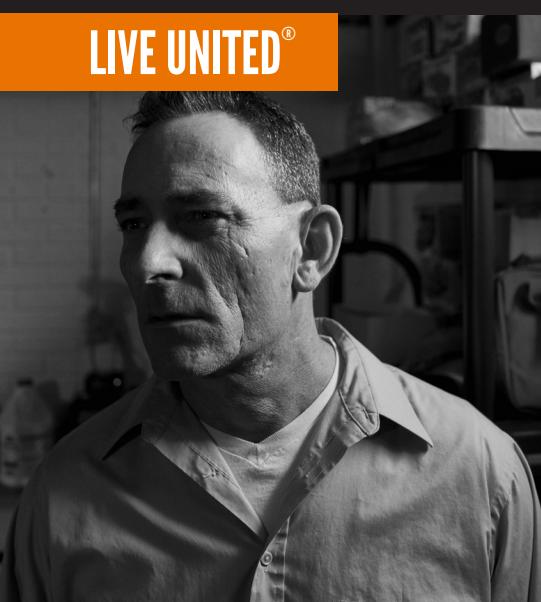




UNITED WE FIGHT  
UNITED WE WIN

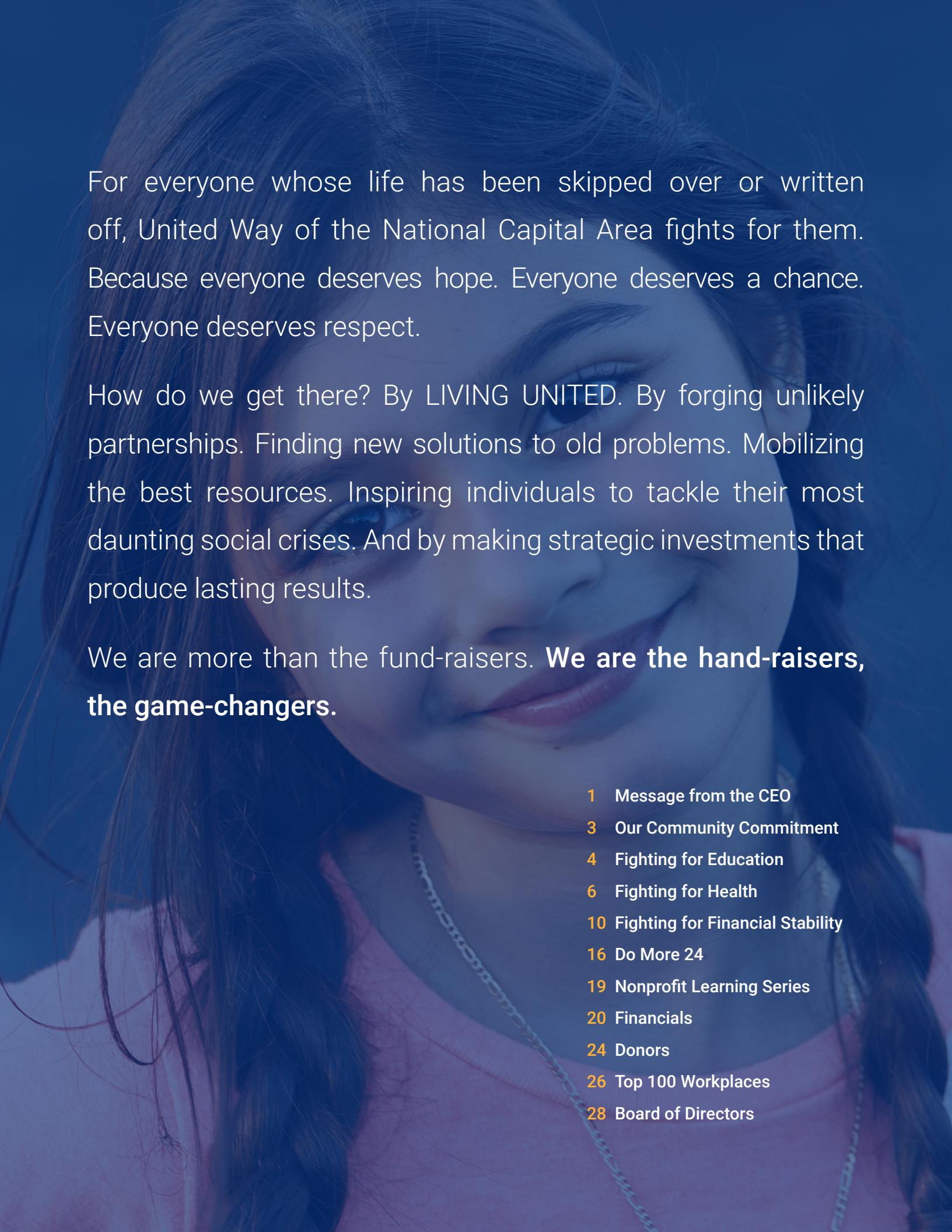
LIVE UNITED®



WINNING FOR OUR COMMUNITY | FY17 ANNUAL REPORT

United Way of the  
National Capital Area





For everyone whose life has been skipped over or written off, United Way of the National Capital Area fights for them. Because everyone deserves hope. Everyone deserves a chance. Everyone deserves respect.

How do we get there? By LIVING UNITED. By forging unlikely partnerships. Finding new solutions to old problems. Mobilizing the best resources. Inspiring individuals to tackle their most daunting social crises. And by making strategic investments that produce lasting results.

We are more than the fund-raisers. **We are the hand-raisers, the game-changers.**

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Great things happen when we LIVE UNITED. During FY 2017, at United Way of the National Capital Area, you will find a phenomenal testament to that promise.

