



The Giving Common

An Initiative of the Boston Foundation

www.thegivingcommon.org

YWCA of Greater Lawrence

eliminating racism
empowering women **ywca**

Current

General Information

38 Lawrence Street
Lawrence, MA 01840 1493
(978) 687-0331

Website

<http://ywcalawrence.org>

Organization Contact

Mary O'Brien info@ywcalawrence.org

Year of Incorporation

1934

Statements & Search Criteria

Mission Statement

The YWCA is a social justice organization dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all people.

Background Statement

The YWCA of Greater Lawrence was founded in 1892 to support women moving from the countryside and overseas to work in Lawrence area mills. We have remained a lifeline organization ever since. The YWCA serves more than 15,000, primarily low-income women, children and families annually. Our youth services include year-round, subsidized childcare; after-school care; leadership training for Latina girls and gender-specific programming; recreation and swimming; summer day camp; and support for child victims of sexual abuse and their non-offending family members. Women's Services include supported transitional housing for victims of domestic violence and pregnant or parenting teens and their children; permanent housing for women with mental, physical or intellectual disabilities; health advocacy; support and advocacy for victims of domestic violence and sexual assault; and programs to help women become financially independent, obtain permanent housing and become successfully employed. In July of 2013, the North Shore Rape Crisis Center became a program of the YWCA and is now known as the YWCA NSRCC.

Impact Statement

Youth Development: Launched Urban Explorers wilderness exploration program for urban teens; Launched Girls Lead self-leadership program for middle-school girls in Lawrence.

Child Care: Named a Center of Excellence by U.S. Dept. of Education; 100% of children moving from YWCA Early Learning Center to Kindergarten exceeded established entry requirements; certified teachers offering after-school academic enhancement programs in reading, literacy, Spanish and core subjects; named among 10 best early learning centers in MA by Root Cause.

Women's Services: 80% of residents in transitional housing, upon exit, obtained and kept safe, permanent housing for at least one year; expanded economic self-sufficiency programming to offer a 12-week summer program for teens and young women in YW transitional housing; YW Court Advocates assisted nearly 800 women in obtaining restraining orders, helping to keep them and their children safe from batterers; provided counseling and support to more than 80 child victims of sexual assault and non-offending family members/caregivers. Opened new emergency domestic violence shelter on Jan. 1, 2014, began offering domestic violence services in Haverhill and through the North Shore Rape Crisis Center in Lynn in 2014.

Advocacy and Social Justice: Awarded contract with the City of Lawrence to coordinate the Mayor's Health Task Force, a vital coalition of nearly 60 organizations, government agencies, health care providers and concerned citizens focused on improving community health and increasing healthcare access to the underserved; with Jericho Road Lawrence designed a program to increase Latino participation in nonprofit boards in Lawrence ; partnered with Northern Essex Community College and The Brooks School to co-sponsor, under the White Fund, an appearance by Minou Tavaréz Mirabal, member of Congress in the Dominican Republic who spoke in recognition of International Women's Day about global gender and political violence.

Facilities: Window replacement, new HVAC and other energy efficient upgrades in main building; construction of an expanded, 3-season Main Cabin at Camp Y-Wood to replace a cabin destroyed by arson in 2010.

Needs Statement

1. The YWCA will expand Girls Lead to reach girls in middle schools throughout Lawrence while engaging girls throughout their school careers by enlisting community partners and providing staff training on core values inherent in positive self-leadership that will also enhance the overall quality of YWCA youth services.
2. We will seek funding for renovation of the playground and restrooms in the child care wing and to restore housing options at the YWCA Haverhill site.
3. The YWCA will continue to work with other area nonprofits to increase board diversity to better mirror the make-up of our community. With Jericho Road Lawrence, we are seeking funding to sustain this effort.
4. The YWCA seeks funding to expand its Women's Health Advocacy initiative by training expanding the role of our volunteer, bi-lingual Peer Ambassadors from the community for outreach to Latinas who lack access to vital health services with an emphasis on breast and cervical cancer screening, diabetes, hypertension, cardiovascular disease and medical self-advocacy. We are working toward providing the Stanford Chronic Disease Self-Management program on site at Lawrence public housing.
5. We seek volunteers and financial support for services to victims of domestic violence and sexual assault, including for Court Advocacy, emergency shelter, transitional housing and staffing.
6. The YWCA will combine operations with YWCA Haverhill in 2014.

