



2010 ANNUAL REPORT



FARESTART
Great Food. Better Lives.



“It’s no longer good enough to make the case that we’re addressing real needs. We now need to prove that we’re making a real difference.”

—From Leap of Reason: Managing to Outcomes in an Era of Scarcity by Mario Marino

DEAR MEMBERS OF THE FARESTART COMMUNITY,

We have come a long way together!

Earlier this year we received some very exciting news. FareStart was named the recipient of the James Beard Foundation’s 2011 Humanitarian Award—a huge honor in the food world on par with winning an Oscar. In early May, a group of FareStart staff and supporters attended a ceremony at Lincoln Center’s Avery Fisher Hall in New York City to receive the award. It was a very proud moment for everyone who has been involved in our mission for the past 19 years. It is also a testament to the work of all our students and graduates, because it is their commitment to changing their lives that is our reason for being and our inspiration every day.

As we report here on FareStart’s programs, outcomes, and breadth of support for 2010, we want to be sure to give due credit and thanks to all of our supporters who have made our mission of transforming lives a reality, year after year. Your support has helped turn FareStart into a model of food service social enterprise in our country. From our founder, David Lee—a chef with a visionary idea to do more with his church-basement kitchen operation (then called Common Meals)—to our longtime financial supporters; from our hardworking students and graduates, determined to make a new start in life, to all of our weekend kitchen volunteers helping prepare shelter

TOGETHER WE MAKE A DIFFERENCE.

meals. Everyone has had a hand in making a small grassroots organization what it is today—an essential element in ending homelessness in our community, and a powerful tool to share on a national level. This award proves that together we have made great strides.

But we cannot afford to view this honor simply as the culmination of all our hard work or a well-earned pat on the back. It is indeed a validation that we are going in the right direction, but it is also a call to action. In truth, we face deeply challenging times ahead. The support net of social services that our government has had in place for our most vulnerable citizens is rapidly disappearing. A new, harsher economic reality is upon us, and FareStart and other organizations like us will be called upon to step up more than ever before to continue to make a marked difference. FareStart has embarked on long-term efforts to increase our impact locally, and to leverage our national network (newly branded as Catalyst Kitchens) to have the highest collective impact possible. We are grateful to be in this position now, when we’re needed more than ever.

We have come a long way, but we still have a long way to go. So, whether you are a supporter from the “old days” on 2nd Avenue, or you are newer to FareStart’s mission, we thank you deeply for your sustained interest and investment, past and future, in transforming lives for the better. Your ongoing dedication positively affects each person we serve, our shared Puget Sound community, and now our nation.

With appreciation,

Jerry Meyer
President, 2010 Board of Directors

Megan Karch
FareStart Executive Director

OUR MISSION

FareStart provides a community that transforms lives by empowering homeless and disadvantaged men, women, and families to achieve self-sufficiency through life skills, job training and employment in the food service industry.

2010 LEADERSHIP

2010 Board of Directors

Jerry Meyer, **Board President** [Aegis Senior Communities]

Jon Pettit, **Past President** [DLR Group]

Lyn Tangen, **President Elect** [Vulcan, Inc.]

Lisa Clarke, **Vice President – Business** [Rally Marketing Group]

Judge Mary Yu, **Vice President – Mission** [King County Courthouse]

David Linton, **Treasurer** [Bigelow Company, LLC]

Sheryl Willert, **Secretary** [Williams Kastner]

Directors:

Gerry Adams [Clothier & Head]

Bill Adamucci [INFOE, Inc.]

Jeff Adelson [Boeing]

Connie Clark-Redmond [Community Volunteer]

Ken Glass [Community Volunteer]

Ashley Hulsey [Fred Hutchison Cancer Research Center]

Gregg Johnson [Johnson Consulting Associates, LLC]

Bob Nelson [Morgan Stanley Smith Barney]

Patricia Pedersen [US Bank]

Craig Russell [Starbucks]

Joanna Smith [Community Volunteer]

Phil Stalcup [Community Volunteer]

Norm Swick [Community Volunteer]

Ex-Officio Members:

Megan Karch, **FareStart Executive Director**



“To all my friends and family at FareStart: You stuck by me and helped me through this long voyage and I’ve come out the other side a better man for it. I now have a purpose. I now have a goal in mind of what I want to be in my life. I owe it all to FareStart. Thank you from the bottom of my heart.”