It couldn't come at a better time. Our region is in the midst of transformation. While many continue to enjoy prosperity and possibility, others continue to suffer with persistent poverty in the widening gap between rich and poor. At United Way NCA, we too are about change. Our change comes with a steadfast Community Commitment built on powerful programs and partnerships that usher in lasting change to close the gap between poverty and possibility. This is the change we need to see, and throughout this report you will see how we are fighting for everyone in our region, and winning for individuals and families.

Our pursuit is reflected in the three pillars of our Community Commitment and strategic vision; so that every child can look forward to a lifetime of promise, every family can live in prosperity, and every individual can pursue their dreams in good health. Our actions are reflected in our programs and partnerships, backed not only by philanthropy but also the rigor of ideas and strategies proven for success.

We are accountable to the community we serve. By the end of FY 2017 and in partnership with 725 organizations, United Way touched the lives of nearly 125,000 residents. We couldn't achieve these results without the support of tens of thousands of donors like you who joined the fight.

Lives are changing and communities are becoming stronger. It's a win that belongs to all of us. We are in this together. To every donor, volunteer and organization who stood with us ...Thank You!



Rosie Allen-Herring  
President & CEO  
United Way of the National Capital Area




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Lives are changing  
and communities are  
becoming stronger.  
It's a win that belongs  
to all of us. We are in  
this together.

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volunteer



31

class  
nect

## United Way of the National Capital Area is Committed to Lasting Change in Communities Most in Need

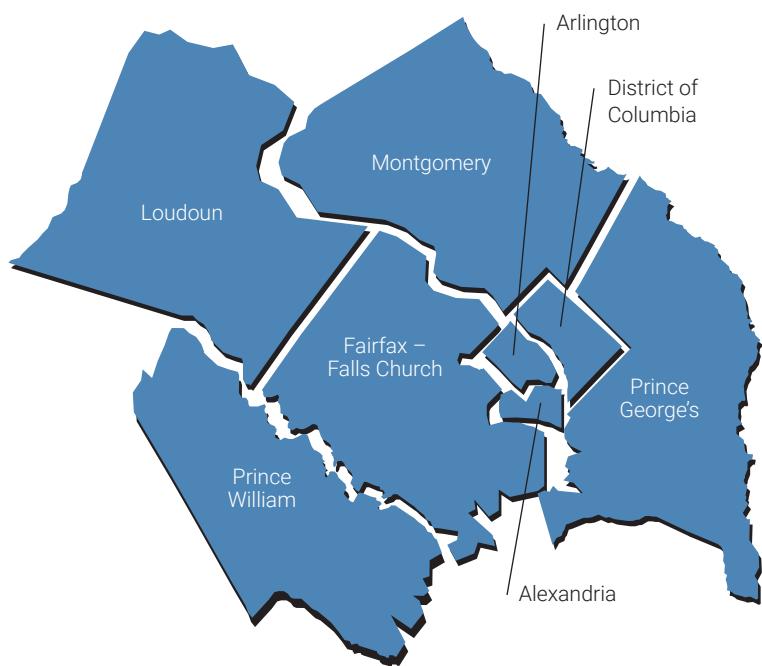
Across our communities, people are struggling. They struggle to stay one step ahead in school, to survive another month putting food on the table or keep a roof over their heads.

United Way NCA is leading the fight for them; with lasting change that impacts entire communities and reaches across generations. So that every student can graduate and move on to the life they dreamed of. So that every person can thrive in good health. So that every family can break the cycle of poverty and build a better financial future.

It's our Community Commitment. To fight for the health, education and financial stability of every person in the National Capital community.

We demonstrate our commitment with concrete accomplishments that are reflected throughout this report.

We mobilize the community to join us with action that doesn't begin or end at raising money. We bring together the best resources to upend our problems at their roots. We listen and identify the areas of greatest need and solve our community's most daunting crises. Our investments are strategic and our evidence-based programs deliver proven results. We unite with powerful partnerships across the business, public, and nonprofit communities to bring effective expertise and resources for maximum impact. Finally, we honor our commitment with measurable outcomes and rigorous accountability, using data and results that set our course to success.



**Our Commitment:** To prepare 12,000 low-income middle school students to transition to high school. To perform at grade level. And stay on track to succeed.

### WHY WE FIGHT

Each morning, when the school bell rings, a warning siren should go off across our community. Children in poverty live face-to-face with barriers to academic progress and well-being. Among them: hunger, an absence of academic support, low parental involvement, limited medical and dental care. With barriers like these, it's hard for young people to find a path forward.

#### The Problem

- Residents around our Prince George's County schools make **\$16,000** less than the state median income.
- **47%** of children and teens in DC have experienced a traumatic event.
- A 6th-grader with a failing grade in math or English has less than a **1-in-4** chance of graduating high school on time.

### HOW WE FIGHT

With a commitment that puts low-income students and their families front and center, United Way NCA is fighting to shift the odds so that every child can thrive in school and life. So where do we start? Middle School. These are the pivotal "early warning years" that often predict what will happen later in high school. Our Middle School Success program prepares students in targeted, at risk middle schools to transition successfully to high school and perform at grade level. That means fewer students will fail and more will graduate prepared for the future they deserve.