CEO/Executive Director Statement

The YWCA continues to provide programs that address the critical needs of community women, children and families, offering life-changing programs to address issues of poverty, health disparities, violence prevention and disenfranchisement. Moving forward, we are committed to continuing to serve as an agent of change within our immediate community and to broaden our funding sources to ensure a wide range of quality, affordable and relevant programming. Over the past year, the YWCA has:

- Offered an expanded literacy curriculum in every Learning Center and School-Age program (housed year-round in our main building and in three area schools);
- Strengthened community partnerships to offer breast cancer, cervical cancer, diabetes and heart disease education and linkage to health services for the working poor, immigrants and under-insured;
- Championed violence prevention, with a focus on teen dating violence, through workshops, trainings and programs in all area high schools.
- Advocated locally, statewide and nationally on behalf of gender equality and equal rights for women, children and families.
- Assured that vital sexual assault, domestic violence and after-school programs continued in Greater Haverhill and on the North Shore.

We will continue to work to meet the critical challenges that face our community, measuring our success by the progress of each individual served.

Service Categories

Young Men's or Women's Associations

Minority Rights

Geographic Areas Served

All of Essex County including: Lawrence, Methuen, Andover, North Andover, North Reading,

Greater Lawrence, North Shore. Some programs also serve the entire Merrimack Valley.
Please review online profile for full list of selected areas served.

Programs

Co-Ed School-Age Centers

Description

Year-round, licensed after-school and out-of-school-time programs at the YWCA and in Lawrence schools that include tutoring, homework assistance, recreational activities, special workshops, fitness programs, field trips, Girls Center gender-specific programming and a unique Spanish language instruction opportunity to increase proficiency in writing and reading Spanish. Youth also have the opportunity to participate in Urban Explorers, a wilderness adventure program offering hiking and camping experiences throughout New England. New in 2012: Girls Lead, a self-leadership program for 7th-grade girls attending South Lawrence East Middle School that will soon expand to other schools and provides opportunities for engagement throughout a girl's school career.

Budget

\$1,288,092.00

Category

Youth Development, General/Other Youth Development, General/Other

Population Served

Hispanic, Latino Heritage, Hispanic, Latino Heritage, Children Only (5 - 14 years)

Program Short Term Success

Program Long term Success

Program Success Monitored By

Examples of Program Success

Early Learning Center

Description	Affordable, licensed, year-round child care for infants through pre-school with a strong focus on literacy and learning. We provide small group sizes and individualized growth and literacy based learning opportunities along with many opportunities for parent participation. Designated as a Center of Excellence by the U.S. Dept. of Education and one of the top 10 early learning centers in Massachusetts by the nonprofit advocacy organization Root Cause.
Budget	\$1,056,033.00
Category	Youth Development, General/Other Youth Development, General/Other
Population Served	Infants to Preschool (under age 5), Hispanic, Latino Heritage, At-Risk Populations
Program Short Term Success	
Program Long term Success	
Program Success Monitored By	
Examples of Program Success	

Women's Health Advocacy

Description

This grass-roots program offers resources, education, screening and support services linking low-income, medically underserved women and families to breast cancer and cervical cancer screening, health education services, and cardiovascular disease and diabetes prevention education and screening, as well as fitness and lifestyle change programs. The YWCA also coordinates the City of Lawrence Mayor's Health Task Force, an active coalition of nearly 90 nonprofit agencies, health care providers, government agencies and concerned citizens with a focus on improving community health outcomes. The YWCA has also spearheaded the Greater Lawrence Health & Welfare Alliance, which convenes grant seekers from health-related organizations in Greater Lawrence to coordinate large-scale, collaborative public health grants.

Budget

\$269,000.00

Category

Health Care, General/Other Health Care Issues

Population Served

Hispanic, Latino Heritage, Immigrant, Newcomers, Refugees, Families

Program Short Term Success

Short-term success will include an increase in chronic disease self-management classes through the YWCA and throughout Lawrence, with a focus on Spanish-language programming, with 75% of participants demonstrating an increase in their ability to manage their condition(s). It will also include increasing the ability of healthcare charlas (small groups in familiar settings such as churches, homes or beauty salons) as a first step in linking recent immigrants to health insurance, primary care doctors, screenings such as mammograms, and disease self-management classes. Finally, we will work with Lawrence General Hospital to link more than 150 Latinas to mammograms and follow-up care by providing Spanish-language support, appointment reminders and ongoing follow up. This is triple the number of women linked prior to this collaboration.

