



**POLICE  
ATHLETIC  
LEAGUE, INC.**

The best friend a kid can have

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**Executive Director**

Frederick J. Watts

## BOARD REPORT

Dear PAL Supporters,

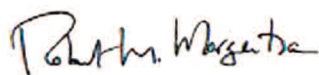
We are proud to report that in 2016, our 102nd year in existence, The Police Athletic League continues to thrive as the provider of exceptional educational and recreational programs for New York City youth. We do so while retaining our position of providing singularly valuable opportunities to bring the police and neighborhood residents together as harmonious and understanding partners. With a blend of public funding and private support, PAL is financially healthy, with a sound organizational structure and strong governance that will serve PAL, and the children we serve, well into the future.

The Board has been instrumental in creating a strategic plan, and executing on that plan through active involvement in the review and oversight of PAL's operation. The synergy created by the Board working with PAL's senior staff has resulted in an energized focus on PAL's service to youth.

PAL is vibrant, and poised to continue to accomplish great things. We are placing particular emphasis on being true to our roots - providing an enhanced learning experience by involving the law enforcement community. With Police Commissioner James O'Neill as our Honorary President, we continue to enjoy a great working relationship with the NYPD, and feel confident that working with the Commissioner, PAL can be a key ally in NYPD's Community Policing model.

Our Board of Directors has redoubled its efforts to acquire resources for the children we serve, and the Board's passion and expertise has born fruit with expanded programming in education, the arts, and sports.

Our combined years of experience in the New York City business and government allow us to appreciate just how well positioned PAL is to provide what our kids so richly deserve: opportunities to grow and thrive. We are honored to be at the helm of an organization that makes such a vital contribution to the City. With your continued support, PAL will continue to be the best friend a kid can have.



Hon. Robert M. Morgenthau  
Chairman



David Arena  
President

## EXECUTIVE DIRECTOR'S REPORT

Our country continues to grapple with how best to blend the heroic work of the police, with the needs of the communities they serve. We at PAL are honored to be central to the efforts to bring police and communities together. With the help of outstanding leadership of two police commissioners, the enthusiastic support of the National Football League's New York Jets; and the tireless New York City Police Officer volunteers, PAL's Cops and Kids sports programs flourished, adding one thousand new participants. Our programs provide community children in all five boroughs the opportunity to interact with police officers, and be mentored by them, and serves as the lynchpin to improved communications and understanding among the NYPD and the citizens of the communities they serve. Police officers' participation in our afterschool programs for younger children; our teen centers throughout the City; and our many special events throughout the year, creates an environment where children and their families interact with the police in a safe, nurturing environment, which in turn promotes safer policing and safer communities. PAL's leadership role in these efforts is why we are so vital to the City, and why I am so proud to be involved.

At its core, PAL is a place where children learn. As a person whose good fortune stems from a sound education, I am committed to PAL's education and youth development focus, which bore great fruit this year. Our Early Childhood Education programs resulted in 100% of our Pre-K students being deemed ready for kindergarten; and 100% of our Pre-K families read at least 15 books to their children as part of our "Bridging the Achievement Gap" initiative. Our elementary and middle school children showed not only improved grades, but 88% of PAL kids saw improvement in their social-emotional skills. Moreover, while the City minority high school students graduate at a disappointing rate hovering around 60%, PAL's In-Step program participants graduate at a rate exceeding 90% -- with nearly all of those students going to college.

Thanks to the generosity of our Board of Directors; and the hundreds of volunteers who assisted us this year, 30,000 children benefitted from enhanced educational opportunity, and youth development activities, all while developing a positive relationship with their local police officers. PAL's mission is as important now, as it has been for the over 100 years we have been in existence. With the dedicated staff, and the bright children filled with promise who enter our centers, the magic of learning, achievement, and the strengthening of communities continues in our centers. And with the continued support of the law enforcement community, and the generosity of our supporters, we are eager to build on our successes going forward.



Frederick J. Watts  
Executive Director

# PAL PROGRAMS 2016

The Police Athletic League for over 100 years has provided vital services to the New York City's children. In 2016 our programs touched the lives of New Yorker's ages 2 to 21.