### HOW WE ARE WINNING

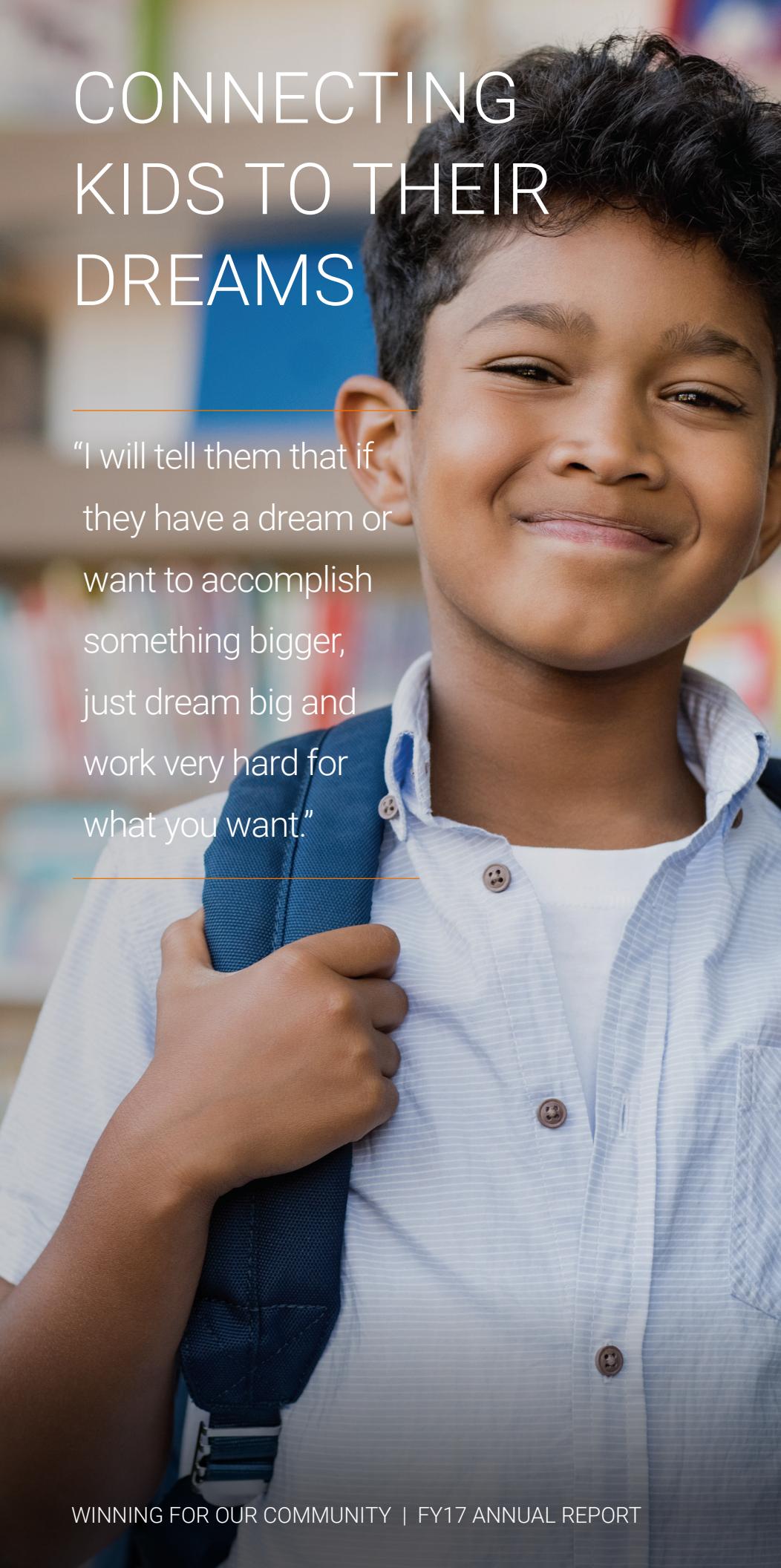
Using our **Community Schools** approach, we partner with nonprofit organizations who have proven track records in uprooting the causes of academic decline. They surround students and their families with the kind of integrated academic, social and nutritional services that help every student succeed in school. In the last year, we served 7 schools in our Middle School Success program.

- In Virginia, **88%** of students make progress on academic goals.
- In Prince George's County, **100%** of participating students had on-time grade progression.
- **3,053** students and **1,209** families were served through Community Schools.



# CONNECTING KIDS TO THEIR DREAMS

“I will tell them that if they have a dream or want to accomplish something bigger, just dream big and work very hard for what you want.”



Vicente might have fallen through the cracks after moving with his mother from El Salvador to Prince George's County. He was a shy and reserved kid unlikely to build the kind of relationships critical to his success in a new country. All that changed when Vicente joined United Way NCA's Middle School Success program at Buck Lodge Middle School.

United Way NCA partners with organizations to fight for the success of every middle school student. These best-in class programs convene the partners and services to address the academic and non-academic needs of low-income students with tutoring, enrichment programs, physical fitness activities, parental engagement, health care and much more.

When Vicente's family moved to a new neighborhood and changed schools, he reached out to his site coordinator to express his regret that he wouldn't be able to remain in the program. Vicente was thrilled to learn that United Way NCA was expanding the program to his new school. Vicente is thriving with the daily attention of caring adults who not only help him with his school work, but became the kind of mentors who encourage him to pursue his most cherished dreams.

Vicente is now in the 8th Grade Middle School Performing and Creative Arts program in pursuit of his dream to be a singer. He advises his fellow students to follow in his footsteps and take advantage of United Way NCA's program. Vicente is already planning for his next big dream...to attend college and help his family.

## Our Commitment:

To help children and adults in our community thrive through an integrated approach to health and wellness that not only fights childhood obesity but also creates good habits for life.

### WHY WE FIGHT

Where we live plays a powerful role in our health. Across the National Capital community, widespread health disparities persist with devastating affect. Residents in some of our lowest income communities are six times more likely to die from diabetes related complications and twice more likely to die from a stroke than wealthier neighbors. For all our residents, health is the foundation that allows students to learn in school and families to achieve financial stability. That's why we fight to remove the barriers to a healthy life no matter where you live or how much money you make.