Program Long term Success

Ideally, this program will decrease health disparities, which are differences in health and healthcare quality due to socio-economic, racial, ethnic or educational status, while increasing health equity. Although this is difficult to track, we use health data and needs assessments provided by the local hospitals and federally qualified health center to track progress. For instance, when we began collaborating on work to improve health outcomes for diabetics, the health center's statistics put its Medicaid patients in the bottom 15% in terms of achieving desirable health outcomes. That was in 1999; 16 years later, through a concerted community focus on chronic disease self-management, Medicaid patients are now in the top 15% in terms of outcomes.

Program Success Monitored By All contacts and activities, along with demographic and other data logged in excel spread sheets by the YWCA. In addition, local hospitals and the Greater Lawrence Family Health Center maintain detailed patient records and also conduct health needs assessments. The YWCA collects client feedback through pre and post tests and follow-up phone calls.

Examples of Program Success We were able to convince Lawrence General Hospital to allow walk-in mammogram appointments without a referral from a primary care doctor, to increase access to screenings and reduce missed appointments. This is essential because, breast cancer is a leading cause of death among Latinas, not because of prevalence, but because of delayed detection and treatment. YWCA Health Ambassadors have worked to catalogue the large number of faith communities in Lawrence, many of which are storefront or itinerant. Churches are often the first place that recent immigrants go seeking supporting and information. To our knowledge, we are the first to do so, and that list has helped to expand the reach of the Health Advocacy Program by partnering with faith communities to offer charlas and chronic disease self-management classes. We also know that our charlas can save lives. One woman who attended a charla at her church was convinced to get her first mammogram, which showed she had early stage breast cancer. She was able to get treatment and now looks forward to joining the YWCA Cancer Survivors group.

Domestic Violence/Sexual Abuse Survivor Programs

Description	Provides comprehensive support for battered women and their children including emergency shelter, transitional housing, legal, medical, court and police advocacy, counseling referrals and ongoing support. YWCA Domestic violence staff visit area high schools to talk about the issue of teen dating violence and provide workshops and awareness programs throughout the community. The YWCA also maintains a 24/7 victim hotline and assists women and children who are victims of sexual abuse. Our Child Advocacy Project is the only program in Essex County providing child victims of sexual abuse and non-offending family members or caregivers with comprehensive victim services. Began offering services on the North Shore through the YWCA North Shore Rape Crisis Center in July of 2013.
Budget	\$358,757.00
Category	Human Services, General/Other Residential Care
Population Served	Victims, Families, Hispanic, Latino Heritage
Program Short Term Success	In the short term, we anticipate that 85% of women completing the OASIS Project, a transitional housing program for survivors of domestic violence and their families, will obtain and keep permanent housing after program completion. We also anticipate that 90% of the women YWCA transitional housing will attend three or more workshops or trainings designed to promote self-sufficiency.
Program Long term Success	We envision a community free of sexual and domestic violence.
Program Success Monitored By	
Examples of Program Success	All women in transitional housing receive one-to-one case management and complete an individualized plan for meeting goals determined by the woman herself. These are reviewed regularly. In addition, the YWCA provides after care to support women exiting transitional housing in the transitional to living on their own.