## Getting the Right Start

We provide early childhood education to New York City families, integrating Head Start Programs; Daycare; and Universal Pre-Kindergarten (UPK) programs. PAL's six Early Childhood Education Centers throughout Brooklyn and Queens currently serve more than 550 children ages 2 through 5, providing them and their families with educational assistance, social services, and physical and mental health support. Qualified early education professionals ensure that children are given the best learning experiences, and participants have shown increased school readiness, increased family literacy, and improved social skills.



## Keeping the Momentum Going

Elementary and middle school children participate in high-quality afterschool experience of academic enrichment (PAL Smarts), arts learning (PAL Arts) and physical education (PAL Fit). PAL's after-school programs keep over 3,000 children safe and productive during the high-risk after-school hours, providing homework tutoring, and Science, Technology, Engineering, and Math programming; and varied educational enrichment.

## Growing into Young Adults

PAL offers teens engaging, structured yet flexible programming which provides a safe haven to allow youth to positively interact with their peers and adult role models. Academic enrichment, and college preparedness; sports and recreational activities, life skills and job-readiness training, and leadership and community service opportunities are the pillars of our teen programming. Through our Summer Youth Employment Program, PAL provides paid summer employment, as well as workshops on career exploration and financial literacy. PAL employed over 1,700 youth during the summer of 2016. PAL's Juvenile Justice Programs reduce the risk of recidivism among court-involved youth by offering an array of educational and therapeutic services.





## Sports Every Season Every Age

The Police Athletic League provides a first rate organized sports and recreation experience for the youth of New York City. PAL organized and facilitated leagues, tournaments, and special events in 2016 for over 13,000 youth. PAL's sports and recreation programs provide positive youth development experiences reinforcing the concepts of discipline, leadership, teamwork, and sportsmanship.

Sports and recreation programming includes baseball, softball, basketball, volleyball, soccer, and flag football. A special component of our sports programming is the integration of hundreds of New York City police officers who serve as coaches and players with youth participants and facilitate a powerful experience developing positive and lasting relationships between City youth and the law enforcement community.



## Where We Are Needed Most

PAL provides 30,000 children ages 5 -13 living in communities facing high rates of poverty, and crime with summer day camps free of charge. Children engage in a revolving schedule of academic enrichment, arts learning, and fun physical activities; and field trips. Our PAL PLAYSTREETS signature program served nearly 6,000 children last summer, taking available public spaces in parks, New York City Housing Authority property, and creating a supervised and fun-filled place for children ages 6 – 16 to play in safety.

At PAL's core is the century-old relationship with the NYPD and our goal to have police officers to work closely with our PAL youth throughout the city, serving as role models, mentors, and positive influences – and bridge nagging divides between the police and the communities they serve.



# PAL PROVIDING EDUCATION RESOURCES

PAL's Education Department is a critical component in fulfilling our mission of providing opportunities for growth and success for inner city youth.

The department is founded on progressive education concepts which foster the creation of interdisciplinary academic and artistic programming that promote success in school, and outlets for creativity and expression. Our curricula features project-based learning centered around a yearly or summer theme. This model gives our participants the freedom to explore new cultures around the world, such as Indigenous Peoples of the world from the Chakma people in Bangladesh to the Bororo people in Brazil. This approach also allows us to provide opportunities to improve participants' literacy and to practice math and science concepts they are learning in school. At an early age, PAL kids are also exposed to artistic expression and appreciation – where children participate in visual and performing arts activities such as illustration, instrumental music, dance, performance poetry, and theater. These activities are rewarded at City-wide PAL special events, where the children's educational enrichment blends with opportunities to develop essential skills of sportsmanship and teamwork.

Our many successes include our ability to greatly curtail a problem affecting many children – summer learning loss. For the past few years, PAL has piloted an assessment of a group of our summer camp participants, targeting skill building in literacy and math, alongside cultural learning. We have seen excellent results, with 77% of elementary school-aged participants successfully retaining their skills developed the previous school year.

Having created a strong program model, the Police Athletic League's Education programs will build on our strengths of skill development, social-emotional learning, and artistic expression for all ages. PAL strives to supplement our outstanding staff and volunteers, with partnership opportunities to provide enhanced programming for children which will create opportunities for academic success and personal growth.