#### The Problem

- One-third of DC children ages **10-17** are overweight or obese.
- **One-fourth** of our children are food insecure.
- **71.9%** of DC kids report NOT being active (less than 60-minutes-a-day 5 days-a-week).

### HOW WE FIGHT

At United Way NCA, we understand that fighting for health can sometimes mean filling a basic need such as food or medicine. Other times, it takes a deeper kind of support that engages individuals and communities with the tools for healthier habits that last a lifetime. That's why we do both. With an integrated and collaborative approach, we work in the areas of greatest need with proven strategies and the best positioned organizations to drive community solutions to the root causes of poor health.

### HOW WE ARE WINNING

We are providing the tools for a healthier life. Our acclaimed signature **Fun, Fly & Fit** program provides a solid foundation for children to make the right life choices that keep them healthy, fuel them with fun and improve their self-image. Its goal is simple but powerful: To get kids so enthused about physical fitness and nutrition that their attitudes and behaviors soar. Too many of our children are hungry, wondering where their next meal is coming from. It's impacting their performance in school. Our **Weekend Hunger Backpack Program** provides meals to help students come to class on Monday ready to learn. The mission is basic; expand free and healthy food options to children experiencing food insecurity in our region so that they are able to attend school prepared and ready to learn.

No one should ever have to make the hard choice between the medication they need and other essentials like food or rent. Through the prescription savings card, **FamilyWize** works to make prescription medications more affordable for all families. To ease the burden for individuals and families, United Way NCA offers discounts on prescriptions through the free FamilyWize discount card. Our FamilyWize discount cards ensure that no one in our community goes without needed medications because they can't afford them.

- **2,188** students served through Fun, Fly & Fit Middle School Initiative
- **2,639** students served through Character Playbook



# GOING THE DISTANCE FOR HEALTH

"If we can help them gain that confidence in themselves to envision and go after a goal, they're going to be a productive citizen, and that's what the city needs."

Fighting for better health for all residents means marshalling all the tools available. That's what happens at Teens Run DC. As part of our Fun, Fly & Fit program, Teens Run DC is a youth mentoring and distance running program that is winning with low income and underserved youth.

It's an effort that begins with a staff steeped in the experience to fulfill the mission. Executive Director Steven Hocker spent 25 years as CEO of DC Special Olympics. His staff brings deep academic and work experience in sports and exercise psychology, youth mentoring, and non-profit management. A team of coaches placed in seven partner schools provide the kind of daily support that makes an impact. A volunteer mentor program draws from across the city to support teens in their on and off track goals.

Ongoing program evaluation shows that youth in Teens Run DC not only improve their physical fitness, they experience a greater sense of connectedness to their communities and a stronger sense of hope for the future than non-participants. For Stephen Hocker, it's not just the students that benefit.

# FILLING THE VOID OF AN EMPTY STOMACH



“Students will tell each other you have to show up and you have to have good behavior so you can play. Peers getting peers to perform, and that’s amazing.”



Close to 70% of students at Hammond Middle School in Alexandria are eligible for free or reduced meals and at risk of going without a meal during the weekend. That's why United Way NCA chose Hammond to launch our Weekend Backpack Program to fill the gap. But even with such a clear need, Madelyn Giblin and Candace Hill struggled to give the backpacks away. To create a safe space against the stigma surrounding charitable aid, they created the Community Corner, a large room that resembles a warehouse retail store. Huge metal shelves are stocked high with school supplies, hygiene products, clothing and food. Students “shop” for whatever they need.

The idea flourished and the program has doubled the number of backpacks that go home each weekend. That same approach to creating an inclusive and inviting environment works for all the Fun, Fly & Fit activities at Hammond. There are jump rope and hula hoop contests, soccer tournaments, running events and yoga classes. At the core of it all, Hill says, is a caring community that prepares students physically for the mental challenges they may face in school. Along the way, Giblin adds a remarkable thing has happened: Students recruit other students to join.

## Our Commitment:

To help 100,000 area residents achieve financial stability. And, remove barriers to stable and affordable housing.

### WHY WE FIGHT

With some of the highest rates of economic inequality in the nation, far too many members of our community struggle to meet basic needs. Without the basic tools and resources that allow them to save, they live with the damaging stress that the next set-back will only deepen the spiral into poverty and put their children at greater risk of repeating the pattern. That's why we fight for every family to have the financial stability to plan for a better future, break the cycle of intergenerational poverty and build a foundation for shared prosperity across our entire region.

### HOW WE FIGHT

At United Way NCA, we are creating a path to financial stability for all residents that not only lifts them out of poverty but enables them to live in the middle class.

We create access to a bank account so that more families can cut out predatory lenders who deepen their debt. It means receiving the tools to repair credit so that more families are protected against the impact of unexpected illness, job loss or something as simple as a car repair. And when the worst happens and a home is lost, it means reaching across our entire community to build the support to get people back on their feet.

### HOW WE ARE WINNING

United Way NCA is changing the game for thousands across our region to put them in charge of their financial futures. Our Financial Empowerment Centers bring together the most effective partners to help clients grow income, build assets, manage debt and improve credit. No-cost services include one-on-one financial coaching, access to safe and affordable banking services, personal and business-focused workshops, housing counseling and more. Our Voluntary Income Tax Assistance (VITA) program offers free tax preparation so that every resident can receive the tax credits they deserve including the Earned Income Tax Credit which helps millions of Americans out of poverty.

- **19,273** people received tax prep and financial services
- **\$20.8 Million** in tax refunds put back into the community



# A LITTLE EMPATHY DELIVERS A BIG RETURN

“By taking the time to fully understand her situation, the preparer helped Ms. Peters more than triple her tax refund—from \$2,000 to over \$6,500.”



“Taxes” and “tears of joy” are almost never found in the same place. But for Ms. Peters, help with the former soon led to the latter.