Transitional and Permanent Housing

Description	<p>The YWCA offers a four-bedroom emergency shelter in a safe location for women and their children fleeing domestic violence. We also offer supported, transitional housing to formerly homeless pregnant and parenting teens and survivors of domestic abuse and their children at YWCA Fina House, which was constructed in 2005 and also offers permanent housing options. Transitional services include workshops on economic self-sufficiency, parenting and anger management, as well as individual case management. All girls in the Teen Parenting Program attend school or are working toward a GED. Women in the OASIS Domestic Violence Program either attend school or are employed. 80% of participants obtain permanent housing after completing the transitional program, with follow-up support provided by the YWCA for up to 2 years. In addition, YWCA Single-Room Occupancy apartments house 10 formerly homeless women, most of whom have physical, intellectual or mental disabilities.</p>
Budget	\$963,046.00
Category	Housing, General/Other Emergency Shelter
Population Served	Families, Females, Homeless
Program Short Term Success	Women gain the skills they need to obtain jobs, become economically self-sufficient and obtain and maintain permanent housing.
Program Long term Success	Long-term success is measured by the number of women obtaining and maintaining permanent, affordable housing or, in the case of emergency shelter residents, moving to a safe location, preferably one that allows them to continue to work toward self-sufficiency.
Program Success Monitored By	<p>For transitional housing, we track housing data electronically to measure increases in income and moves to permanent housing. Last year, 100% of those exiting the YWCA OASIS Project for domestic violence survivors obtained and maintained permanent housing for at least one year. We follow residents for up to 18 months after exiting our programs to track housing status and provide support to help them maintain that status.</p> <p>In transitional housing, women and girls work with individual case managers to create long-term goals, then break down the steps they must take to achieve those goals. Individual plans are reviewed monthly to measure progress assess where additional support or instruction is needed.</p>

Examples of Program Success

Ada (not her real name) fled her abusive husband and would up living on a friend's couch in Lawrence, where she immediately accessed domestic violence services through the YWCA. The mother of a five-year-old daughter, Ada was also pregnant at the time. Her abusive spouse tracked her down and showed up on the friend's doorstep, at which point the friend, fearing for her own safety, asked Ada to leave. Ada and her daughter wound up at a shelter, where she was living when her baby boy was born. She continued to work with the YWCA and, when an apartment became available in the YWCA OASIS Project, transitional housing for domestic violence survivors, she and her children finally were able to have a home. While at OASIS, Ada began volunteering in the YWCA childcare program, which made her eligible for a special workforce program at Northern Essex Community College for women wishing to become licensed childcare providers. Recognizing her strong aptitude for the job, the YWCA offered Ada a full-time, benefitted position. She now works at the YWCA and will soon complete her program at NECC and become a licensed childcare provider. Meanwhile, her son is enrolled in licensed day care and her daughter is in school fulltime. Both are thriving.

Health Promotion Services

Description

The YWCA offers numerous fitness and recreation programs for children, teens, women and families including:

- Swim lessons (individual and group), life guard certification classes, family swim and water safety classes in our Olympic-size pool.
- Camp Y-Wood summer day camp on Captain's Pond in rural Salem, NH
- Women's health, fitness and recreation opportunities in our gym and pool, including programs for survivors of breast cancer and those at risk for diabetes and cardiovascular disease.
- Family nights and celebrations.

Budget

\$113,494.00

Category

Youth Development, General/Other Youth Leadership

Population Served

Children and Youth (0 - 19 years), Hispanic, Latino Heritage, Families

Program Short Term Success

Program Long term Success

Program Success Monitored By

Examples of Program Success

Program Comments

CEO Comments

The YWCA maintains flexibility in programming in order to meet the changing needs of the community and to address social, health and family issues as they arise.

Management

CEO/Executive Director

Executive Director	Ms. Mary B. O'Brien
Term Start	Sept 1994
Email	mobrien@ywcalawrence.org

Experience

Mary B. O'Brien, Executive Director and former Deputy Executive Director, has been employed by the YW for more than 20 years. During her tenure, the agency has experienced tremendous growth; the budget and staff doubled and the facility space was renovated, reconstructed, and restored. During this time, Ms. O'Brien worked to expand the programs and services at the YW in the areas of housing, health advocacy, and victim's services. She is responsible for all aspects of Women's Services, residential and community services. She was responsible for the planning, financing, and construction of YWCA Fina House, as well as designing the Teen Parenting Program. Most recently, she helped to spearhead and oversee expansion of services to Greater Haverhill, by combining operations with YWCA Haverhill, and assuming management of the North Shore Rape Crisis Center in Lynn, opening an emergency shelter for women and their children fleeing domestic violence, and opening a new after-school site in the former Arlington Mill building in Lawrence. She serves as the agency's primary spokesperson. Ms. O'Brien serves on the Board of Directors of Jane Doe, Inc. A Haverhill native, she obtained her Master's from Tufts University.

