RAPHAEL HOUSE OF SAN FRANCISCO
BOARD OF DIRECTORS, Fiscal Years 2012 & 2013

KATE SMITH, Chair
Community Volunteer

CHERYL BAXTER, Treasurer
Community Volunteer

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Founder and President
R3 Builders

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Managing Director
Business Capital

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Community Volunteer

LAUREN EASTMAN
Sole Proprietor
Issima! Public Relations

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Partner
Schiff Hardin LLP

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CEO
BNT Ventures

FRANK GUTIERREZ
VP, Business Applications
Genesys

MELISSA KOERNER
Owner
Lau Koerner LLC

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Principal
Mergers, Acquisitions & Divestitures
Deloitte Consulting LLP

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Partner, Moss Adams LLP

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Owner, Philanthropist LLC

KIM NASH, Vice President
Deputy Regional Counsel, HUD

SCOTT OLSON
Shareholder, Vedder Price

WILL ROBBERTS
CEO, Kempton Advisors

ELAINE SCHULTZ
Business + Marketing Strategies

ANASTASIA ZAANDAM-DESOUSA
Community Volunteer

RAPHAEL HOUSE
BOARD EMERITI

JANET F. CHAPMAN
Director Emeritus
SVP, Chief Privacy Officer and Manager
Corporate Compliance Group
Union Bank

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Chairman Emeritus
Chairman, IDI Associates

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Managing Director
Equinox Partners

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Hinman & Carmichael

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Director Emeritus
Founding Principal
Orion Advisory Group, LLC

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Founding Partner
Cross Marketing

MARY WOLFE*
Chairman Emeritus
Wolfe + Associates

* Moved from Director to Emeritus in November 2011.
Dear Friends and Colleagues,

It’s hard to believe it’s been two years since our last annual report. During that time there has been tremendous progress, success, and growth—both on the part of the organization and the families we serve. In each of those two years our Residential Shelter and Bridge Program (formerly known as AfterCare) have helped more than 90 families move to stable housing; we have provided continued case management, career development, and support services to 1,000 individuals through our Bridge Program; and almost 700 children have accessed our services to help improve their academic performance and emotional well being.

And yet for all we are able to accomplish, our work is far from done. There are still painfully large numbers of families in need, and family homelessness in our community continues to increase by nearly 10% each year. A staggering 25% of the city’s homeless population consists of families with children.

In January of 2013, we published our multi-year strategic plan, the foundation of which allows us to further our commitment to helping families achieve and maintain long-term stability by supporting them with the resources and connections they need to move beyond poverty. Our research concluded that in addition to continuing to build capacity in our Residential Shelter we need to expand critical peripheral services to those families who need housing but not necessarily shelter—specifically, housing subsidies combined with case management. We also identified the need to expand services to parents and children that will allow them to achieve long-term goals related to career and academic development.

Over the last two years Raphael House has intensified the scope of its supportive services in order to better respond to the needs of the community and reach more families in need. Our efforts have had significant results. In 2013 we provided 30 families with housing assistance—financial support that removes housing barriers such as security deposits and first month’s rent. Our Residential Shelter Program was home to a record 60 families, and our career development services helped 40 parents secure employment and helped 15 more enroll in vocational and educational programs. And finally, almost 700 children were served by our children’s services.

As always, we acknowledge that our accomplishments would not possible without the community’s investment in our philosophy, programs, and the families we serve. It is you—our friends, neighbors, allied professionals, businesses, volunteers, and donors—who sustain our work and enable us to help empower more than 300 families each year with the resources, personalized solutions, and support network they need to build brighter futures.

With appreciation,

Mandy Heier  
Executive Director

Kate Smith  
Chair, Board of Directors
MISSION STATEMENT
The mission of Raphael House is to help at-risk families achieve stable housing and financial independence while strengthening family bonds and personal dignity.