—A recent FareStart graduate



One in seven Americans now lives in poverty. In order to meet the enormous need we must leverage innovative, sustainable solutions and bring them to scale. In Seattle, FareStart has found an answer to unemployment and food scarcity and now it is our responsibility to scale our success to a size where we can make a significant impact on the nation. Early in 2010, Kitchens With Mission (KWM), FareStart's four-year pilot program that worked with over 125 organizations around the country and guided the development over more than 40 programs, was

BY 2014 – GOALS

- 100 active members of Catalyst Kitchens, leveraging experience and shared operations to foster replication, operate more efficiently and build impact.
- 6,000 individuals empowered to transform their lives via foodservice job training.
- 10,000,000 nutritious meals served to hungry.

FARESTART'S NATIONAL NETWORK

rebranded and launched as Catalyst Kitchens, a new national network of food service social enterprise organizations.

THREE-PRONGED APPROACH

1. A Proven Model: FareStart – the core components of job training, social enterprise and foodservice that have demonstrated long-term impact on the lives of the poor and hungry.
2. Ingredients for Success – services we provide to help others replicate this successful program model where it does not yet exist or where it could do more.
3. The Member Network – to maximize the scale of our impact, share best practices and leverage power in numbers.



FARESTART NAMED THE JAMES BEARD FOUNDATION'S 2011 "HUMANITARIAN OF THE YEAR"



FareStart is honored to be the recipient of the 2011 James Beard Humanitarian Award, a recognition that in the food world is on par with winning an Oscar. At the awards ceremony at Lincoln Center in New York City in May, FareStart Executive Director Megan Karch (pictured at left) thanked the Seattle community, FareStart's staff, board members and donors, but most important, she thanked

FareStart's students. "It's their commitment to changing their lives that really is the inspiration for us in what we do."

The James Beard Awards are the nation's most prestigious recognition program honoring professionals in the food and beverage industries. The Humanitarian Award is given to an individual or organization whose work in the realm of food has improved the lives of others and benefited society at large.

Our deep appreciation to each and every one of our supporters—donors, customers, volunteers, students, graduates, staff members and board members—for making this award possible. For 19 years you have helped FareStart demonstrate the power of food and the power of community to transform lives.





Since 1992, FareStart has provided job training and life skills training to thousands of homeless and disadvantaged men and women in our community. FareStart's adult culinary training program combines intensive, hands-on food service training with classroom instruction and life skills classes to prepare students for employment and self-sufficiency. FareStart staff works with students individually, moving them towards a successful re-entry into the community and the workforce, and enabling them to create a new life for themselves and their families.

ADULT TRAINING PROGRAM

Beyond the 16-week training program, FareStart provides graduate support services for the better part of a year and sometimes longer, helping graduates navigate their workplace, upgrade their housing, and move toward financial stability and a sustainable future.

IN 2010

- 690 adults were provided with intake services and/or referrals for basic needs.
- 195 adults enrolled in FareStart's training program and were provided with case management, housing, life skills, and job training.
- 102 adults graduated from the FareStart program.
- 99 adult students achieved employment.
- 82% of adult program graduates achieved employment within 12 months.
- 80% of adult graduates were still in their jobs after 90 days of employment.

ADULT GRADUATE EMPLOYERS

The 5 Point Café
 Aegis Living (3 grads)
 Alpha Phi Sorority
 ARAMARK
 Belfair Motel
 Bon Appetit (2)
 Burien Nursing and Rehabilitation
 Cantinetta
 Cheeky Café (2)
 Columbia City Bakery
 Comm/net Systems
 Cupcake Royale
 Daniel's Broiler
 Digipen Institute of Technology
 Elliott's Oyster House (2)
 Eurest Dining Services (4)
 Evergreen Staffing at Cascade Print Media
 Flying Pie Pizza
 Fonté Café and Wine Bar (2)
 Global Seas
 Gordon Biersch
 Hilton Garden Inn
 Horizon House
 Il Fornaio
 Jimmy Johns
 Joey Restaurants
 Kidd Valley
 Landmark Staffing Resources, Inc.
 Larsen's Danish Bakery
 Leisure Care (2)
 Marination Mobile
 Maritime Pacific Brewing Co. (5)
 Metropolitan Grill
 Metropolitan Market
 Northwest Favorite Mortgage Co.
 Overlake Terrace Assisted Living
 Quiznos
 Renton Technical College (2)
 Ristorante Auguri
 Rock Island Pub & Pizza
 RoseTree Restaurant
 Salty's on Alki
 Sand Point Country Club
 Select Staffing at Reischling Press
 Specialty's Café & Bakery (6)
 Stumbling Goat
 Swedish Medical Center (4)
 Tasha's Bistro Café
 The Olive and Grape
 Total Success Staffing Services, Inc.
 University of Washington
 W Hotels
 Whole Foods Market
 Working America, an affiliate of the AFL-CIO
 World Wrapps
 Xanterra Parks and Resorts
 YWCA Angeline's Center
 Yuzen Japanese Cuisine
 Zpizza (2)



