



annual report
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every child deserves a fair chance to succeed



A Message from the Chair

Dear Friends and Supporters,

Each year brings with it exciting achievements at Fair Chance that strengthen the capacity of our community's most promising nonprofits to deliver new opportunities to the thousands of children they serve. Our yearlong partner program continues to produce superb results, while growing stronger, more accountable, and more responsive to the organizations we work with throughout the year. In 2013, ten nonprofit organizations participated in the partner program, helping substantially more children in our community become confident scholars, lead healthier lifestyles, and develop positive social skills, self discipline, and self respect.

This year was one of transition and celebration for Fair Chance as we bade farewell to Executive Director Maria Nagorski with gratitude for her many achievements during her five-year tenure. Under Maria's steadfast leadership, Fair Chance extended its reach citywide, launched an alumni services program, and expanded to partner with ten new organizations annually. Maria's enduring legacy will continue to benefit our community for years to come.



In June we welcomed Gretchen Van der Veer as our new Executive Director. A recognized national expert in capacity building, Gretchen has broad experience with community-based nonprofits and grassroots leaders. For nearly two decades, she served in senior leadership positions at the Corporation for National and Community Service and developed capacity building strategies to strengthen nonprofits in managing effective national service programs and measuring performance. Gretchen's national experience will expand Fair Chance's impact on the Washington, DC community, of which she has been a Ward 6 resident for over 16 years. With Gretchen at our helm, we have found a dynamic leader.

We are grateful to all of you who continue to share our vision, support our efforts, and believe in our mission. The achievements of 2013 reflect your investment and commitment to the goal that all children in our community have a fair chance to succeed.

In service,

Bob King

Board Chair

2013 Highlights





PARTNERS SERVED

2013 proved once again that the Fair Chance model has a truly transformative effect on the dynamic community-based organizations we serve. Our Capacity Building Specialists spend countless hours with executive directors working to strengthen the infrastructure of their nonprofits and develop strategies for growth so they can serve more children. Survey data confirms that Fair Chance stabilizes, strengthens, and sustains their organizations.

In 2013, Fair Chance selected ten first year partners and provided second year partnerships to seven nonprofits, bringing the entire Fair Chance network to 75 nonprofit partners since 2002. We're very proud of the successes of our partners, all of which prospered in 2013.

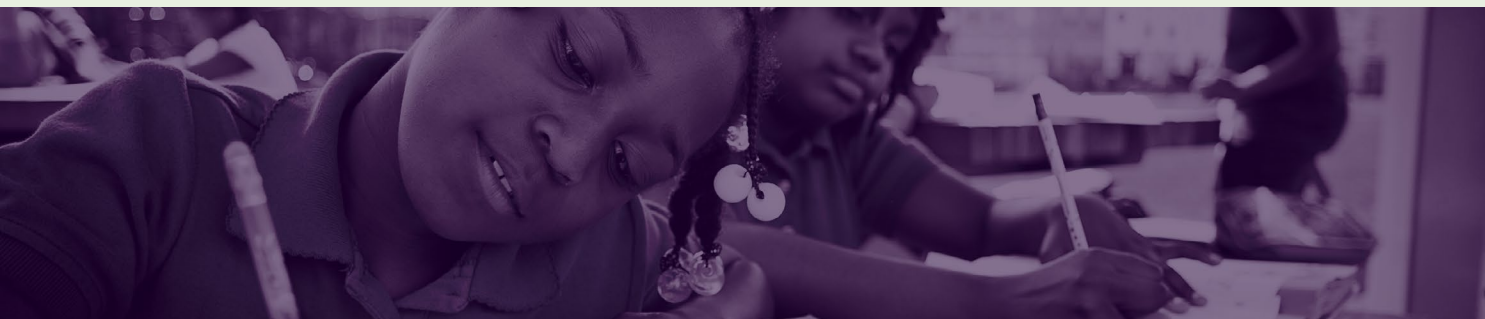
Jubilee Jumpstart was one of the ten new partners in 2013. They are an early childhood learning center that prepares children for success in school and beyond by providing them with early education enriched by an intensive focus on social and emotional well-being and practical support for their families. Executive Director Dee Dee Parker Wright shared that, "Fair Chance's coaching increased my confidence in all areas. As an organization that just celebrated our fifth year anniversary, with Fair Chance's help we look like a five-year old who just got a really good early childhood education." Jubilee Jumpstart is poised to double the number of children and families they will be able to serve through the opening of a second center in 2015. Dee Dee reports that, "this would not have been possible without the strategic support of Fair Chance."