VALUES
SUCCESS
We believe in the power of self determination and know that every individual is capable of defining and achieving their own success. We promote personal accountability, honesty, and ownership.

DIGNITY
We treat every individual at Raphael House with dignity and respect. We provide our services in a healing environment where individuals are empowered and supported in making their own choices and paving the way to success.

DIVERSITY
Our staff and board embrace the diversity of the community that we serve. We seek to create an environment that is inclusive of all backgrounds, beliefs, and abilities.

FAMILY
We create a safe, stable environment that sets the stage for families to bolster strength and independence. We foster deep relationships with our families, staff, board, and supporters that strengthen the ability of each individual to create positive change.

PARTNERSHIPS
We partner with our families by providing the resources and support needed for their individual success. Our partnering approach involves building a strong network of individuals, businesses, nonprofits, and patrons and results in positive change for the community at large.
ABOUT RAPHAEL HOUSE

Since 1971, Raphael House has been at the forefront of providing homeless and low-income families in the San Francisco Bay Area the personalized family-centered solutions they need to build brighter futures. Raphael House is a 100% privately funded and community-supported organization. Our success rate is unmatched: more than 85% of all Raphael House families go on to achieve long-term housing and financial stability. During the past 42 years, Raphael House has served 20,000 children and parents.

Our model of providing a stable homelike shelter and offering ongoing, comprehensive assistance with housing and job placement, while supporting the emotional and social needs of parents and children alike, helps to empower more than 300 families each year.

At Raphael House, we see homelessness as a temporary state that doesn’t define a person. We understand that homelessness can result from unexpected circumstances, whether economic, health-related, or because of a breakdown in family structure. We provide families an opportunity to take ownership of their futures and improve the quality of their lives through a nurturing and supportive process that emphasizes the importance of strong families and personal dignity.

Raphael House is a 501(c)(3) not-for-profit corporation.
RESIDENTIAL SHELTER PROGRAM
Our stable homelike shelter provides parents and children a warm and safe family-centered community where they participate in a wide range of services that strengthen the whole family as they work toward achieving long-term stable housing and financial independence. More than 85% of all the families we serve through our Residential Shelter Program go on to achieve long-term stable housing. Parents living at Raphael House receive intensive case management, housing and financial assistance, career-building and job placement services, mental-health counseling, and educational workshops in areas such as financial literacy, parenting, and wellness.

Children in our program receive services that support—and engage their parents in supporting—healthy emotional and intellectual development. Once families move on from Residential Shelter they have access to an extensive continuum of support through our Bridge Program.

RAPHAEL HOUSE BRIDGE PROGRAM
(formerly known as AfterCare)
We are committed to helping families reach and maintain long-term stability by supporting them with the resources and connections they need to move beyond poverty. Our innovative Bridge Program provides families from our Residential Shelter Program and families from the broader community with long-term case management; housing subsidies and assistance; mental-health counseling; career building and job placement services; K-12 academic tutoring and mentoring; financial support for academic and extracurricular activities; educational workshops in areas such as financial literacy, parenting, and wellness; children’s services; and social activities and outings aimed at strengthening the family bond. On average, 90% of families who actively participate in the program maintain long-term housing and financial stability. The Raphael House Bridge Program serves more than 300 families annually, including over 600 children each year.
Integral to helping families break the generational cycle of poverty is ensuring that children achieve academic success. Raphael House supports educational achievement by helping kids of every age develop a passion and love for learning. Raphael House provides thorough K-12 academic support to our children to help ensure they achieve and maintain success in school. We offer extensive academic tutoring, enrichment activities, scholarships for extracurricular pursuits, and mentoring throughout the school year for both the children and teens in our Residential Shelter Program and those we serve through our Bridge Program. Our Academic Enrichment Program serves 100 or more children each year, and 90% of these children show improved academic performance.

