Youth Leadership Foundation



## 2015 Fair Chance Graduates



"At the beginning of the partnership, I was clear that College Tribe was a great organization and that we did good work. But now, I can prove it. I can show it. I can demonstrate it. And that's just not for funders, but also for our kids."

Peter Clare, Executive Director  
College Tribe  
2015 Graduate

# Stories of Success

2015 Graduate



**WINNERS**  
**LACROSSE**

**WINNERS Lacrosse** uses lacrosse to help underserved youth ages 5 - 15 reach their full potential as productive, caring, and responsible young men and women. All WINNERS programs are free of charge for participants, including equipment. “Before I came on as Executive Director, the WINNERS program was sort of put together with duct tape,” says Matt Breslin, Executive Director. **“I sought out the Fair Chance Partnership because I wanted to learn how to be a better Executive Director of a nonprofit and build a structure for WINNERS that could be replicated in other cities.”** WINNERS now has six new elementary and middle school sites, and grew from serving 300 students at the start of their partnership in 2014 to 1800 students in fall 2015. There are now 50 WINNERS Lacrosse alumni playing high school lacrosse at both public and private schools.



WINNERS Lacrosse  
increased their  
revenue from  
foundations by  
**300%**

## 2015 Graduate



**School Justice Project (SJP)** is a legal services and advocacy organization serving older students with special education needs who are involved in DC's justice system. According to Executive Director Claire Blumenson, the Fair Chance Partnership was crucial to building SJP's development department and prioritizing strategic planning in areas that made the organization more sustainable in the long run. **Since their Fair Chance Partnership, SJP has doubled their annual budget and received a multi-year six-figure grant for strategic planning and infrastructure.** With this stable financial foundation, SJP can now reach even more students like Demetri, a young man who was denied enrollment in school and special education services after returning from juvenile detention. After SJP intervened, Demetri was enrolled and is now thriving, with dreams to become a civil rights attorney. Stories like Demetri's are the norm for SJP clients: the national recidivism rate is 88 percent, SJP's is just 4 percent.



School Justice Project  
now serves  
**2X**  
more students





# Stories of Success

Alumni, Class of 2012



**Project Create** provides accessible arts education to promote positive development in children, youth and families experiencing homelessness and poverty. “Project Create was barely holding on after the recession when I came on in 2010,” says Christie Walser, Executive Director. “At the time, we only had one staff member - and that’s it - and were at a critical point of growing or shutting down.” **After their Fair Chance Partnership, Project Create went from a critical financial situation to having over \$500,000 in revenue.**

In 2015, Project Create opened a new art studio in Anacostia and hired a full time staff member to run it, enabling Project Create to serve over 500 youth. Lindsay Vance, Art Therapist and Senior Program Manager, had this to say on Project Create’s increased impact, “we recently had a student who became homeless while in our program, and were able to help identify resources, get him into a stable housing environment, and connect him with social workers. And all that was because he came into our program through his interest in art. Beyond teaching art, our goals are to be able to connect with homeless services in the city, and provide a safe space for him when he couldn’t go home.”



83%

of Project Create  
students are now  
able to express their  
thoughts and feelings  
through art



# Supporting Our Network

In 2015, Fair Chance brought our partners and alumni together for learning opportunities through our Network Services program. Through workshops and Executive Director Learning Community sessions, partners were able to gain knowledge on current technologies and troubleshoot organizational challenges with peers.

In addition, through an agreement with AmeriCorps, Fair Chance was able to place an AmeriCorps VISTA member at five alumni partner sites to support the communications and fundraising efforts of these organizations. Fair Chance also collaborated with The Boston Consulting Group on a new program called "BCG Fellows." Through this arrangement, two alumni partners - City Kids Wilderness Project and DC Lawyers for Youth - received two-person, pro bono consultant teams to work on a specific strategy with each organization over the course of a year. Our collaboration with Hogan Lovells continued, making pro bono legal services available to all Fair Chance alumni.