Another 2013 first year partner, Generation Hope, represents the other end of the education continuum. Generation Hope provides direct scholarships and mentoring to teen parents attending college in the DC area. Executive Director Nicole Lynn Lewis, a former teen parent herself, devised the idea for Generation Hope as a student at the College of William and Mary. In 2010, she founded the organization that is now celebrating its fourth anniversary. According to Nicole, “we doubled the number of scholars that we served over the past year. We are doing more college readiness workshops in the community. We’re growing in leaps and bounds. I know so much of it has to do with our Fair Chance partnership.”

In addition to the new first year partners, Fair Chance graduated nine outstanding non-profit leaders from our 2012 partnership program in March 2013. Below is the list of all nonprofits Fair Chance worked with in 2013 with graduating organizations highlighted and their Executive Directors pictured above:

- Alliance of Concerned Men
- Chess Challenge in DC
- City Kids
- Courtney’s House
- Crittenton Services of Greater Washington
- DayBreak
- DC Diaper Bank
- DC Lawyers for Youth
- Family Matters Empowerment Center
- Generation Hope
- Horizons Greater Washington
- Jubilee Jumpstart
- Reach for College
- Reach Incorporated
- Southeast Ministry
- Teens Run DC
- Wilderness Leadership & Learning
- The Women’s Collective



NETWORK SERVICES

Fair Chance provided four professional development workshops for our network of partners and alumni organizations during 2013. Topics included:

- Meet the Funders
- Executive Transition Management: Keep Calm and Transition On
- Documentary Storytelling Clinic: Taking a Fresh Look
- Linking Money to Mission: Understanding Nonprofit Finance Essentials

We also hosted dozens of executive directors for peer learning and exchange at our Executive Director breakfasts throughout the year. Fair Chance continued to coordinate pro bono legal services for our partners and alumni through our partnership with Hogan Lovells. Finally, we saw an increase in traffic on our e-Forum over the course of 2013, with partners seeking assistance on a wider range of topics – everything from a job description for a Board Treasurer to a call for help to find a family temporary shelter after being evicted.