At age 35, Cedric found himself in prison with nineteen felonies and little hope for the future. A last chance from a judge forced Cedric to think about what to do with the rest of his life. With just four months until his release date, the kitchen

At FareStart, Cedric learned the skills he needed to turn his interest in cooking into a long-term and sustainable career. He also learned how to face his failures and to accept his mistakes and grow from them. By the time he graduated, Cedric had gained a new sense of

A GRAD'S STORY: CEDRIC

manager at the correctional facility, where Cedric helped prepare meals, told him about FareStart and encouraged him to look into it. Upon his release, Cedric immediately applied to the adult training program. On January 23, 2010, he walked into the FareStart kitchens for his first day filled with anxiety about rejoining society and changing old habits, and still shocked that anyone would give him a second chance.

After that first day, Cedric says he was hooked—on the camaraderie among his fellow students, the wealth of knowledge and skills at his fingertips, and on the many possibilities of creating a new life for himself through food.

confidence and had cast aside the self-doubt that had dogged him during his first weeks in the program.

Cedric graduated from FareStart in May 2010 and within weeks had secured a job working as a prep cook and dishwasher at a local café. Today, Cedric works two restaurant jobs and has maintained his own apartment for nearly nine months. Each month when he pays his bills, Cedric says he feels a sense of pride that he is earning an honest living and providing for himself.

Cedric credits FareStart for "saving his life" in many ways. He believes he is living proof that the past informs the future, but does not dictate it—one of FareStart's core values. "FareStart is not a last resort, it's the first choice," he says.



The Barista Training and Education Program (BTEP) is a partnership between FareStart and YouthCare designed to meet the complex and unique needs of at-risk youth through job training and life skills classes. BTEP provides students with hands-on training, customer service skills, career exploration and internships, resumé and interview expertise, and life skills. During the eight-week work training program, students train at the Mock Café at YouthCare's Orion Center and the FareStart Café @ 2100 in Rainier Valley. This comprehensive program serves as the foundation for students to reconnect with their community, seek stable employment and to set long-term professional and educational goals.

YOUTH BARISTA TRAINING & EDUCATION PROGRAM

2010 SUCCESSES

- 42 youth enrolled in the Barista Training & Education Program.
- 23 youth were placed in employment during or after the program – over 100% increase from 2009.
- 22 youth achieved an educational goal such as completing high school or their GED or enrolling in community college.
- 100% of enrollees reengaged with their education by re-enrolling in high school, college, a GED program, or other educational opportunities.

"The Barista program was more than a job training program, it was a life training program. It taught me valuable skills that I will take with me wherever I go and because of this program I will be more successful." – Calvin