Raising four children on a very limited income, Ms. Peters came to the Financial Empowerment Center at Prince George’s Community College for free help with her taxes. She had previously been led to believe that she could only claim her two younger children as dependents.

But a conversation with her tax preparer revealed that Ms. Peters was also supporting her two older, college-age children. Accordingly, she could claim them as additional dependents and also take advantage of the Earned Income Tax Credit (EITC).

By taking the time to fully understand her situation, the preparer helped Ms. Peters more than triple her tax refund—from \$2,000 to over \$6,500. For a mother struggling to make ends meet, it resulted in an overwhelmingly emotional moment—and a big improvement in her family’s financial well-being.



## VOLUNTEER INCOME TAX ASSISTANCE (VITA)

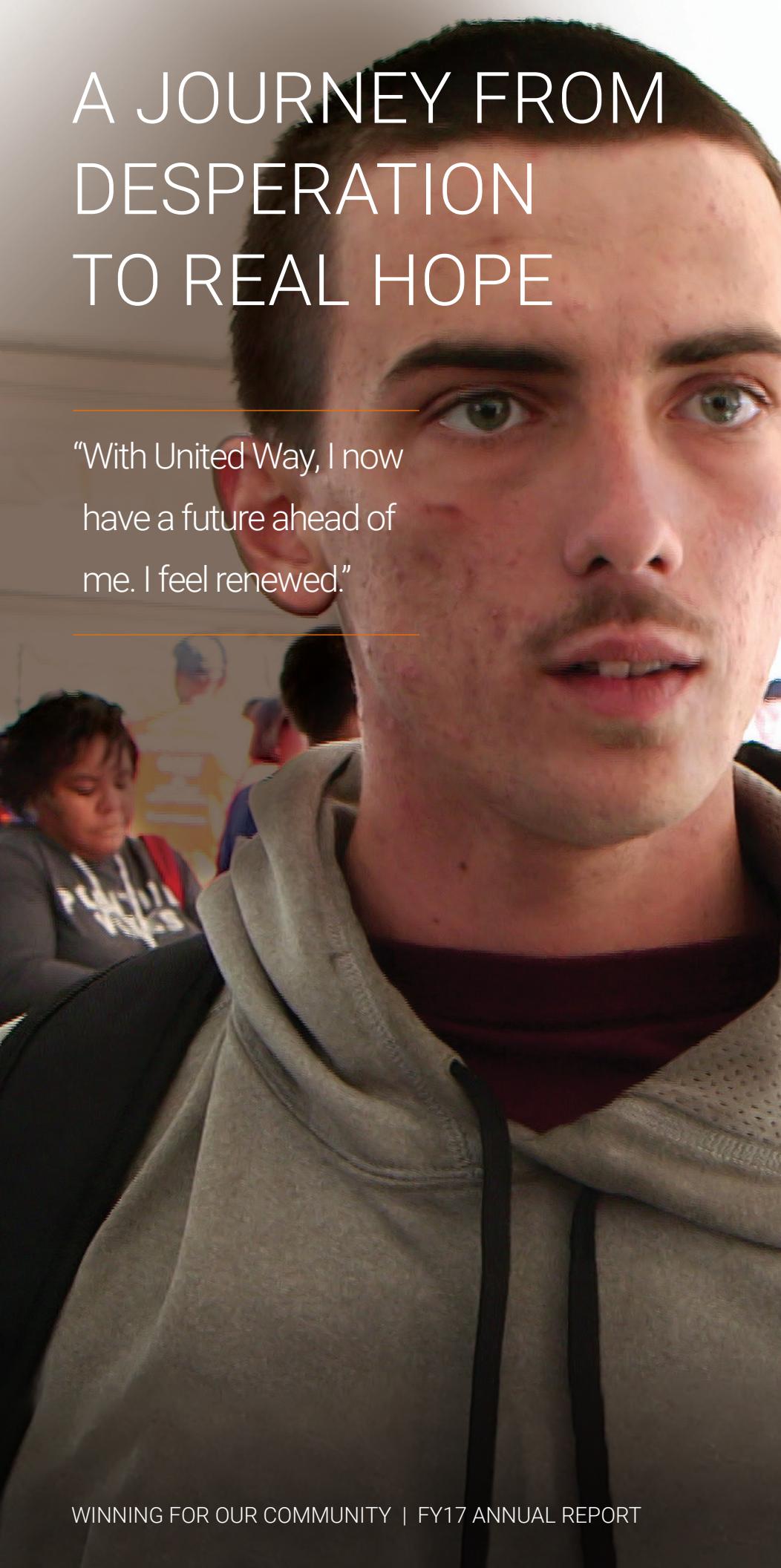
Working hard doesn't always mean making ends meet, or that the next emergency will not trigger a spiral into poverty. When that's the case, the EITC can make a powerful impact. Considered one of our nation's most effective anti-poverty tools, the EITC offers low wage workers tax refunds that average in the thousands of dollars. That's money that can go to paying down debt, meeting medical needs, investing in education and saving for the future.

Our region has one of the highest percentages of workers eligible for the credit, yet thousands are not receiving it. Whether it's a lack of knowledge or access to tax filing assistance, United Way NCA's VITA program meets the need. In collaboration with our community partners and VITA sites, we provide low-income residents with free tax preparation assistance to help them maximize available credits and receive tax refunds. Last year, we mobilized volunteer tax preparers to prepare over 14,000 returns. Through our partnership, we helped local families receive a total of \$20.8 million in refunds.