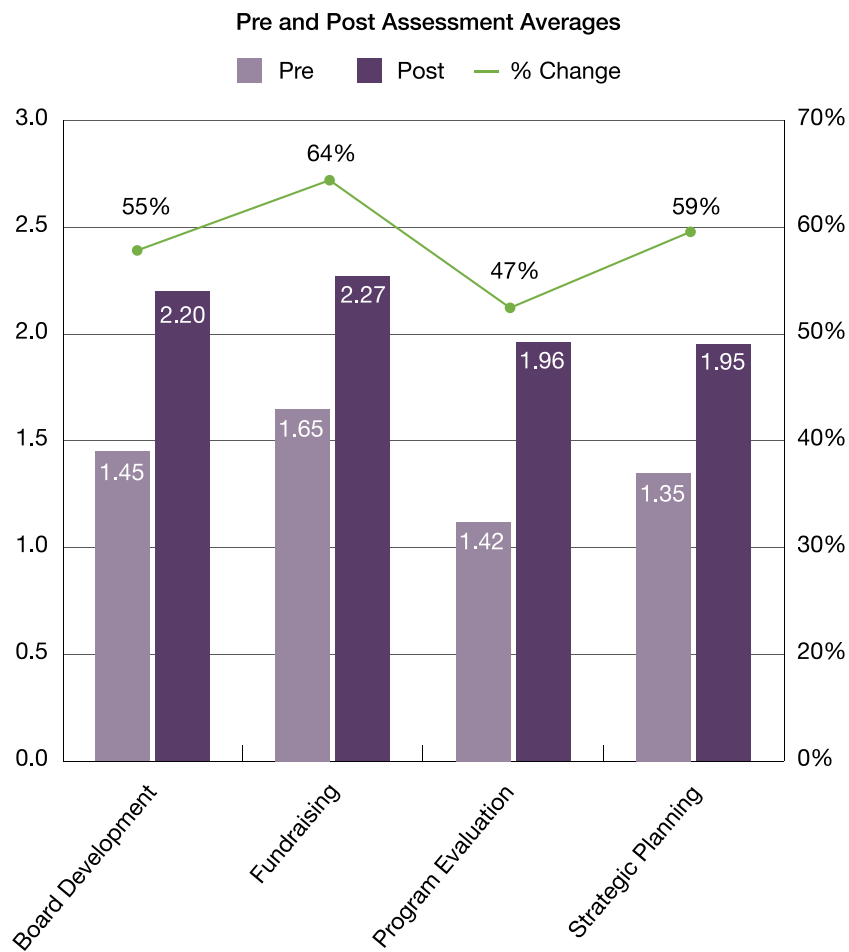


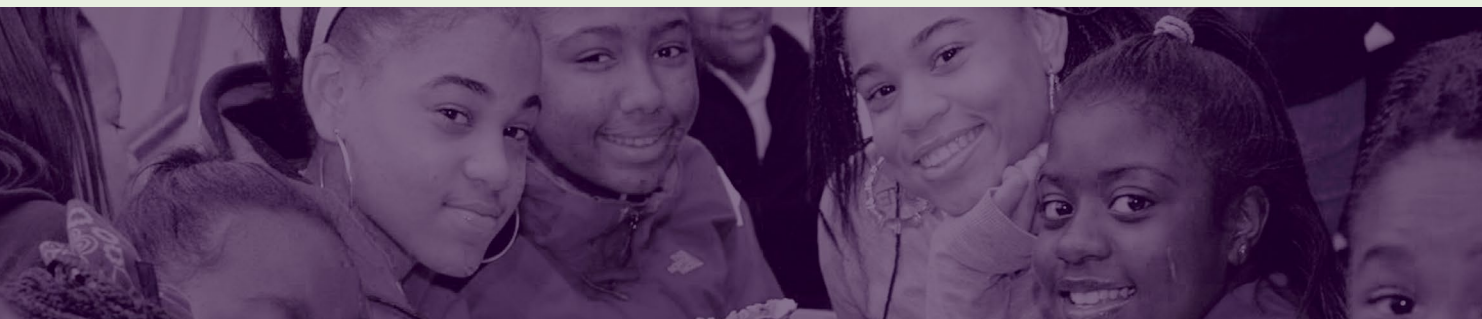


Pre and Post Assessment Tool Scores

2013 Partners

While there was an increase in all eight service areas, we saw the largest increase in the following areas.





EXECUTIVE TRANSITION SERVICE

Fair Chance continued to pilot our new fee-for-service initiative to provide leadership transition support to small and mid-sized nonprofits around a three-phase model called, “Executive Transition Management.” In 2013 we received support from the Anne E. Casey, Cafritz, and Meyer Foundations to supplement our work, which included finishing with a first client, contracting with a second, and recruiting a third. Our pilot work in 2013 provided many lessons and taught us that the model we were trained to replicate with our clients requires more hours and customization for the small nonprofit than previously anticipated.

EVALUATION

Over the course of 2013 we completed an initial “theory of change” for Fair Chance and an evaluation framework. We also implemented several data collection efforts including surveys at the beginning and end of each partnership to assess partner progress on Fair Chance’s eight areas of organizational competence, and an annual alumni survey to measure sustainability and growth of our network over time. Fair Chance contracted with an outside evaluation firm, Shattuck and Associates, to aggregate and analyze the data. We heard from 70% of our alumni and learned they are growing, with 50% either receiving government funding for the first time or increasing their funding. We also re-confirmed that on average, partners are serving double the number of children from when they started their Fair Chance partnerships.

Over the partnership year, Fair Chance, partners increased their capacity by 47% in program evaluation, 64% in fundraising, and 59% in strategic planning (see table). Additionally, 95% of executive directors reported an increased ability to lead their organization.

SECURING OUR STABILITY

After the end of a government grant that Fair Chance received the previous three years, our development team ramped up our entire fundraising program from grants to events, engaging an even larger network of friends in the work of Fair Chance. We raised the largest amount of funding from private and corporate foundations in our 11-year history. We had exceptional support from our incredible Board of Directors and dedicated Advisory Board. In April, more than 45 people attended a dinner at the lovely home of Robert and Aimee Lehrman and in June, Fair Chance was the beneficiary of the 35th Annual Dubliner Golf Tournament. In October, we had our most successful Butterfly Bash ever thanks to the hard work of our 160-person host committee, who raised almost \$350,000 and brought in 700 attendees and 50 sponsors. We were pleased to honor Jane Korhonen, who has been a tireless advocate for children's access to educational opportunities. In December, we instituted a new Open House program providing an opportunity to come and learn about Fair Chance over breakfast. All told, Fair Chance met its aggressive revenue goals, propelling the organization forward on stable financial footing.

ENHANCED STAFF CAPACITY

In addition to Gretchen, we added a newly created position of Development and Events Manager. We also applied for and received three VISTA Volunteers to join our Public Ally, bringing our total AmeriCorps team members to four. They arrived just after Labor Day and added much-needed capacity to support our outreach, communication, network services, and evaluation efforts. Our work is dependent on the expertise and incredible talents of our staff and we have benefitted from the continued presence of a solid team that has allowed for an extremely productive year and a seamless leadership transition.