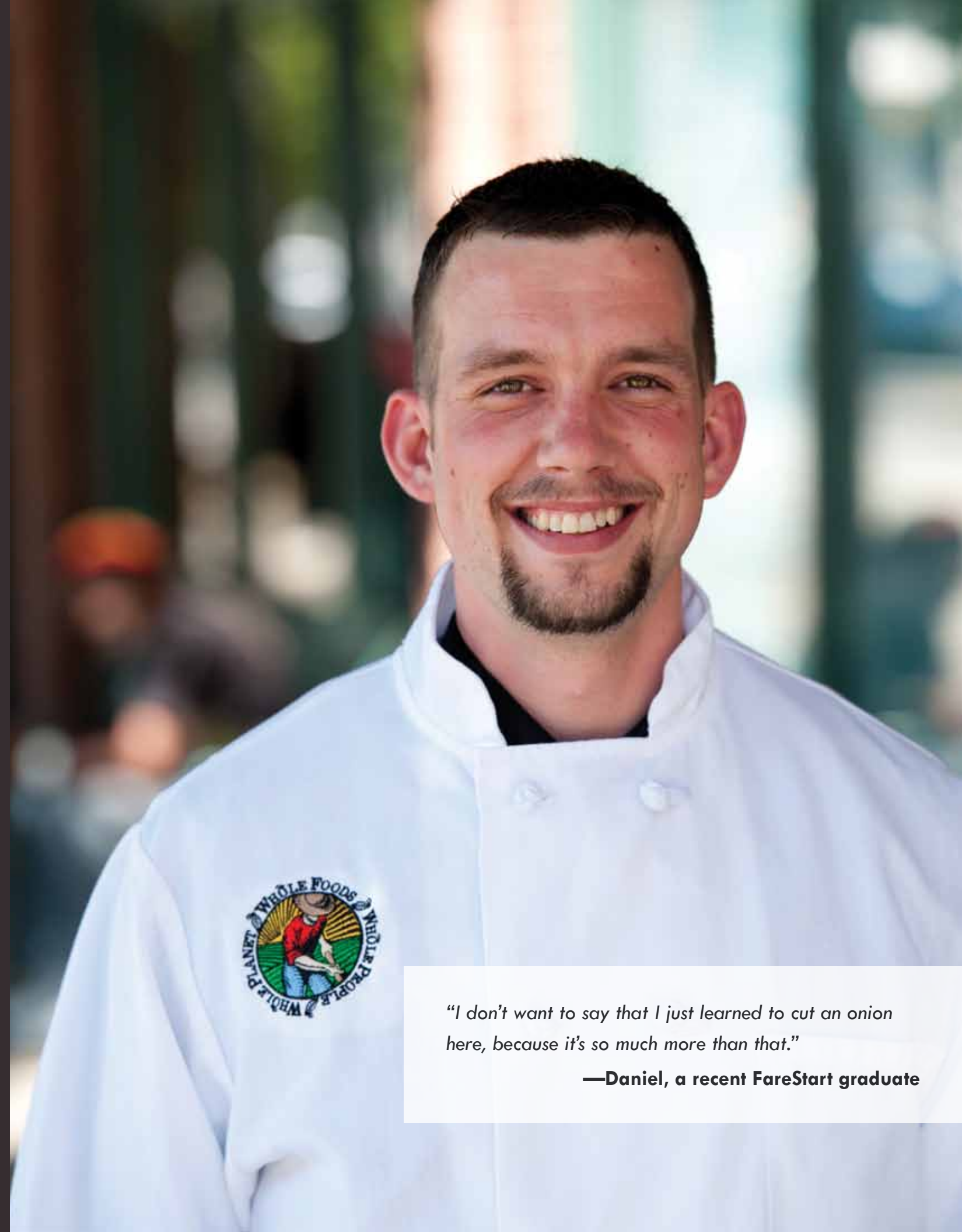
YOUTH GRADUATE INTERNSHIPS AND EMPLOYERS

Internships/Trainings

Gary Manuel Aveda Institute
 FareStart Café @ 2100
 Orion Center Working Zone Tile Project
 Street Bean Espresso
 City of Seattle Youth Employment Program
 YouthCare - Administration
 YMCA
 Zippy's Java Lounge

Employers

Apex Resources/Youth Build
 Carolina's Restaurant
 Caffé Vita
 Le Rêve Bakery & Café
 REI
 Street Bean Espresso
 Safeway (Roosevelt)
 Starbucks
 Wendy's
 Zippy's Java Lounge



"I don't want to say that I just learned to cut an onion here, because it's so much more than that."

—Daniel, a recent FareStart graduate



Guest Chef Philippe Thomelin of Olivar and a FareStart student at a recent Guest Chef Night

Guest Chef Night is a hallmark of FareStart, a weekly celebration of our students and of our community spirit. Each Thursday night for the past 19 years, talented guest chefs from the Seattle area's finest dining establishments have volunteered their time and expertise to train FareStart students in the production of

Proceeds from Guest Chef Night provide important support to our hardworking students. We are very grateful to all of our chefs, volunteers and diners for your generous support through Guest Chef Night!

Our Guest Chef calendar is always available at www.farestart.org!

GUEST CHEF NIGHT

a delicious, three-course, gourmet meal. Community groups and a group of stalwart regular volunteers give their time as volunteer servers each week, so that all gratuities can go directly back toward serving FareStart's mission. The FareStart students graduating that week are honored and celebrated in a short, personal presentation in front of all our restaurant patrons.

IN 2010:

\$311,981 was raised through Guest Chef Night.

7,714 delicious Guest Chef Night meals were served.