Children’s Evening Program

Creating structured daily routines is crucial to each child’s development, laying the groundwork for achieving long-term success in their personal and academic lives. We encourage children in our Residential Shelter Program to cultivate their creativity and imagination through story-telling, songs, games, dance, and arts and crafts activities. Partnering with their parents, we seek to engage the minds and hearts of the whole child, opening up around them a world to explore and experience. Our children’s programming is an interactive model of engagement in which we work closely with both children and their parents, using a combination of structure, play, and parent education to foster each child’s development, reinforce healthy family bonds, and build self-confidence. Through the Children’s Evening Program we serve at least 100 children each year; more than 85% of these children show marked improvements in their social and emotional behavior.
VOLUNTEER PROGRAM

Our highly interactive volunteer program gives individuals the opportunity to make a meaningful and lasting impact on the future of our parents and children and improve the San Francisco community. Additionally, volunteers join a diverse network of over 2,000 fellow volunteers who support Raphael House each year. This collaborative model is key to our success, providing us with the flexibility required to meet the changing needs of our community.

Raphael House began as an entirely volunteer organization. Today, virtually every aspect of life at Raphael House still depends on the much-needed support of volunteers. Whether preparing meals or tutoring children, serving on various committees or painting the walls, Raphael House involves the community in all aspects of helping our families build brighter futures.

Fiscal Year 2013
Volunteers

2,266 Volunteers
16,491 Hours

Long-term Individuals and Junior League (Kitchen, Tutoring, and Children’s Services)
75 Volunteers
1,446 Hours

Corporate and Community Groups
966 Volunteers
3,223 Hours

Board of Directors and Committees
56 Volunteers
1,922 Hours

Short-term Individuals (Holidays and Special Events)
1,110 Volunteers
4,828 Hours

Students from a University of San Francisco service-learning class donated several hours and generous financial support in spring 2013 to create a community garden on our rooftop.

Google volunteers refreshed our rooftop playground with a new coat of paint and taught a Google apps class for our parents and teens in our computer lab.

Levi Strauss & Co. volunteers donated jeans through their annual pop-up shop to our Residential and Bridge Program families.
CORPORATE AND COMMUNITY PARTNERS

YEAR-END PROGRAM STATISTICS
FISCAL YEARS 2012 & 2013

RESIDENTIAL SHELTER PROGRAM

Residential departures to stable housing: **85%**

<table>
<thead>
<tr>
<th>PEOPLE SERVED</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>171</td>
<td>131</td>
</tr>
<tr>
<td>Adults</td>
<td>78</td>
<td>56</td>
</tr>
<tr>
<td>Children</td>
<td>93</td>
<td>75</td>
</tr>
<tr>
<td>Families</td>
<td>60</td>
<td>47</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ORIGINAL CAUSE OF HOMELESSNESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Violence</td>
</tr>
<tr>
<td>Job Loss</td>
</tr>
<tr>
<td>Financial Hardship</td>
</tr>
<tr>
<td>Relocation</td>
</tr>
<tr>
<td>Dangerous Living Situation</td>
</tr>
<tr>
<td>Substance Abuse</td>
</tr>
<tr>
<td>Overcrowding</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SHELTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bed Nights</td>
</tr>
<tr>
<td>Meals</td>
</tr>
<tr>
<td>Avg. Length of Stay (in days)</td>
</tr>
</tbody>
</table>

BRIDGE PROGRAM (formerly known as AfterCare)

Bridge Program families continuing in stable housing: **91%**

<table>
<thead>
<tr>
<th>BRIDGE PROGRAM</th>
<th>HOUSING ASSISTANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>Individuals</td>
<td>1036</td>
</tr>
<tr>
<td>Adults</td>
<td>379</td>
</tr>
<tr>
<td>Children</td>
<td>657</td>
</tr>
<tr>
<td>Families</td>
<td>270</td>
</tr>
</tbody>
</table>