"Since ACCESS Youth completed its Fair Chance partnership in 2012, we have more than doubled in size, doubled in budget, and doubled the number of youth that we served. Fair Chance has continued to be there to celebrate those successes along the way and they created a network of opportunities and training for me and for my fellow nonprofit leaders and experts in the field."

Jodi Ocva

Executive Director, ACCESS Youth

2012 Graduate

80

Executive Directors  
are engaged in our  
online partner E-  
Forum

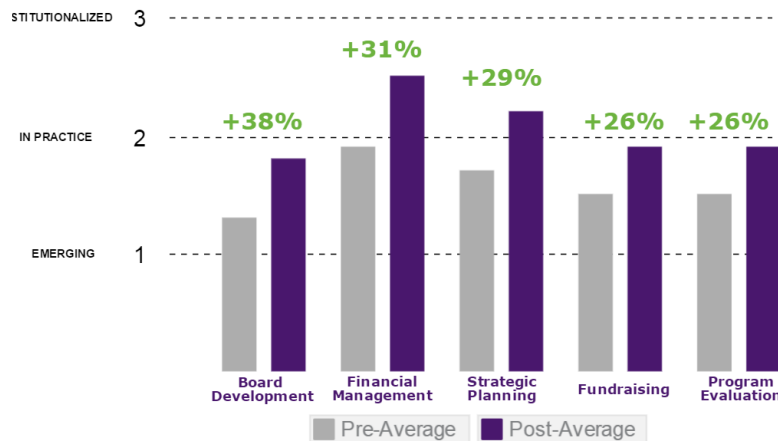


Participants at a workshop on cloud computing and customer relations management systems

# Our Impact

## Improving Organizational Effectiveness

The pre-and post-assessment comparison of the 2015 Fair Chance graduating class showed **increased capacity in all eight competency areas** with the highest percentage increases in board development, financial management, strategic planning, fundraising, and program evaluation.



## Growth and Sustainability

Respondents from our annual alumni and post-partnership surveys reported a **62% median increase in the number of children served** and a **median increase of 101% in revenue raised** to support their operations **within five years** of receiving a Fair Chance partnership.