Former CEOs

<u>Name</u>	<u>Term</u>
Ms. Rebecca A. Hall	Sept 1991 - June 2014

Senior Staff

Ms. Lee Woodbury

Title Deputy Director

Experience/Biography

Staff Information

Full Time Staff	54
Part Time Staff	47
Volunteers	250
Contractors	1
Retention Rate	93%

Staff Demographics - Ethnicity

African American/Black	0
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Asian American/Pacific Islander	1
Caucasian	33
Hispanic/Latino	77
Native American/American Indian	0
Other	0 0

Staff Demographics - Gender

Male	15
Female	87
Unspecified	0

Formal Evaluations

CEO Formal Evaluation	Yes
CEO/Executive Formal Evaluation Frequency	Annually
Senior Management Formal Evaluation	Yes
Senior Management Formal Evaluation Frequency	Annually
NonManagement Formal Evaluation	Yes
Non Management Formal Evaluation Frequency	Annually

Plans & Policies

Organization has a Fundraising Plan?	Yes
Organization has a Strategic Plan?	Under Development
Does your organization have a Business Continuity of Operations Plan?	Yes
Management Succession Plan?	Under Development
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Whistleblower Policy	Yes
Document Destruction Policy	Yes
Directors and Officers Insurance Policy	Yes
Is your organization licensed by the Government?	Yes
Registration	Yes
Permit?	Yes

Collaborations

- HUD Continuum of Care; Participant, Federal Wrap-Around Schools Grant (5-year collaborative grant through Greater Lawrence Community Action Council)

- Lawrence Working Cities Challenge Initiative partner (3-year grant from Boston Federal Reserve to improve employment/educational outcomes in Lawrence)
- Lawrence Public Schools: YWCA offers year-round child care services in 2 schools
- Greater Lawrence Family Health Center: collaborate to eliminate health disparities and increase access to underserved populations
- Merrimack College: interns in our Child Advocacy Project serving child victims of sexual abuse and non-offending family members
- Harvard School of Public Health on health disparities issues
- Centers for Disease Control, Latino CEED, REACH New England The *Latino* Center of Excellence for Eliminating Disparities: Racial and Ethnic Approaches to Community Health New England
- Contracted to coordinate and steer the City of Lawrence Mayor's Health Task Force, a coalition of nearly 90 nonprofits, health care providers, government agencies and other concerned citizens and groups.
- Working closely with Essex County District Attorney and Lawrence and Haverhill District Courts to address issues related to Domestic Violence
- Jericho Road Lawrence: Working together to increase Latino participation on Lawrence nonprofit boards through the Cultural Inclusion Board Pilot.
- City of Lawrence: The YWCA coordinates the Mayor's Health Task Force, a coalition of nonprofits, health care providers, government agencies, businesses and citizens focused on enhancing health and wellbeing in the City of Lawrence.

Awards

Awards

Award/Recognition	Organization	Year
Center of Excellence/ Early Learning Center	U.S. Department of Education	2011
Designated one of the top 10 early learning centers in MA	Root Cause/SSI	2010
Community Partner Award	El Mundo Boston	2012
Community Spirit Award	Merrimack Valley Chamber of Commerce	2014

External Assessments and Accreditations

Assessment/Accreditation	Year
National Association for the Education of Young Children (NAEYC) - 3 Year Accreditation	0
National Association for the Education of Young Children (NAEYC) - 5 Year Accreditation	0
US Department of Housing and Urban Development	0
	0

Affiliations

Affiliation	Year
YWCA USA	0

Comments

CEO Comments

We are currently in the process of mapping strategic and fundraising plans that reflect the current economy and the uncertainties of government funding streams.

Our succession plan is updated yearly during the Executive Director's review with the Board's executive committee members.

Board & Governance

Board Chair

Board Chair	Ms. Patricia B. O'Brien
Company Affiliation	The Savings Bank
Term	Nov 2015 to Oct 2018
Email	pobrien@tsbawake24.com

Board CoChair

Board CoChair	Ms. Patty Lofaro Wilson
Company Affiliation	Enterprise Bank
Term	Nov 2012 to Oct 2015
Email	patty.wilson@ebtc.com