THE FUTURE

With the arrival of new leadership came the opportunity to engage stakeholders in a conversation about Fair Chance's future. Through her first months as Executive Director, Gretchen connected with 66 stakeholders – board members, staff, partners, funders, nonprofit experts, and alumni. While each conversation was unique, there were common themes that spoke to the exciting opportunities and challenges for Fair Chance.

In October, a joint board-staff meeting was held where Gretchen shared her insights. Gretchen identified four strategic imperatives as we look to the near future: 1) there is an opportunity to expand our network services for alumni in need of additional support; 2) our current partners want to significantly strengthen their capacity to better measure impact; 3) we should further invest ourselves in DC's highest concentrated areas of poverty, and look to expand throughout the metropolitan area before we go elsewhere; and 4) Fair Chance should become more outcomes-focused, for us and for our partners.

These insights from all sectors of the Fair Chance community helped set in motion a three-pronged approach, and a new budgeting process to fund our plan for the year ahead:

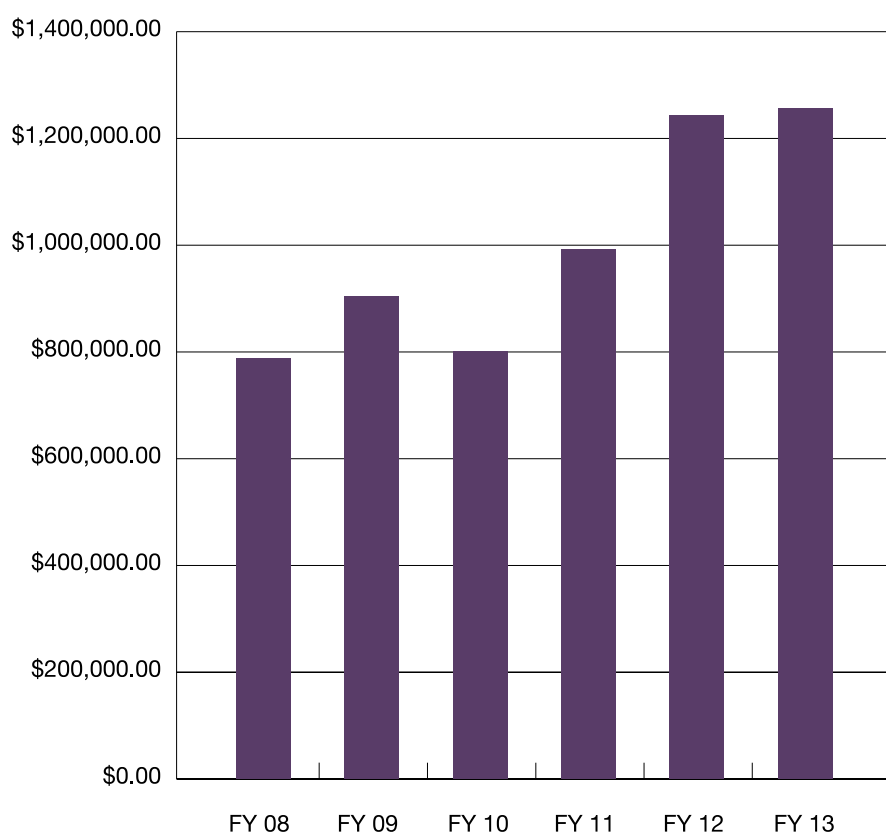
- Solidify the partnership program and the outcomes that partners should expect.
- Research our evidence of impact and opportunities to scale.
- Build the Fair Chance brand, our circle of friends and investors, and internal systems to support future growth.

We believe our future is very bright indeed and look forward to sharing the outcomes of 2014 and our plans for growth and expansion in the year ahead.



Financials

Growth in Fair Chance Activity



Fair Chance Statement of Activity • 2013

| REVENUE | |
|----------------------------|-----------------------|
| Contributed support | \$653,270.50 |
| Earned revenues | \$2,622.05 |
| Fundraising events | \$336,005.18 |
| Other events | \$54,533.30 |
| Interest income | \$8,600.17 |
| Infrastructure investments | \$200,000.00 |
| Total revenue | \$1,255,031.20 |

| EXPENDITURES | |
|---------------------------|-----------------------|
| Payroll-related expenses | \$687,841.80 |
| Personnel expenses | \$13,460.37 |
| Other operating expenses | \$154,031.77 |
| Communication expenses | \$6,403.91 |
| Travel, meetings & events | \$142,516.10 |
| Consultant expenses | \$77,680.35 |
| Misc expenses | \$8,374.29 |
| In kind expenses | \$73,786.08 |
| Total expenditures | \$1,164,094.67 |
| Net revenue | \$90,936.53 |

Donors

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| | | |
|---------------------------------------|--|---|
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