## PROJECT HOMELESS CONNECT

Reflecting the ever increasing rise in the cost of housing, our region has one of the highest rates of homelessness in the nation. For those experiencing homelessness, getting access to vital services can take months, making the journey to housing even longer. United Way NCA's Project Homeless Connect is a powerful shortcut. In one day, under one roof, it is the area's largest resource fair for our neighbors experiencing homelessness. It's a best practice model where participants are paired with a volunteer "buddy" who helps them navigate through the services that can be the most helpful to them. From access to vital records to medical and dental services, employment assistance, housing assessments, legal consultation, HIV screening and more. In 2016, United Way NCA's Project Homeless Connect engaged dozens of providers and over 300 volunteers to exceed the goal of 275 and serving 357 participants to take the next step in breaking the cycle of homelessness.

# A JOURNEY FROM DESPERATION TO REAL HOPE



"With United Way, I now have a future ahead of me. I feel renewed."

Escaping an existence in Florida where he was constantly in fear for his life, Daniel arrived in Washington, D.C. with little optimism for his future.

He came to United Way NCA's Project Homeless Connect and over the course of a single morning, Daniel received what he needed to start building a better life, including medical and dental care, housing, food and clothing, a new cell phone—even a fresh haircut—as well as new friends who LIVE UNITED against homelessness.

Overflowing with excitement, Daniel said, "This is a place where people actually care for one another. It's something I've never seen in my life. Everyone needs to be connected to this."

"When I woke up this morning, I had no direction or guidance in my life. Now, I feel I'm exactly where I needed to be. With United Way, I now have a future ahead of me."

# FIGHTING FOR THOSE WHO FOUGHT FOR US

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"Someone found my  
resume...it was a  
blessing from heaven."

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United Way NCA currently makes grants through our Veterans Initiative to three area organizations: Northern Virginia Community College, Prince George's Community College, and Friendship Place.

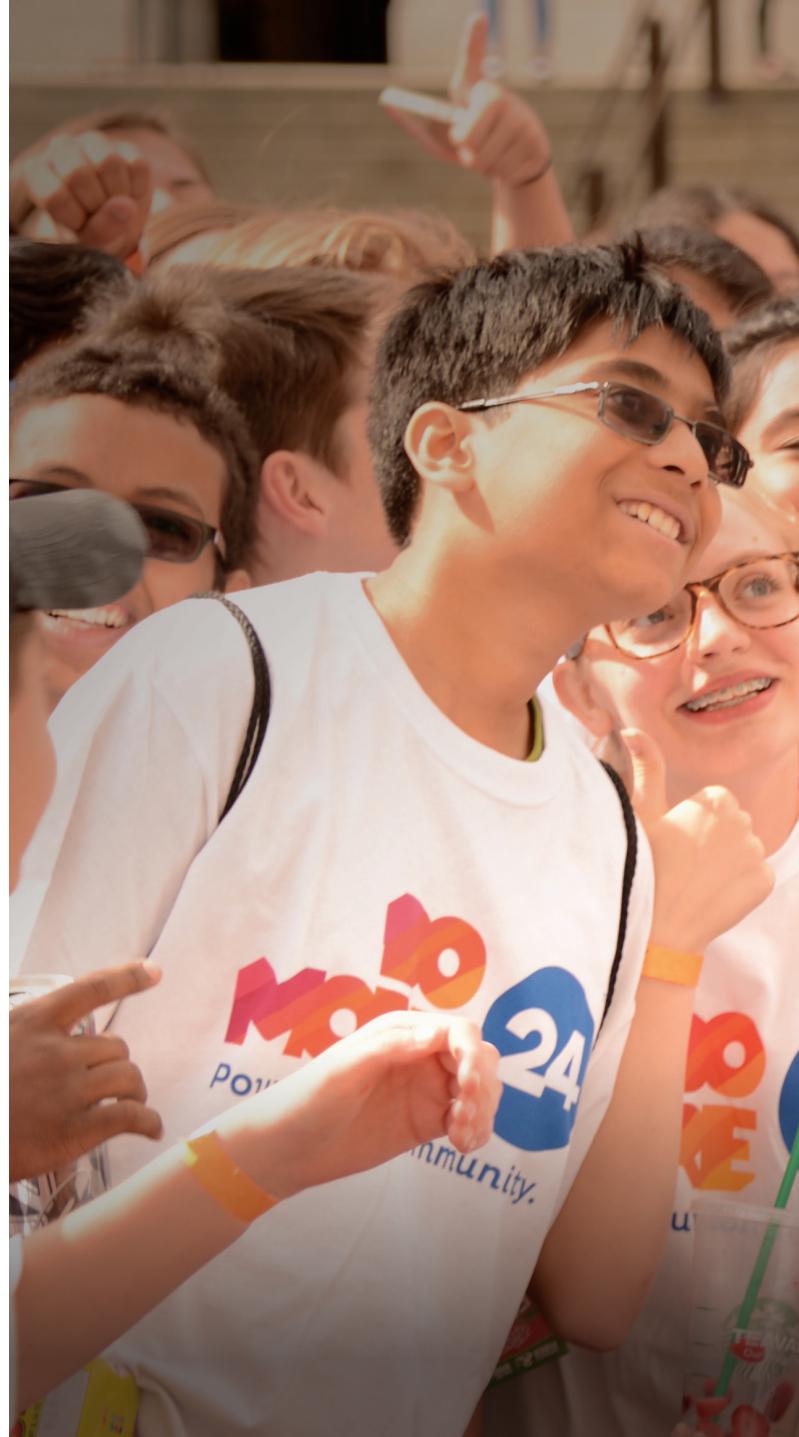
Our newest investment is in Friendship Place's Veterans' First program, a rapid rehousing program for homeless veterans. While VA funding supports the actual costs of housing veterans, other needed expenses are not permitted using VA funds. United Way NCA is helping to fill these gaps to ensure successful transitions for newly housed veterans. Costs might cover furnishings, legal fees to prevent eviction, or storage fees to avoid losing possessions while waiting for a newly available unit.