OUR 2010 FEATURED GUEST CHEFS

In 2010, the following chefs from our community participated in a Guest Chef Night, Guest Chef on the Waterfront, the "Great Food, Better Lives" Gala Auction, or a combination of those events. Our deep gratitude to all of the great chefs and restaurants for their support of FareStart's mission!

- | | |
|--|---|
| Kassandra McGregor, 13 Coins | Matt Janke, Lecosho |
| Chris Frothingham, 2100 Bistro | Luigi DeNunzio, Luigi's Little Italy |
| Tristan Holst, Alderbrook Lodge | Chester Gerl, Matt's in the Market |
| Ryan Sturm, Alligator Soul | Philippe Thomelin, Olivar |
| Wayne Johnson, Andaluca | Felix Penn, Pair/Frank's Oyster House & Champagne Parlor |
| Kerry Sear, ART Restaurant | Christopher Hartfield, Paragon Restaurant & Bar |
| Tom Small, Armondo's | Alvin Binuya, Ponti Seafood Grill |
| Mauro Golmarvi, Assaggio Ristorante | Jerry Traunfeld, Poppy |
| Bobby Moore & Matt Kelley, Barking Frog | Peter Birk, Ray's Boathouse |
| Jay Bartleson, Bell Harbor | Daniel Newell, Restaurant Zoë |
| Brian O'Connor, Blueacre Seafood | Peter Glick, Roxy's Diner |
| Michael White, Brasserie Margaux | Jeremy McLachlan, Salty's on Alki |
| Jason Franey, Canlis | Craig Bartleson, Sand Point Grill |
| Brian Cartenuto, Cantinetta | Jason McClure, Sazerac |
| Karl Beckley, Charlie's Produce | Josh Henderson, Skillet |
| Mark Bodinet, Copperleaf at Cedarbrook Lodge | Jeff Maxfield, SkyCity at the Space Needle |
| Jason Wilson, Crush | Matt Jones, Starry Nights Catering |
| Adam Stevenson, earth & ocean | Andrew Wilson, Suncadia Resort |
| Robert Spaulding, Elliott's Oyster House | Jeffrey Wilson, Table 219 |
| Seth Caswell, emmer&rye | Ba Culbert, Tilikum Place Cafe |
| Christine Keff, Flying Fish | Brian Gojdics, Tutta Bella |
| Shelby Sewell, Foodz Catering | Dan Gilmore, Urbane at Olive/8 |
| Dalis Chea, Fresh Bistro | Ericka Burke, Volunteer Park Café |
| Nick Musser, icon Grill | Marshall Jett, Veraci Pizza |
| Franz Junga, Il Fornaio | Josh Green, Virginia Inn |
| Chris Garr, Ivar's Acres of Clams | José Chavez, Washington State Convention and Trade Center |
| Dave Miller, Jolly Roger at Maritime Pacific Brewing Co. | Peter Levine, Waterfront Seafood Grill |
| Johnathan Sundstrom, Lark | |
| Sabrina Tinsley, La Spiga | |

FareStart was founded on the concept of providing dignified, nutritious meals to those in need, and these contract meals remain the foundation of our business today. FareStart's contract kitchen provides nutritious, seasonal meals to childcare centers, including Head Start programs, senior centers, and homeless shelters around the Seattle area, 365 days a year.

CONTRACT MEALS

In addition to being a touchstone of our history and mission, these meal programs serve as a valuable hands-on training opportunity for our students. Under the supervision of our skilled Chef Instructors, FareStart students learn and hone new skills as they prepare the childcare, senior center and shelter meals. This working classroom offers our students a chance to gain proficiency and confidence in the kitchen, while also learning about nutritional guidelines, safe food practices, and meal planning.

FareStart is able to keep costs and waste down with its Food Recovery Program, in which large amounts excess produce from places such as United Grocers or the Washington State Convention and Trade Center are donated to our contract kitchen and turned into shelter meals within a day.

Childcare and shelter meals also provide FareStart with an important revenue source. As with all of our businesses, revenue generated through our contract meals goes directly back into the program to fund our job training and placement efforts. A wonderful "full circle" is created as our students work to produce and serve dinners to those staying in a shelter, while simultaneously transforming their lives and working towards their own self-sufficiency.

In 2010, FareStart received a USDA grant and began to a program to engage in "Farm-to-Family" education with the children and parents we serve through our contract meals, emphasizing healthy choices and using a greater percentage of local and organic foods in our child care meals.