## COLLABORATING WITH LAW ENFORCEMENT

For over 100 years the Police Athletic League has inspired countless youth to become productive citizens of society, employing a powerful asset – members of the NYPD.

From the creation of PLAYSTREETS, championed by Captain John Sweeny in 1914, to our current participation in NYPD's Community Policing strategy, PAL's success is predicated on our partnership with the NYPD and the law enforcement community.

In 2016 the PAL Junior Police Jamboree was a culminating event in yearlong Junior Police Clubs in all five boroughs, and had tremendous participation from NYPD top officials and officers. Hosted at the NYPD's Police Academy, PAL and the NYPD celebrated the PAL Junior Police Clubs across the city. These clubs connect students in PAL's afterschool programs with officers in local precincts and the students enjoy visits to their local police precincts, crime prevention workshops conducted by officers, and community service projects.

In our longstanding Cops and Kids Sports Programs, youth develop meaningful relationships with police officers serving as coaches, and teammates. Our annual "Police Commissioner for a Day" essay contest gives winners the unique opportunity to spend the entire day at Police Headquarters with the police commissioner and other top officials. PAL's teens participate in an innovative program developed by the All-Stars Project

entitled Operation Conversation: Cops & Kids—where police and community youth engage in discussions about the challenges of living and working in poor, inner-city communities.

PAL kids have already seen the benefits of NYPD's Community Policing strategy, as the implementation of Neighborhood Coordinating Officers in precincts has allowed police officers a greater ability to come off patrol and be a constant presence in our centers – becoming active participants in our of educational and recreational activities for PAL youth.

The year also saw PAL's expanding partnership throughout the law enforcement community. In 2016 PAL was supported by District Attorneys in Manhattan, for sports and academic support; in Queens for summer day camp trips and enrichment activities, and the Brooklyn District Attorney for a chess program taught by a certified Grand Master! These exciting law enforcement partnerships bring an investment in PAL children's growth and success and highlight PAL's vital role in bringing law enforcement and the community together for the benefit of City youth.

# PAL IMPACT

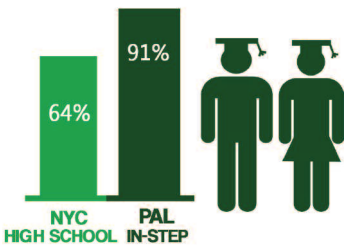
OVER 10,000 NYC YOUTH PLAY IN PAL LEAGUES AND TOURNAMENTS



PAL continues to provide thousands of NYC youth organized sports experiences including Cops and Kids leagues in basketball, softball, soccer, volleyball, and flag football.

**91%**  
GRADUATE  
HIGH SCHOOL  
ON TIME

The on-time graduation rate of participants in PAL's In-school Training and Employment Program (IN-STEP) is 26% higher than that of comparable NYC high school peer groups.



**93%**  
SAY PAL MAKES  
NEIGHBORHOOD  
A SAFER PLACE  
TO PLAY

For over 100 years, PAL Playstreets continue to provide thousands of kids from the toughest city neighborhoods a safe space for active play.

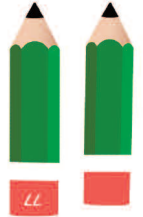
ACADEMIC GRADES

**7 IN 10 KIDS SEE GRADES IMPROVE**



By offering activities that complement school-day lessons, PAL helps after school youth in all five boroughs improve grades and attitudes toward school.

**77%**  
SUCCESSFULLY  
OVERCAME THE  
"SUMMER SLIDE"



While students on average lose two months of reading skills during the summer months, PAL Summer Campers maintained or improved on reading test scores from pre to post test.

BRIDGING THE GAP BETWEEN THE POLICE AND COMMUNITIES



By providing the opportunity for PAL Teen Center youth to interact with police officers, 89% say their outlook towards the law enforcement community evolved.

**90%**  
OF JUVENILE JUSTICE  
YOUTH SUCCESSFULLY  
COMPLETE PROBATION

Participants of PAL YouthLink, an alternative-to-incarceration program, complete probation and exit the juvenile justice system at a much higher rate than the 57% citywide figure.



OVER 2,000  
LOW-INCOME  
YOUTH TAKE  
PART IN PAL  
WORKFORCE  
DEVELOPMENT  
PROGRAMS

PAL helps close the job skills gap for low income and minority youth who at 26% have the highest rate of unemployment of all demographic sectors.