CAREER DEVELOPMENT: **129** individuals participated

**78%** achieved employment or enrolled in an education program

CHILDREN’S SERVICES

Children in Academic Enrichment who show improved performance: **95%**

**75** children served through academic enrichment services each year

**112** children received extra-curricular or summer camp scholarships in 2013

**179** children participated in weekend outings and events in 2013

DEMOGRAPHICS

**FAMILY COMPOSITION**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Single mothers</td>
<td>56%</td>
</tr>
<tr>
<td>Single fathers</td>
<td>5%</td>
</tr>
<tr>
<td>Couples</td>
<td>39%</td>
</tr>
</tbody>
</table>

**ETHNICITY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>African American</td>
<td>40%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>28%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>17%</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>6%</td>
</tr>
<tr>
<td>Asian</td>
<td>4%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>4%</td>
</tr>
<tr>
<td>Native American</td>
<td>1%</td>
</tr>
</tbody>
</table>

**AGE (Adults in Shelter)**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18–25</td>
<td>14%</td>
</tr>
<tr>
<td>26–40</td>
<td>56%</td>
</tr>
<tr>
<td>41–60+</td>
<td>30%</td>
</tr>
</tbody>
</table>

**AGE (Children in Shelter)**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0–3</td>
<td>27%</td>
</tr>
<tr>
<td>4–7</td>
<td>32%</td>
</tr>
<tr>
<td>8–12</td>
<td>25%</td>
</tr>
<tr>
<td>13+</td>
<td>16%</td>
</tr>
</tbody>
</table>
## STATEMENT OF FINANCIAL INCOME AND EXPENSE
### FISCAL YEARS* 2012 & 2013

### INCOME

#### Contributions & Grants

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>652,590</td>
<td>613,614</td>
</tr>
<tr>
<td>Churches and Civic Groups</td>
<td>20,233</td>
<td>55,268</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>879,156</td>
<td>779,070</td>
</tr>
<tr>
<td>Corporations and Businesses</td>
<td>234,529</td>
<td>132,762</td>
</tr>
<tr>
<td>Trust/Estate Gifts</td>
<td>82,174</td>
<td>752,602</td>
</tr>
<tr>
<td>Special Events</td>
<td>418,928</td>
<td>392,265</td>
</tr>
<tr>
<td>In-kind Services</td>
<td>158,281</td>
<td>130,694</td>
</tr>
<tr>
<td><strong>TOTAL CONTRIBUTIONS &amp; GRANTS</strong></td>
<td><strong>2,445,891</strong></td>
<td><strong>2,856,275</strong></td>
</tr>
</tbody>
</table>

#### Other Revenue

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Income</td>
<td>475,831</td>
<td>35,017</td>
</tr>
<tr>
<td>Rental Income</td>
<td>58,250</td>
<td>0</td>
</tr>
<tr>
<td>Fees for Service</td>
<td>11,751</td>
<td>6,895</td>
</tr>
<tr>
<td><strong>TOTAL OTHER REVENUE</strong></td>
<td><strong>545,832</strong></td>
<td><strong>41,912</strong></td>
</tr>
</tbody>
</table>