Board Members

<u>Name</u>	<u>Affiliation</u>	<u>Status</u>
Ms. Naomi Andon CPA	Shaheen, Pallone & Associates PC	Voting
Ms. Katherine Castro	Pentucket Bank	Voting
Ms. Emily Gonzalez	Northern Essex Community College	Voting
Ms. Lysanne LaPierre	Consultant	Voting
Ms. Patty LoFaro Wilson	Enterprise Bank	Voting
Ms. Joselyn Marte	Lawrence Public Schools	
Ms. Ame Matuza	Community Volunteer	Voting
Ms. Lois McGinnis	President, Salem Five Bank	Voting
Ms. Patricia O'Brien	The Savings Bank	Voting
Ms. Elizabeth Rose Esq.	Partner	Voting
Ms. Pam Sintros	Consultant	Voting
Dr. Jean Tabit	Greater Lawrence Family Health Center	Voting

Board Demographics - Ethnicity

African American/Black	1
Asian American/Pacific Islander	0
Caucasian	9
Hispanic/Latino	2
Native American/American Indian	0
Other	0 0

Board Demographics - Gender

Male	0
Female	12
Unspecified	0

Board Information

Board Term Lengths	3
Board Term Limits	2
Number of Full Board Meetings Annually	8
Board Meeting Attendance %	75%
Written Board Selection Criteria?	Yes
Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	100%
Percentage Making In-Kind Contributions	100%
Constituency Includes Client Representation	Yes

Standing Committees

Finance

Nominating

Diversity & Inclusion

Special Events (Golf Tournament, Walk / Run, Silent Auction, Dinner / Gala)

Board Development / Board Orientation

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Comments

CEO Comments

The Board is currently engaging in a program called Board Roles to Goals through Jericho Road Lawrence. As a result, we have identified committee needs related to communications, welcoming/inclusion and diversifying our nomination process. This is a precursor to Strategic Planning.

Financials

Fiscal Year

Fiscal Year Start	July 01, 2014
Fiscal Year End	June 30, 2015
Projected Revenue	\$5,607,218.00
Projected Expenses	\$5,607,218.00
Endowment?	No
Spending Policy	Income plus capital appreciation
Credit Line?	No
Reserve Fund?	Yes
Months Reserve Fund Covers	0

Detailed Financials

Revenue and Expenses

Fiscal Year	2014	2013	2012
Total Revenue	\$5,494,873	\$4,829,630	\$4,761,034
Total Expenses	\$5,470,424	\$4,829,450	\$4,664,016

Revenue Sources

Fiscal Year	2014	2013	2012
Foundation and Corporation Contributions	\$201,020	\$299,359	\$448,091
Government Contributions	\$0	\$0	\$0
Federal	--	--	--
State	--	--	--
Local	--	--	--
Unspecified	--	--	--
Individual Contributions	\$339,639	\$333,123	\$400,531
Indirect Public Support	\$83,236	\$82,160	\$61,636
Earned Revenue	\$4,838,356	\$4,086,156	\$3,784,630
Investment Income, Net of Losses	\$10,427	\$11,531	\$10,469
Membership Dues	--	--	--
Special Events	--	--	--
Revenue In-Kind	--	--	--
Other	\$22,195	\$17,301	\$55,677

Expense Allocation

Fiscal Year	2014	2013	2012
Program Expense	\$4,799,317	\$4,110,716	\$4,008,223
Administration Expense	\$671,107	\$718,734	\$655,793
Fundraising Expense	--	--	--
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.00	1.00	1.02
Program Expense/Total Expenses	88%	85%	86%
Fundraising Expense/Contributed Revenue	0%	0%	0%

Assets and Liabilities

Fiscal Year	2014	2013	2012
Total Assets	\$5,140,863	\$3,755,513	\$3,798,695
Current Assets	\$2,248,299	\$1,778,605	\$1,797,094
Long-Term Liabilities	\$495,138	\$487,186	\$483,316
Current Liabilities	\$1,277,427	\$1,138,504	\$1,185,736
Total Net Assets	\$3,368,298	\$2,129,823	\$2,129,643

Short Term Solvency

Fiscal Year	2014	2013	2012
Current Ratio: Current Assets/Current Liabilities	1.76	1.56	1.52

Long Term Solvency

Fiscal Year	2014	2013	2012
Long-Term Liabilities/Total Assets	10%	13%	13%

Top Funding Sources

Fiscal Year	2014	2013	2012
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

Capital Campaign

Currently in a Capital Campaign?

No

Comments

Foundation Staff Comments

Financial summary data in the charts and graphs above are per the organization's audited financials, with additional insights provided by the nonprofit.