**100%**  
OF PRE-K KIDS ARE READY  
FOR KINDERGARTEN

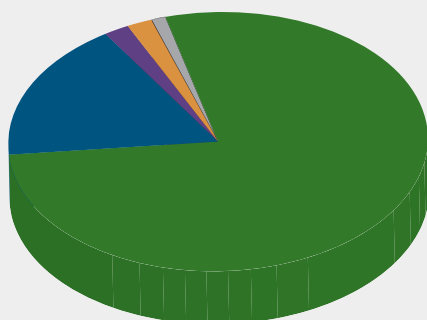
While the U.S. Department of Education finds 6 out of 10 kids unprepared for Kindergarten, all 2015 Universal Pre-K students in PAL's early childhood programs were deemed ready for school.





# 2016 FINANCIALS

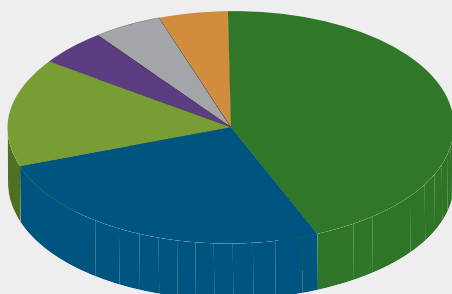
## Revenue



- 78% Government Contracts - \$22,608
- 17% Contributions - \$4,870
- 2% Rental Income and Fees - \$523
- 2% In-Kind Gifts - \$613
- 1% Investments and Legacy Income - \$215

**Total Support - \$28,829**

## Expenses



- 44% Center Operations - \$12,604
- 26% Child Care - \$7,442
- 15% Teen Programs - \$4,109
- 5% Sports and Recreation - \$1,337
- 90% Total Program Services - \$25,492
- 5% Development and Public Awareness - \$1,507
- 5% Management and General - \$1,508

**Total Expense - \$28,507**

**Net Surplus \$322**

| Assets                                |                 | Liabilities and Net Assets              |                 |
|---------------------------------------|-----------------|---|-----------------|
| Cash and Cash Equivalents             | \$3,237         | Accounts Payable and Accrued Expenses   | \$2,810         |
| Investments and Legacy Income         | 5,816           | Advances from Government Agencies       | 5,876           |
| Contributions and Accounts Receivable | 718             | Other Payables                          | 92              |
| Due from Government Agencies          | 3,192           | <b>Total Liabilities</b>                | <b>\$8,778</b>  |
| Prepaid Expenses and Other Assets     | 418             |   |                 |
| Property, Plant and Equipment         | 7,944           | Unrestricted Net Assets                 | 11,362          |
| <b>Total Assets</b>                   | <b>\$21,325</b> | Temporarily Restricted Net Assets       | 875             |
|                                       |                 | Permanently Restricted Net Assets       | 310             |
|                                       |                 | <b>Total Net Assets</b>                 | <b>\$12,547</b> |
|                                       |                 | <b>Total Net Assets and Liabilities</b> | <b>\$21,325</b> |

\* Amounts in 000's

The Police Athletic League, Inc.'s financial statements are audited on an annual basis by Marks Paneth LLP.

The financial highlights for the year ended December 31, 2016 are derived from information contained in the audited financial statements. The complete audit is available upon request from the Director of Finance at 341/2 E. 12th St, NY NY 10003

# 2016 FUNDRAISING EVENTS

## Legal Professional Luncheon April 11, 2016

Honorable Barbara S. Jones of Zuckerman Spaeder LLC and Andrew J. Levander, Partner of Dechert LLP were presented with The Robert M. Morgenthau Award at PAL's 18th Annual Legal Profession Luncheon. Held at The Pierre Hotel, event Chairs were Steven M. Cohen and John F. Savarese. The Legal Profession Luncheon raised \$600,000.