Revue generated from FareStart Catering, as with our other businesses, goes directly to support our job training and placement programs, allowing students to transform their lives and

CATERING

build new futures. In addition to providing essential funds for our programs, FareStart Catering also offers students the experience of preparing elegant, gourmet, and personalized cuisine, diversifying their training and skills, and widening the scope of their job possibilities.

With competitively-priced service for a variety of occasions, FareStart caters multi-course dinners, cocktail parties, receptions,



IN 2010

223,770 meals were served to children through 25 child care centers.

270,745 meals were provided to homeless men and women through the 14 shelters where FareStart delivers meals 365 days a year.

494,515 total meals were prepared in FareStart's contract kitchen.

fundraisers, bar/bat mitzvahs, birthday parties, wedding rehearsal dinners, and receptions. and business luncheons and meetings.

IN 2010

9,587 meals were prepared by FareStart students and chefs for catered events, raising \$507,334 to support FareStart's mission.



After the birth of her fifth child, Devona knew she wanted to leave a positive legacy for her children. Following years of enduring domestic violence and nearly five years on welfare, Devona needed a new path, but didn't know where to start. She had known about FareStart for many months, but it wasn't until a

Devona graduated on December 2, 2010, having already secured employment as a cook at a local shelter. Devona says that she was proud to graduate from FareStart, which she says demonstrated to herself and to her children that she could achieve something great, despite considerable barriers.

A GRAD'S STORY: DEVONA

conversation at her WorkFirst office that she knew that the program was the opportunity she had been waiting and looking for.

Devona says she wasn't nervous at all for her first day in the adult training program; she was ready to absorb and learn everything she could. From the beginning she says that she felt a sense of family with the other students and FareStart staff, a sense of belonging that she had never known. FareStart was the first place that she didn't feel judged for her past, which had been fraught with bouts of homelessness, drinking, and starts and stops with several job training programs. Because of that sense of community, Devona says that she did everything she could not just to complete the program, but to excel at every aspect of her training.

With the steady support of her mother, who helped with childcare,

At the shelter where she works full-time, Devona prepares meals and teaches women to cook—many of whom share a similar background to her own. "I'm not going to work every day," she says. "I'm going to my second home." In February, Devona launched a catering business, which she operates in her spare time. She hopes to one day open a restaurant featuring her signature spin on sophisticated soul food with a Latin flair.

Devona likens her transformation to that of an ugly duckling to a beautiful swan. "We come to you broken, from all walks of life ... You take us in and you nurture us, and give us new skills and confidence, and then send us out into the world as these beautiful creatures. And I thank you from the bottom of my heart."

FareStart relies on volunteer assistance in all aspects of our organization, such as shelter meal preparation and delivery, student counseling, Guest Chef Night, and service on strategic committees. The volunteers listed below each contributed over 100 hours to FareStart throughout 2010, an incredible gift! Their hard work and dedication allows us to continue providing the best support we can for those enrolled in our job training and placement programs.

SUPER VOLUNTEERS 2010

Todd Alberts	Ileah Daniels	Angela King	Francis Piscal
Ed Arsenault	Rachel Dodson	Paige McGehee	Janet Qualiotto
Stef Bonigut	Cheryl Ede	Casey Milone	Josepha Rood
Bernard Bossom	Chris Ede	Christie Lam	Jason Smith
Tim Burke	Judy Feinstein	Alice Louie	Julie Stillman
Jennifer Cameron	Sara Hanneman	Rod Louie	Tracy Sudman
Dennis Canty	Timothy Hicks	Jill Lunn	Bonnie Tibbles
Cindy Chesbro	Susan Iveans	Mary McLaughlin	Sarah Weaver
Todd Collins	Ankur Kalra	Rob Nyberg	Marlene Wong

FareStart's Guest Chef Night volunteer servers are an essential element of this weekly celebration of FareStart's students and food. Local companies, organizations and circles of friends come together in groups and donate their entire Thursday evening to help us keep our costs low. Because these groups volunteered their time and energy in 2010, more than \$311,000 was raised to support FareStart's mission through Guest Chef Night.