**TOTAL CONTRIBUTIONS & OTHER REVENUE**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,991,723</strong></td>
<td><strong>2,898,187</strong></td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Expense</td>
<td>1,502,866</td>
<td>1,541,141</td>
</tr>
<tr>
<td>Development Expense</td>
<td>141,811</td>
<td>126,376</td>
</tr>
<tr>
<td>Administrative Expense</td>
<td>130,823</td>
<td>108,429</td>
</tr>
<tr>
<td>Occupancy</td>
<td>94,828</td>
<td>102,454</td>
</tr>
<tr>
<td>Children’s Activities and Education</td>
<td>78,813</td>
<td>75,770</td>
</tr>
<tr>
<td>Internships</td>
<td>71,875</td>
<td>37,416</td>
</tr>
<tr>
<td>Marketing and Branding</td>
<td>55,000</td>
<td>0</td>
</tr>
<tr>
<td>Technology</td>
<td>50,840</td>
<td>18,612</td>
</tr>
<tr>
<td>Food</td>
<td>50,734</td>
<td>67,456</td>
</tr>
<tr>
<td>Supplies</td>
<td>38,333</td>
<td>30,402</td>
</tr>
<tr>
<td>Direct Assistance to Individuals</td>
<td>36,291</td>
<td>62,960</td>
</tr>
<tr>
<td>Legal</td>
<td>28,500</td>
<td>28,740</td>
</tr>
<tr>
<td>Printing, Copying, and Publication</td>
<td>13,977</td>
<td>19,018</td>
</tr>
<tr>
<td>Postage and Shipping</td>
<td>12,764</td>
<td>11,196</td>
</tr>
<tr>
<td>Telephone</td>
<td>10,029</td>
<td>14,602</td>
</tr>
<tr>
<td>Transportation</td>
<td>6,080</td>
<td>4,772</td>
</tr>
<tr>
<td>Staff Education</td>
<td>5,275</td>
<td>3,124</td>
</tr>
<tr>
<td>Depreciation</td>
<td>183,315</td>
<td>173,959</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>2,512,155</strong></td>
<td><strong>2,430,211</strong></td>
</tr>
</tbody>
</table>

**NET INCOME/EXPENSE**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET INCOME/EXPENSE</strong></td>
<td><strong>479,568</strong></td>
<td><strong>467,976</strong></td>
</tr>
</tbody>
</table>

*Fiscal year is August 1–July 31*
**HONOR ROLL***
August 1, 2012–July 31, 2013

**BUILDERS $250,000 +**
- Cabin Road Foundation

**PHILANTHROPISTS $50,000 +**
- Estate of John B. Howard
- Genentech Foundation
- Marie Mendenhall Cleasby and Gilbert W. Cleasby
- Jessica and Jason Moment

**BENEFACTORS $25,000 +**
- Anonymous (1)
- Amgen Foundation
- Burberry Foundation
- Children of Shelters
- Walter and Elise Haas Fund
- Mr. Robert Hargrove
- Junior League of San Francisco
- Mr. and Ms. Jan Koerner
- Levi Strauss & Co.
- The Henry Mayo Newhall Foundation
- George H. Sandy Foundation
- Miss Olive Sheil
- May and Stanley Smith
- Charitable Trust
- Joyce and Larry Stupski

**GUARDIANS $5,000 +**
- Anonymous (5)
- Mr. David Addington
- Autodesk, Inc.
- Mr. and Mrs. Ralph Baxter, Jr.
- Charles A. Becker Foundation
- Bell Investment Advisors
- Mr. Paul Bianchi
- ChevronTexaco Employees’ Campaign
- Mr. and Mrs. Rick Dade
- Deloitte LLP
- Mr. and Mrs. Charles Dye
- Mr. and Mrs. Brian Freckmann
- Julia and Pat Garvey
- Wells Fargo Foundation
- Wender Weis Foundation for Children
- Mr. and Mrs. Michael R. Wolfe

**PATRONS $10,000 +**
- Anonymous (2)
- Bank of America Charitable Foundation
- British American Business Council
- The Cleo Foundation
- Mr. Bruce Colman
- Dodge & Cox
- Mr. and Mrs. L. John Doerr III
- Mr. and Mrs. Keith B. Geeslin
- GGS Foundation
- Mr. and Mrs. Richard A. Goodrich
- Ms. Barbara S. Hager
- The Humanist Fund
- The Stanley S. Langendorf Foundation
- Maverick Capital Foundation
- Danielle and Jon Mewes
- Robert and Helen Odell Fund
- The O’Shea Foundation
- The Bernard Osher Foundation
- Pacific Gas and Electric Company
- Sanguinetti Foundation
- Georgiana Jackson Scott
- Revocable Living Trust