Steven M. Cohen



Barbara S. Jones and Robert M. Morgenthau



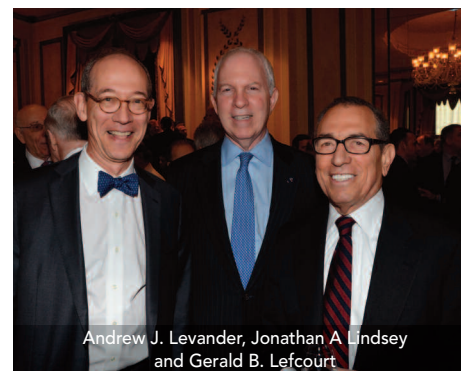
Gary P. Naffralis



Elkan Abramowitz and John F. Savarese



Anthony Valenti, Vincent F. Pitta and Sanford H. Talkin



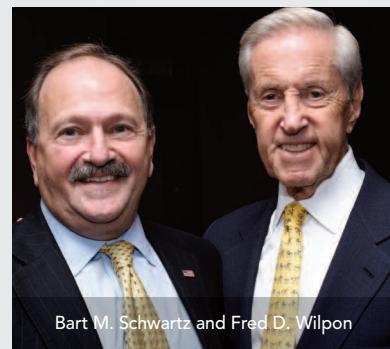
Andrew J. Levander, Jonathan A. Lindsey and Gerald B. Lefcourt

## Superstar Dinner September 13, 2016

Robert J. McGuire, Former New York City Police Commissioner and John B. Osborn, Chief Executive Officer, BBDO New York were honored at PAL's 44th Annual Superstar Dinner at The Mandarin Oriental. Bart M. Schwartz and Charles A. Stillman Chaired, along with Co-Chairs, Frank A. Bennack, Jr., John A. Catsimatidis, and Judy and Fred Wilpon. Emceed by Greg Kelly, The Superstar Dinner raised \$1.26 million.



James P. O'Neill, William J. Bratton, Robert M. Morgenthau, Raymond W. Kelly, John B. Osborn and Robert J. McGuire



Bart M. Schwartz and Fred D. Wilpon



Marilyn N. Stillman and Charles A. Stillman



Eric L. Kessler and Frederick J. Watts



Margo Catsimatidis, Richard L. Soloway and Donna A. Soloway

**Real Estate & Construction Luncheon  
October 18, 2016**

35,000 PAL Kids were honored at PAL's 11th Annual Real Estate & Construction Luncheon at The Plaza. Mitchell E. Rudin and Matthew Van Buren were Co-Chairs. PAL Board Member Tony Danza performed and emceed the event. The Luncheon raised \$500,000.



Arnold Fisher and Tony Danza



Bradley L. Gerstman, PAL Guest and Joseph Coppotelli



Cesar Robles, Sharad D. Madison, Christopher Savonglou and Ted Moudis



Carolyn B. Maloney and Mitchell E. Rudin



Jeff Fanara, Lucy Walters and Desmond Burke



Bill de Blasio and Paul R. Beirne



James M. Orphanides and Daniel A. Nigro

**Business Luncheons**

John A. Catsimatidis, Mutual of America, New York Athletic Club, and 3 West Club hosted 11 Business Luncheons where professionals gathered to hear influential leaders examine the country's most significant issues. Speakers included Gerard Baker, Commissioner William J. Bratton, Tony Danza, Mayor Bill de Blasio, Alan Dershowitz, Senator Bob Kerrey, Congressman Peter T. King, Lawrence Kudlow, Daniel A. Nigro, Commissioner James P. O'Neill, and Senator Charles E. Schumer. The Luncheons raised \$287,000.



John A. Catsimatidis and Mark Simone

**Women of the Year Luncheon  
December 8, 2016**

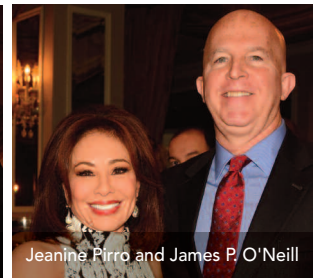
PAL's 28th Annual Women of the Year Luncheon at The Pierre Hotel honored: Carmen Anderson, Owner, Center for Skincare & Wellness; Ami Kaplan, Vice Chairman and Partner, Deloitte; and Ellen Zimiles, Managing Director, Head of Global Investigations & Compliance, Navigant, Inc. Barbara Taylor Bradord, OBE chaired the event with Amelia Bernstein as Honorary Chair. The Women of the Year Luncheon raised \$500,000.