VOLUNTEER SERVING GROUPS 2010

Assisted Transitions	Diamonds Are Forever Hood	Mattei Companies	Unico Properties
Áegis Living	Diana Frawley & Dan Herman & Friends	Mercer Island Parent Education Committee	Vertex Outsourcing
Benaroya Company	Dolce Vita	Microsoft	Washington Chapter of Meeting Professionals International
BlackRock Financial Management	Dorsey Whitney	Miller Nash LLP	Washington Women's Foundation
Boeing	Downtown Seattle Association	One Eighty	Weyerhaeuser
Boeing Leadership	Erin Sutcliffe & Friends	Ouida James & Friends	Williams Kastner
Business Interiors NW	FareStart Board of Directors	Point B	Women's University Club
Cairncross & Hempelmann	Former Microsoft Employees	Razorfish	WRECO
Chad & Booze Allen Hamilton	General Electric	Robbins Tunnel Boring Machines	
Children's Hopital Marketing & Communications	Getty Images	Seattle Works Board of Directors	
Columbia Hospitality	Hyatt	Starbucks	
Costco Wholesale	Julie Bradford & Friends	Starbucks Legal Team	
Deanne Haugaard & Friends	Keith & Kristi Brown & Friends	The Frause Group	

ALL THROUGHOUT FARESTART
WHEN WE THANK A CHEF
FOR PASSING US ON A TEST
OR GIVING US INSTRUCTION
WE ARE TOLD "DONT THANK
ME YOU'RE THE ONE THAT
DID IT."

THAT MAY BE TRUE WE
ARE THE ONES THAT DID IT
BUT THE CHEFS AND THE
STAFF ARE THE ONES THAT
GAVE US THE PERMISSION TO
BELIEVE IN OURSELVES - TO
DO WHAT WE THOUGHT WE
WOULDN'T AND FOR US TO
SUCCEED. AND FOR THAT
I SAY - THANK YOU.

—Robert, a recent FareStart graduate



FareStart's businesses not only provide a variety of training opportunities for the students in our programs, they also provide a source of income to support our mission of transforming more lives for the better. In 2010, the FareStart Restaurant, FareStart Catering, the FareStart Café @ 2100, and FareStart

IN 2010:

494,515 meals were delivered to childcare centers and homeless shelters, prepared by our students, chef trainers and volunteers in the FareStart Contract Kitchen.

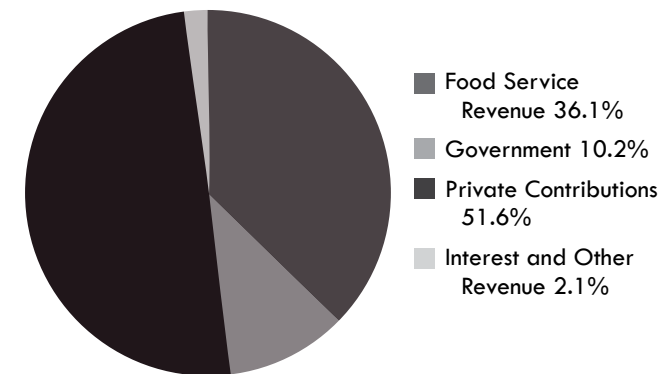
REVENUE AND EXPENSES

Contract Meals generated over 36% of our total operating revenue. FareStart continues to explore new training opportunities and business ventures for the future in order to grow our social enterprise to provide more individuals with the chance to change their lives.

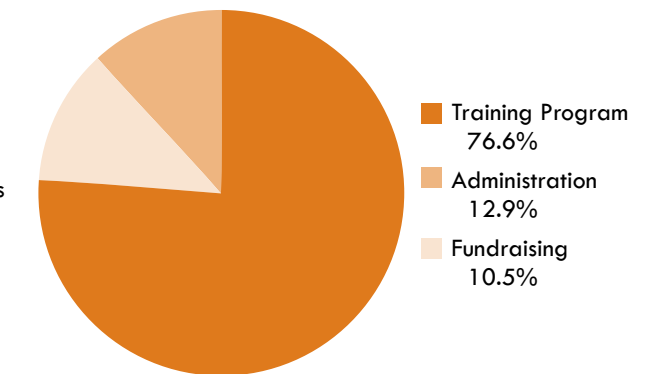
119,062 meals were served to our business customers through FareStart's restaurant, cafés and catering.

613,577 total meals were produced by FareStart staff, volunteers and students!