**+101%**

**Revenue Raised**

+



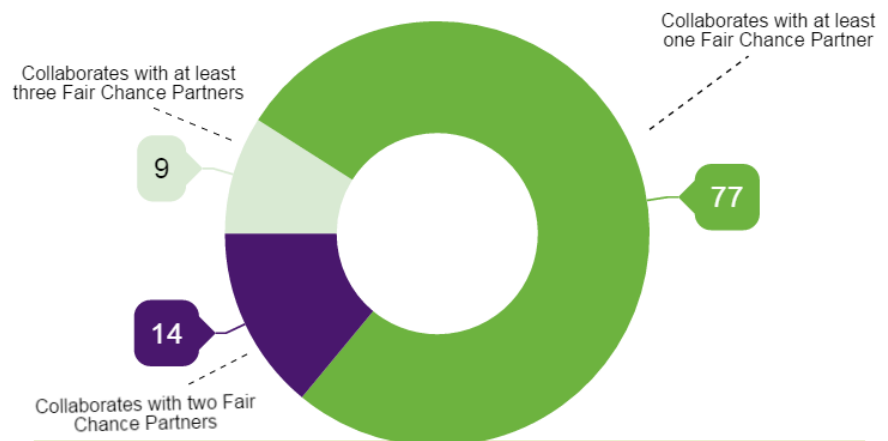
**+62%**

**Number of Children Served**

**median increase within 5 years of receiving partnership**

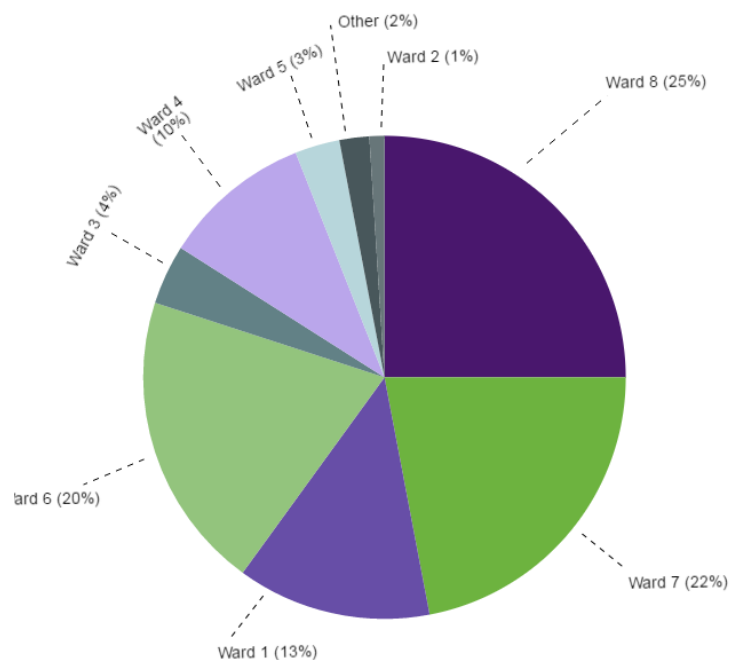
## Building a Strong Nonprofit Ecosystem

Fair Chance partners and alumni are actively collaborating with other organizations, especially with organizations within the Fair Chance network. **All organizations in the sample collaborated with at least one other Fair Chance partner, with 23% collaborating with at least more than one organization.**



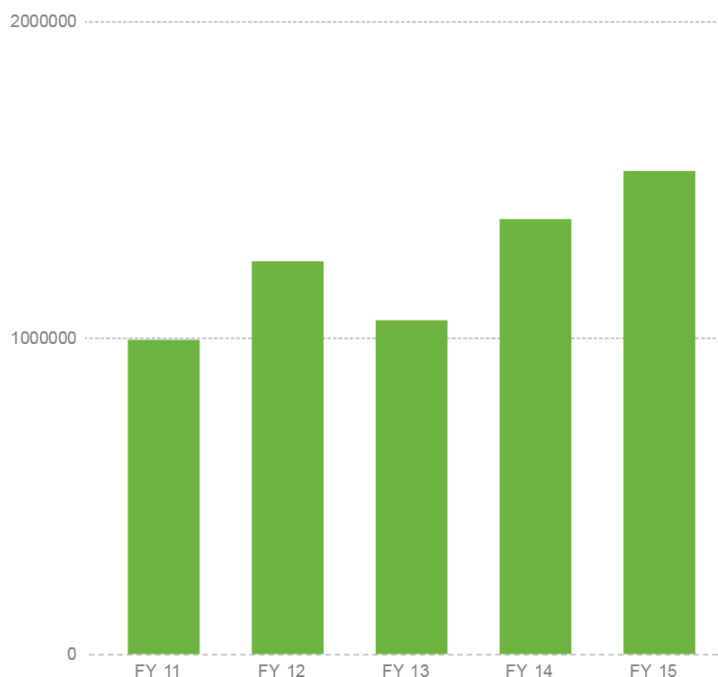
## Reaching Vulnerable Communities Citywide

Fair Chance partners deliver life-changing services across the city. **Poverty is more prevalent in Wards 5-8 and Fair Chance partners are on the ground in these communities,** working with the city's most vulnerable children, youth and families.



# Financial Snapshot

## Fair Chance Revenue Growth



### Revenue

Individual contributions	319,480.38
Grants	548,527.23
Government Funding	10,000.00
Gifts in kind	103,409.00
Fundraising Events	498,655.30
Earned Income	37,759.59
Interest Income	8,884.34
<b>Total Revenue</b>	<b>1,526,715.84</b>

### Expenditures

Payroll-related Expenses	910,092.22
Operating expenses	397,035.81
Consultant Expenses	193,445.80
Misc expenses	14,910.46
In Kind Expenses	103,409.00
<b>Total Expenditures</b>	<b>1,618,893.29</b>

<b>Changes in net assets</b>	<b>-92,177.45</b>
Net assets at beginning of year	816,701.00
<b>Net assets at end of year</b>	<b>724,523.55</b>



# Our Supporters

With thanks to our generous foundation, corporate and individual donors - coupled with our calendar year of engaging fundraising events - Fair Chance raised in 2015 a record \$1.5 million, an 11% increase over 2014 (45% more than 2013).