I called a veterans' services hotline says Mr. Williams, a graduate of Veterans' First. I was sleeping in my car at the time... I ended up being out of work for a while, which is how I got evicted out of my apartment. The hotline gave me two or three places to call, and Friendship Place was one of them. The first place I went was the [Friendship Place Welcome Center] and I met a case worker, [who] got me the place I'm living at right now. Friendship Place covered the first four months of rent.

Going from living in your car to having a place to live is huge! I started my new job at the Small Business Administration in June. While I was working with [my caseworker], as one of the things on my plan that we talked about, I signed up for job boards.



24 HOURS  
THAT HIT THE  
JACKPOT FOR  
GENERATIONS  
TO COME



Once a year, we pull out all the stops with the region's biggest online giving day. Do More 24 brings much needed funds to local nonprofits facing an increasing demand for services against the backdrop of budget cuts and uncertain futures. In 2017, over 700 nonprofits united in one vision for one day - to raise as much money as possible in just 24 hours. They came prepared, with state of the art campaign training in setting goals and achieving results. Energized by a newfound activism, the community responded more enthusiastically than ever. Do More 24 pumped more than \$1.7M into the nonprofit economy. More than 10,000 donors and hundreds of volunteers throughout the National Capital Area joined forces to make June 8th a tremendous success. The 24 hour giving blitz allows the nonprofit community to continue to provide critical services for the most vulnerable in need. Volunteers packed 34,000 meals, assembled safer sex kits with Whitman Walker Health, and backpacks with school supplies were assembled for area students.



Before Do More 24, Latino Economic Development Center (LEDC) funded their own platform for a social media giving day but chose to switch to Do More 24 because it is powered by United Way NCA. “United Way’s marketing is more specific to the area and it rings home more for people,” said Marjorie Nemes-Galarza, Director of Development. Additionally, LEDC chose to participate in Do More 24 because United Way NCA provides widespread resources that LEDC would not be able to afford otherwise.

After four years of participating in Do More 24, LEDC decided to focus on improving their fundraising strategy. In 2017, they chose to concentrate their Do More 24 efforts on the activities that have yielded the most funding for the organization in the four-year history of participating. And that choice certainly paid off! As winner of three different Do More 24 prizes in 2017, LEDC excelled at mobilizing their supporters to join them on social media claiming both the Twitter and Facebook “Selfies for Good” prizes as well as 5th place in the Large Organization prize category.

The funds raised during Do More 24 supports the services that LEDC provides and are sure to have an impact on the DC region for generations to come. “We educate folks about what it really takes to be financially secure,” says Marjorie. “There is an awakening that we are participating in and trying to facilitate so they can be financially secure at every stage of their lives.”



We support our community's rich and deeply committed network of nonprofit organizations who collaborate across issues and mission work to better dismantle the underlying and interconnected causes of social problems. Increasing the impact for the most vulnerable communities depends on strong partnerships, which is why we provide critical capacity support to these high performing organizations and the groundbreaking work they do.

Donating directly to United Way NCA magnifies the impact for many organizations and expands the reach and vitality of the nonprofit community throughout the region.

## **ANNUAL COMMUNITY MEETING**

Each summer, we convene our nonprofit community for the greatest collective impact. By bringing together the highest-impact nonprofits in the region with a focus on health, education, and financial stability, United Way of the National Capital Area helps maintain the accountability that leads to meaningful, engaging, long-term relationships. The Annual Community Meeting brought together dozens of nonprofit leaders in conversation with business leaders to build capacity within the community. In conjunction with the Nonprofit Expo, the event provides an opportunity to access resources which assists organizations with program and operational capacity building tools that help strengthen important work in the community.

## **NONPROFIT LEARNING SERIES**

Our Nonprofit Learning Series is a "school for success" where nonprofits have access to the best thinking and guidance on a range of topics from engaging board members to enhancing community partnerships designed to help them become more effective, efficient and enduring.

## **VOLUNTEER IMPACT**

Across our region, businesses are making an impact in the fight to improve the quality of life for all our residents. Corporate Social Responsibility creates the space, and United Way NCA creates the connection to local nonprofits by matching the caring potential of workplace volunteers with meaningful opportunities to make a lasting difference. During FY 2017, we connected nearly 8,697 volunteers with opportunities that sent ripples of impact throughout the entire community.

## FINANCIALS

### Summarized Statements of Activities (June 30, 2015 and 2014)

CAMPAIGN RESULTS AND OTHER SUPPORT	2017	2016	2015
Campaign Results	26,835,510	28,448,400	30,035,371
Net campaign results before designations honored	26,296,213	27,027,117	28,713,296
Net campaign results	6,313,685	6,526,379	7,341,318
Net campaign results and other support	14,357,845	9,422,421	12,005,257
EXPENSES	2017	2016	2015
Community impact funds grants, community initiatives and events, community services	8,176,261	5,000,530	5,937,075
Supporting services for annual campaign fundraising, management and general	5,530,487	5,575,845	4,901,180
Total Expenses	13,706,748	10,576,375	10,838,255
Change in Pension Benefit Obligation	(53,663)	689,362	572,352
Change in net assets	704,760	-1,843,316	594,650
NET ASSETS	2017	2016	2015
Beginning	22,869,438	24,712,754	24,118,104
Ending	23,574,198	22,869,438	24,712,754
ASSETS	2017	2016	2015
Cash and cash equivalents	6,672,215	4,045,233	5,523,945
Investments	21,361,301	20,950,804	23,635,579
Promises to give, net	10,119,260	10,688,484	9,761,959
Prepaid and other assets	344,233	262,120	223,139
Property and equipment, net	634,764	772,889	923,521
<b>TOTAL ASSETS</b>	<b>39,131,773</b>	<b>36,949,110</b>	<b>40,258,742</b>
LIABILITIES	2017	2016	2015
Accounts payable and accrued expenses	2,194,339	2,222,243	2,109,851
Deferred revenue and other liability	1,776,677		
Contributor designations payable	9,869,383	10,375,059	9,509,360
Community impact grants and other grant	1,239,350	757,825	1,194,063
Defined benefit pension liability	477,826	494,965	2,589,714
<b>TOTAL LIABILITIES</b>	<b>15,557,575</b>	<b>13,850,092</b>	<b>15,402,988</b>
NET ASSETS	2017	2016	2015
Unrestricted			
Operating	5,151,301	4,170,037	4,896,282
Board Designated	15,646,619	15,723,288	16,654,535
Temporarily restricted	2,601,278	2,801,113	2,986,937
Permanently restricted	175,000	175,000	175,000
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>39,131,773</b>	<b>36,719,530</b>	<b>40,115,742</b>