REVENUE (FareStart only)



EXPENSES (FareStart only)



REVENUE

	FareStart	FareStart Properties	Consolidated*
Food Service	\$ 2,445,386		\$ 2,445,386
Government	\$ 693,010		\$ 693,010
Private Contributions	\$ 3,496,557		\$ 3,496,557
Interest and Other Revenue	\$ 142,883	\$ 94,928	\$ 237,811
Total Revenue	\$ 6,777,836	\$ 94,928	\$ 6,872,764

EXPENSES

Training Program	\$ 4,814,679		\$ 4,814,679
Administration	\$ 813,108	\$ 942,522	\$ 1,607,517
Fundraising	\$ 658,159		\$ 658,159
Total Expenses	\$ 5,491,820	\$ 942,522	\$ 7,080,355
Minority Interest		\$ (16,192)	\$ (16,192)

Total change in net assets	\$ 491,890	\$ (863,786)	\$ (223,783)
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ASSETS AND LIABILITIES

Current Assets	\$ 3,438,031	\$ 631,680	\$ 2,719,099
Non-Current Assets	\$ 9,228,919	\$ 13,410,147	\$ 21,456,479
Total Assets	\$ 12,666,950	\$ 14,041,827	\$ 24,175,578

Current Liabilities	\$ 527,316	\$ 211,290	\$ 687,968
Non-current Liabilities	\$ 169,464	\$ 15,660,190	\$ 15,757,549
Total Liabilities	\$ 696,780	\$ 15,871,480	\$ 16,445,517
Net Assets	\$ 11,970,170	\$ (1,829,653)	\$ 7,730,061

LIABILITIES & NET ASSETS

Total Liabilities & Net Assets	\$ 12,666,950	\$ 14,041,827	\$ 24,175,578
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* Intercompany balances have been eliminated in consolidation

IN-KIND DONORS

\$300,000+

Microsoft Corporation

\$25,000 - \$49,000

Unified Grocers
Diane VanDerbeek

\$10,000 - \$24,999

Christensen O'Connor Johnson Kindness
NPower Seattle
St. Vincent de Paul
Washington State Convention & Trade
Center

\$5,000 - \$9,999

Charlie's Produce
Kate Daly & Frank Blanchette
Kurt & Leslie Dammeier
Elliott's Oyster House
Explore Inc in partnership with
And Beyond
Langara Fishing Adventures

Bob & Claudia Nelson
Starbucks Coffee Company
Scott Sund
Team Photogenic

\$1,000 - \$4,999

Anonymous
Bill & Janette Adamucci
ARAMARK Corporation
Bardessono Inn and Spa
Barron Collection
Bell Harbor International
Conference Center
Ben Bridge Jewelers
Bikeworks
Drew & Maura Bledsoe
Janis Bridge
Ward & Judy Bushnell
Caffe Vita
Canlis Restaurant
Chateau Ste. Michelle - Ted Baseler
Chef'n Corporation
Connie Clark-Redmond & Kirk Redmond
Consolidated Restaurants

Creatively Yours
Jerry Davis Photography
Domaine Ste Michelle
Doyenne Cellars / DeLille Cellars
Dry Soda Co.
Elliott Bay Brewery
Jim & Krista Ferguson
Cle Franklin
Fran's Chocolates
Lloyd & Janet Frink
Don & Jaymi Garvett
Georgetown Brewing Co.
Ken & Sandy Glass
Global Audio/Visual Resources
Grand Central Bakery
Catherine Hall
Jim Healy and Loretta Metcalf
Horizon Air
Drs. Kevin & Lisa Johnson
Susan Kaufman
Kenmore Air
Lake Chelan Winery
Long Shadows Vintners
MacDonald Boyd & Associates
Maritime Pacific Brewing Company

Mercer Estates Winery
Micros Systems
Warren & Laurie Miller
Bobby Moore
Nell's
Nikkei Concerns
North By Northwest
Ocean Beauty Seafoods
Earl Parker, Jr.
Pike Brewery
PlayNetwork Inc
Raikes Foundation
Rouxbe
Seattle Sounders FC
Seattle's Little Italy
Joanna and Scott Smith
South African Airways
Space Needle Corporation
The Spector Family
Margaret & Phil Stalcup
Sur la Table
Tom Douglas Restaurants
Trade Route Brewing Company
Whidbey Retreats

FOUNDATION DONORS

\$100,000+

United Way of King County

\$50,000 - \$99,999

Medina Foundation
William Randolph Hearst Foundation

\$25,000 - \$49,999

Anonymous
Aven Foundation
Norcliffe Foundation
Safeco Insurance Foundation

\$15,000 - \$24,999

Cruise Industry Charitable Foundation
The Roma Foundation
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206-443-1233 • info@farestart.org
www.farestart.org

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206-267-6224 • events@farestart.org • volunteer@farestart.org

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