This milestone was achieved through the dedicated work of our development team comprised of board members, staff and volunteers. The 2015 Fair Chance Butterfly Bash honoring Catherine Merrill Williams was our most successful event to date with thanks to our terrific co-chairs Mandy Mills and Anne Mahlum. We are also grateful to the entire Coleman family for choosing Fair Chance as beneficiary of the 2015 Dubliner Golf Classic and to the wonderful generosity and hard work of L. Patrick Chauvin and Myles King for leading our first ever SoulCycle Ride for Fair Chance.

The hard work and generosity of these friends and our growing community of donors in the pages that follow fueled the launch of our campaign to deepen our impact and expand our reach. **Thank you all!**

## A Year of Successful Events



Butterfly Bash



SoulCycle Ride for  
Fair Chance

37th Annual Dubliner  
Golf Classic

# Community Champions

**A HEARTFELT THANKS** to our many donors in 2015 who make our work with inspiring nonprofits possible. Together we envision a city and nation where every child has a Fair Chance to succeed and work to make it a reality. Community Champions are individuals who give \$2,500 and above in support of Fair Chance.

## \$50,000 and Above

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Deena Barlev and Robert King

The Morris and Gwendolyn  
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MARPAT Foundation

The J. Willard and Alice S.  
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Share Fund

World Bank Community  
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## \$25,000 to \$49,000

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Bainum Family Foundation

Children & Family  
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Children & Family Legacy Fund

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Morningstar Foundation

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## \$10,000 to \$24,999

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Acumen Solutions

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Wilmington Trust

## \$5,000 to \$9,999

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## \$2,500 to \$4,999

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## \$1,000 to \$2,499

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## \$500 to \$999

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Jesse Sternberger	Patrice Willoughby
Lisa and Chris Story	Jennifer and Brigen Winters
Scott Story	Eliza Wong
Matthew Snyder and John Talkington	Jennifer Wong
Kendall and John Tamny	YoKid
Susan Tanis	Young Playwrights' Theater
Laurie Tansey	Kara and Rob Youree
Shannon and Andrew Taylor	Youth Leadership Foundation
Teens Run DC	Ryan Zielsk
Laura and Joe Terry	
Sara Thomas	
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Ellen Lazar  
**FDIC (retired)**

Stephanie Linnartz  
**Marriott International**

Amanda Marshall  
**Founder, Fair Chance**

Alicia Sokol  
**barre3 14th Street**

JoJo Spallone  
**Real Estate Investment**

Gretchen Van der Veer  
**Executive Director**

# 2015 Staff



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**Capacity Building Specialist**

Anne Bowersox  
**Development and Communications VISTA**

Benjamin Bradburn  
**Director of Development**

Arthur Cutler  
**Director of Finance and Operations**

Linzee Feigenbaum  
**Development and Events Manager**

Gina Fulbright-Powell  
**Director of Programs**

Reginald Grant  
**Capacity Building Specialist and Network Services Manager**

Erica Johnson  
**Program and Outreach VISTA**

Judy Lubin  
**Evaluation Specialist**

Anjali Nagpaul  
**Capacity Building Specialist and Program Manager**

Salome Odera  
**Program and Communications Associate**

Joshua Serrano  
**Communications and Outreach Associate, Public Ally**

Denis Slutsky  
**Finance and Information Manager**

Gretchen Van der Veer  
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Fair Chance strengthens the sustainability and performance of community-based nonprofits to achieve life-changing results for children and youth living in poverty because every child deserves a fair chance to succeed.

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