United Way of the National Capital Area (United Way NCA) does not charge nonprofit members a membership fee to be represented in the community. United Way NCA does not charge additional fundraising or shrinkage fees. The administrative processing fee charged nonprofit members was 9%. The CFC amount raised (\$10,748,844) was from participation in the CFC of the National Capital Area and CFC Universal Giving. Fundraising costs paid by United Way NCA were \$989,956 of which \$954,987 were recovered through the administrative processing fee.







## AFFINITY GROUPS

United Way NCA's Affinity Groups use the power of relationships to increase our capacity to care for one another. We bring together individuals who share a common purpose in the fight for people in need.

**Young Philanthropists** is a group of passionate professionals in their twenties and thirties who want to connect to like-minded peers who are committed to fighting for our communities and developing leaders for positive change.

**Women United** is an engaged network of philanthropists who recognize and support exceptional efforts by women who bring positive change to our community.

**Alexis de Tocqueville Society** is comprised of leading philanthropists who understand the value of a major investment in our community, especially when directed and leveraged.

## WOMEN UNITED

Mrs. Rosie Allen-Herring	Ms. Muriel D. Garr	Mrs. Harriet Meltzer	Ms. Darlene R. Slaughter
Mrs. Mary Ansoff	Ms. Jeanne M. Grasso	Ms. Alicia N. Mitchell	Mrs. Andy Smith
Ms. Lucinda M. Babers	Ms. Martha V. Hartley	Mrs. Dana Neimark	Mrs. Christine J. Steiner
Ms. Kathleen A. Beeton	Ms. Nicole L. Haynes	Ms. Daphne R. Nesbitt	Mrs. Nancy L. Temple
Ms. Kelly Veney Brinkley	Ms. Linda Herbert	Mrs. Diane E. Nickloy	Mrs. Lucy Wise Thrasher
Hon. Patricia A. Broderick	Ms. Tracey D. Holmes	Mrs. Karen S. Owens	Mrs. Maria M. Torres-Jacobs
Ms. Karen Brunn	Ms. Judy C. Holoviak	Ms. Kathy T. Parker	Ms. Lindsay Torrico
Ms. Carolyn F. Corwin	Ms. Pauline J. Hutcherson	Ms. Kate F. Penn	Ms. Allison H. Vetter
Ms. Patricia Marie Cummings	Ms. Dolly J. Jacobs	Ms. Leanne B. Powell	Ms. Yvonne Walker-Tolson
Ms. Rose T. Dawson	Mrs. Debbi Lockhart Jarvis	Mrs. Audrey J. Prentiss	Mrs. Lara H. Walt
Ms. Kate Doherty	Mrs. Leslie F. Klugh	Ms. Nancy B. Richards	Ms. Carolyn L. West
Mrs. Joan Dyer	Ms. Laura J. Lawler	Mrs. Tonya A. Robinson	Mrs. Elsa B. Williams
Ms. Elvretta Edwards-Jenkins	Ms. Thea M. Lee	Ms. Quilla Carson Roth	Ms. Kathy Suejette Williams
Ms. Laura Ann Fair-Stokes	Mrs. Susan Marquis	Ms. Rosemary R. Ruffieux-Harger	Ms. Donna R. Wood
Ms. Jill A. Fields	Ms. Vonya B. McCann	Mrs. Odette D. Scovel	
Ms. Judy R. Franz	Ms. Tracy Ann Medley	Ms. Betsy D. Sherman	

## ALEXIS DE TOCQUEVILLE SOCIETY

Mr. Minaz B. Abji	Mr. Vincent L. Ferraro	Ms. Patricia G. Littlefield	Mr. Alan T. Roth
Mr. & Mrs. Chris and Dana Allen	Ms. Sandra R. Fisher	Mr. Lawrence Luebbers	Ms. Wendy Savage
Mr. Gerald M. Belson	Mr. Paul J. Fitzgerald	Mr. Scott S. Macintyre	Mr. & Mrs. Philip R. Schimmel and Julia Eakes
Ms. Blair Berrigan	Mrs. Priscilla Fothergill	Mr. Vincent Maione	Mr. Thomas S. Shaw
Ms. Clarissa Sabreen Beyah-Taylor	Mr. Brian Gallagher	Mr. & Mrs. Jan & Lois W. Mares	Mr. Stephen Skinner
Mr. William Beyer	Mr. Matthew Gareau	Mr. Michael W. Maxwell	Mr. Dontai Smalls
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DC One Fund	General Dynamics Corporation	Caterpillar
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Comcast Corporation	Eli Lilly and Company	Buchanan Ingersoll & Rooney PC
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FY17 ANNUAL REPORT



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