Barbara Taylor Bradford  
OBE



Ami Kaplan and Steve Gallucci



Jeanine Pirro and James P. O'Neill



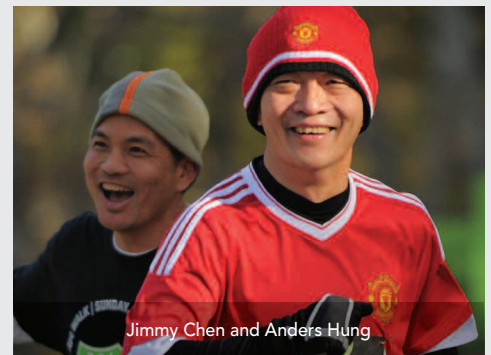
Carmen Anderson and David J. Arena



Court Hillman, Ellen Zimiles  
and Kevin Caulfield

**Generosity 5K Run/Walk  
November 13, 2016**

41 people, including many PAL staff members and supporters, participated in the second annual 5K run/walk to benefit PAL. The multi-charity event was held at Riverside Park and raised \$25,000.



Jimmy Chen and Anders Hung

# 2016 CONTRIBUTORS

## \$100,000 - \$499,999

Garden of Dreams Foundation  
The Starr Foundation  
John B. and Lesley Osborn/ The John Barbour Osborn Fund

## \$50,000 - \$99,999

Carmen and Joel R. Anderson  
The Bank of America Charitable Foundation, Inc.  
John and Margo Catsimatidis  
Hearst  
Mark Simone  
MetLife Foundation  
New York Yankees Foundation  
The AR & JR Peacock Trusts  
The Perelman Family Foundation Inc.  
Pfizer, Inc.  
Eric P. Sheinberg Foundation  
The Staten Island Foundation  
United Way of New York City

## \$25,000 - \$49,999

American International Group, Inc.  
Aon Foundation  
David J. Arena  
Bank of America  
BBDO New York  
Amelia and Richard A. Bernstein  
Bloomberg Philanthropies  
Cantor Fitzgerald Relief Fund  
CBRE, Inc.  
Con Edison  
Conlin Family Foundation Trust  
Deloitte, LLP  
Fisher Brothers Foundation Inc.  
Fluent  
JPMorgan Chase Foundation  
Marina P. & Stephen E. Kaufman Foundation  
Kramer Levin Naftalis & Frankel LLP  
Raphell Sims Lakowitz Memorial Foundation  
MacDonald-Peterson Foundation  
May and Samuel Rudin Family Foundation, Inc.  
Morris & McVeigh LLP  
New York Community Trust  
John A. Reisenbach Foundation  
Schulke Family Fund  
Bart M. Schwartz, Esq.  
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The Paul E. Singer Foundation  
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Tishman Speyer  
Solon E. Summerfield Foundation  
Unity Electric Co., Inc.  
Visa USA, Inc.  
Wachtell, Lipton, Rosen & Katz

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

21st Century Fox  
Allen & Company, LLC  
Altus Family Foundation, Inc.  
Terry Anderson  
AP Production Services, Inc.  
Ballard Spahr LLP  
Bank of America, N.A.  
Beatrice Snyder Foundation  
Bracewell LLP  
Broadway Cares/ Equity Fights Inc.  
Charles C. Cahn, Jr.  
Cleary Gottlieb Steen & Hamilton LLP  
Cushman & Wakefield, Inc.  
Tony Danza  
Davis Polk & Wardwell LLP