**SUSTAINERS $2,500 +**
- Sephora USA, Inc.
- Ms. Margaret V. Sheehan
- Morris Stulsaft Foundation
- Shripad Thite
- US Bank
- The Walther Foundation
- Bernard E. & Alba Witkin Charitable Foundation
- The Wolf Family Fund

**GUARDIANS $5,000 +**
- Anonymous (5)
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- Bell Investment Advisors
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- Mr. and Mrs. Rick Dade
- Deloitte LLP
- Mr. and Mrs. Charles Dye
- Mr. and Mrs. Brian Freckmann
- Julia and Pat Garvey
- Wells Fargo Foundation
- Wender Weis Foundation for Children
- Mr. and Mrs. Michael R. Wolfe

**SUSTAINERS $2,500 +**
- Apple Lane Foundation
- Mr. and Mrs. Joseph M. Baker
- Bank of the West
- Mr. Anthony Bernhardt and Ms. Lynn Feintech
- Bloomberg
- Ms. Susan Brennan and Mr. William Anderson
- Calvary Presbyterian Church
- Ms. Julie E. Chaiken
- Ms. Rebecca Chavez
- Malcolm Cravens Foundation
- Dr. Janice A. Culpepper
- Danford Foundation
- Ms. Karol Denniston
- Mr. and Mrs. Emmanuel DeSouza
- Mr. and Mrs. Charles Doyle
- Mr. and Mrs. Jad Dunning
- Bill and Melinda Gates Foundation- Matching Gifts Program
- Carl Gellett & Celia Berta
- Gellett Foundation
- Genesys Telecommunications Laboratories, Inc.
- Mr. Francisco Gutierrez
- Mr. and Mrs. Tim Halloran
- Heffernan Group Foundation
- Hilltop Foundation
- Mr. and Mrs. Andrew Homan
- The Honorable James C. Hormel
- Mrs. Lyn Isbell
- Josephine Fisher Interior Design
- Mr. and Mrs. Eric Kosmowski
- Mr. Fred Molfinos
- Omidyar Networks
- Shawn and Shannon O’Neill
- Pacific Union Real Estate Community Fund
- Wm. C. & Mary Carlos Pattison
- Ms. Nancy A. Quintrell
- Route One Investment Co.
- Salesforce.com Foundation
- Bryon and Andrea Sheets
- Mr. John Simonelli
- Elinor Smith Charitable Trust
- Mr. and Mrs. Edward Smith
- Robert K. & Barbara J. Straus Family Foundation
- Mr. Rick Teed
- TPG Capital, LP
- Mr. Michael Uhl
- Mr. Peter Vizcaino
- Mr. and Mrs. Nic Volpi
Ms. Anne E. Waters and Mr. Stephen Buffi
Mr. and Mrs. Angus Wilson
Ms. Celia A. Wing
Zaitlin-Nienberg Family Fund
Peggy and Lee Zeigler

SPONSORS $1,000 +
Anonymous (5)
Ms. Susan E. Albrecht and
Mr. James O’Neil
Mr. Blake Anderson
Ms. Jane A. Anderson and
Ms. Tess Ayers
Ms. Christine Angeles and
Mr. Steven R. Cady
Ms. Katherine L. Armstrong
Mr. Leon Barrett
Ramsay and Ali Behnam
Mr. and Mrs. Walter C. Bell
Mr. Robert Benavidez and
Mr. and Mrs. Walter C. Bell
Ramsay and Ali Behnam
Mr. Leon Barrett
Mr. Steven R. Cady
Ms. Christine Angeles and
Ms. Tess Ayers
Ms. Jane A. Anderson and
Mr. Blake Anderson
Mr. James O'Neil
Ms. Susan E. Albrecht and
Anonymous (5)
SPONSORS $1,000 +
Anonymous (5)
Ms. Susan E. Albrecht and
Mr. James O’Neil
Mr. Blake Anderson
Ms. Jane A. Anderson and
Ms. Tess Ayers
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