Disney Worldwide Services, Inc.  
The Donaldson Organization  
Douglas Elliman AAF  
Dow Jones & Company, Inc.  
Federal Law Enforcement Foundation, Inc.  
Fidelity National Title Insurance Company  
Firequench, Inc.  
Foot Locker Foundation, Inc.  
The Ford Foundation  
Freshfields Bruckhaus Deringer US LLP  
Mark Gallogly  
General Electric Company  
Gotham Government Relations and Communications LLC  
The F. Cecil Grace Foundation, Inc.  
Guidepost Solutions LLC  
HBO  
William Talbott Hillman Foundation  
Josephine Lawrence Hopkins Foundation  
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Kauff McGuire & Margolis LLP  
Legacy Heritage Fund Limited  
I. Dolly Lenz  
The Bertha and Isaac Liberman Foundation Inc.  
Robert Lyons  
Robert J. McGuire  
Morvillo Abramowitz Grand Iason & Anello PC  
Ted Moudis  
Mutual of America Foundation  
Mutual of America Life Insurance Company  
Navigant Consulting, Inc.  
New York Football Giants, Inc.  
The New York Mets Foundation, Inc.  
New York Plumbing Heating Cooling Corporation  
Newmark Grubb Knight Frank  
The Offield Family Foundation  
Yoko Ono  
OpenMail LLC  
The Winifred & William O'Reilly Foundation  
Paul, Weiss, Rifkind, Wharton & Garrison LLP  
Peter G. Peterson  
Petrillo Klein & Boxer LLP  
PHD Media  
Pinnacle Foods, Inc.  
Pitta & Giblin LLP  
Pitta Bishop Del Giorno & Giblin LLC  
Premier Event Management Inc.  
Max J. & Winnie S. Rosenshein Foundation  
Howard J. Rubenstein/ Howard J. Rubenstein Family Foundation, Inc.  
Santander Bank, N.A.  
Lawrence Sarf  
The Shubert Organization, Inc.  
Silverstein Family Trust  
The Sidney, Milton & Leoma Simon Foundation  
Simpson Thacher & Bartlett LLP  
Skadden, Arps, Slate, Meagher & Flom LLP  
Donna A. Soloway and Richard L. Soloway  
Charles A. Stillman, Esq.  
StoneTurn Group  
The Charlie & Moll Anderson Foundation  
The Kovner Foundation  
Time Warner Cable  
United Building Maintenance Corporation  
Frederick J. Watts and Celia A. Colbert  
Winston & Strawn, LLP  
Julie M. Wood  
John S. Zeiler

Steve Lindner/ Zone Culinaire  
Zuckerman Spaeder LLP

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

ABM Industries  
Allen & Overy LLP  
American Express Company  
American Media, Inc.  
Arbor Realty Trust  
Arnhold Foundation, Inc.  
Arnold & Porter LLP  
Milton & Sally Avery Arts Foundation  
Bains Family Foundation  
BDO USA, LLP  
Henry C. Beinstein  
Howard Belk  
BlackRock Inc.  
Bloomingdale's  
Boston Properties  
Brookfield Office Properties  
Cahill Gordon & Reindel LLP  
Centre Street Systems  
Cerberus Capital Management, L.P.  
Tania Cetto  
Irwin B. Cohen  
Collins Building Services  
Comprehensive Property Services Inc.  
Cooley LLP  
Martin Cottingham  
Cravath, Swaine & Moore LLP  
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Herrick, Feinstein LLP  
Holwell Shuster & Goldberg LLP  
Humana, Inc.  
Icahn Charitable Foundation  
International Equestrian  
Paul J. Isaac  
James F. Volpe Electrical Contracting Corporation  
Barbara S. Jones  
Adam S. Kaufmann, Esq.  
Eric L. Kessler  
Kramer Dillof Livingston & Moore  
Lane Office  
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Lend Lease (US) Construction LMB Inc.  
Levine Lee LLP  
Paul J. Lountzis  
Mack Cali Realty Corporation  
Danielle Maged  
Stephen F. Mandel, Jr.  
John and Judith Manocherian  
Donald B. Marron Charitable Trust  
Media.net Advertising FZ, LLC  
Millennium Partners, Inc.  
Sandra E. Mintz  
Mitchell B. Modell  
The Flora F. Morrell Charitable Trust  
Morrison & Foerster LLP  
National Football League  
New Water Street Corporation

Henry E. Niles Foundation  
Nordstrom, Inc.  
Northfield Bank Foundation  
Nu Skin Enterprises  
Ohm Electrical Corp  
James M. Orphanides  
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Paul J. Isaac Fund  
Nelson Peltz  
Pillsbury Winthrop Shaw Pittman LLP  
Platinum Maintenance Services Corp.  
PricewaterhouseCoopers LLP  
The Related Companies, L.P.  
The Rice Family Foundation  
Ropes & Gray LLP  
Harry & Andrew H. Rosenthal Foundation, Inc.  
Luis Ruelas  
Rydan Security & Investigations  
Sclang Woodworking Corp  
Seward & Kissel LLP  
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