

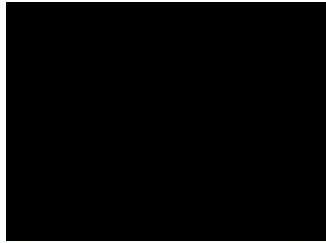


# The Giving Common

An Initiative of the Boston Foundation

[www.thegivingcommon.org](http://www.thegivingcommon.org)

## Gaining Ground, Inc.



### General Information

PO Box 374

Concord, MA 01742 0374

(978) 610-6086

**Website**

<http://www.gainingground.org/>

**Organization Contact**

Amy Capofreddi [office@gainingground.org](mailto:office@gainingground.org)

**Year of Incorporation**

1990

# Statements & Search Criteria

## **Mission Statement**

Gaining Ground grows organic produce for hunger relief with help from volunteers of all ages and abilities, who work and learn in our gardens.

## **Background Statement**

Founded in 1990, Gaining Ground has become a thriving non-profit organization that grows food for hunger relief with the help of hundreds of volunteers—and donates it to Boston and MetroWest hunger-relief organizations. Our volunteers include individuals of all ages, groups from a wide variety of backgrounds and interests, people in wheelchairs, and teenagers fulfilling court-mandated community-service hours.

- 1990—Founded by Concord resident, Jamie Bemis
- 1997—Started Old Manse garden (Trustees of Reservations property)
- 1999—Established Thoreau Birthplace gardens (town land)
- 2000—Initiated juvenile offender program, wrote first five-year plan.
- 2001—Acquired truck/equipment, launched web site
- 2003—Built garden pavilion, began Concord Food for Families (direct food distribution program)
- 2004—Piloted Read for Seeds (educational outreach/fundraiser)
- 2005—Hired new farm coordinator, constructed hoop green house
- 2006—Brought electricity to the garden, increased outreach, created Strategic Plan
- 2009 – Built a maple syrup boiling shack
- 2009 – Added Massport Land adjacent to Thoreau Birthplace garden
- 2009 – Added Carlisle to Food For Families Program
- 2010 – Hired new farm coordinators & office coordinator
- 2011 – Expanded Board of Directors to sixteen
- 2012 – Purchased tractor
- 2013 – Added irrigation well and began high tunnel construction

## **Our Organization**

Gaining Ground is managed by an active Board of Directors whose members represent diverse backgrounds in the arts, business, law, education, human services, public relations, and community activism. Gaining Ground has two year-round part-time employees —an *Office Administrator* who manages our office and grant writing program; and a *Farm Coordinator*, who directs our farm and volunteer program. Seasonal garden staff work in the gardens and with volunteers. This streamlined organizational structure enables us to provide exceptional volunteer opportunities and food for hunger relief with minimal overhead.

## **Our Gardens**

Our main 9-acre farm is located on public land at the Thoreau Birthplace in Concord, MA—an historic site that has been under continual cultivation for more than 300 years. In 2010, we added two acres of land leased from Massport. We also maintain a kitchen garden designed by Thoreau at the Old Manse in Concord, Massachusetts, home to Emerson and Hawthorne.

## **Who We Serve**

We provide produce to nine local food pantries and meal programs, all within 20 miles of the farm.

## Impact Statement

### 2014 Accomplishments

1. Food distribution: In 2014, Gaining Ground launched a new food distribution program to help us reach more urban families. In collaboration with Project Bread and Community Teamwork in Lowell, we began offering a weekly free farmers' market for families with children at a Lowell Head Start center. The program helps low-income families with young children gain access to the nutritious fresh produce essential to healthy development. During the 16-week program we set up a weekly, free farmers' market and introduced the produce and farming to the children. Families receive a variety of produce each week, sufficient for a small family. Project Bread provided food preparation demonstrations with a chef and nutritional information.

2. Volunteer involvement: We had a record number of volunteers visit the farm in 2014. Approximately 2,200 volunteers participated in farm operations from April through October. Volunteers included numerous school groups, disabled adults, faith organizations, corporate groups, families and individuals. Sugaring activities expanded volunteer opportunities into January and February.

3. Food Production: In 2014, we achieved a record harvest, more than double our harvest in 2012. We supplied 57,000 pounds of top-quality, highly nutritious, organically-grown vegetables, fruit and herbs, as well as 30 gallons of maple syrup to emergency food programs. Produce we harvest before noon is delivered to food programs to be distributed that same day.

4. Capital improvements: We completed construction on a high tunnel – similar to a greenhouse – that covers field crops and creates a micro-climate that improves growing conditions earlier and later in the season. Tomatoes flourished under the high tunnel this season and the fall crop of spinach was harvested into December. This protected field space will help us extend our growing season through the fall and give our spring plantings an earlier start. We installed a permanent deer fence around the farm to minimize crop loss due to wildlife. We installed a new irrigation system off our new well so we will have year-round access to water.

5. Capacity Building: In 2013, the Board and the staff recognized the need to add structure and staff to remain successful and expand our reach. At that time, Gaining Ground operated with only two year-round staff positions – a Farm Coordinator and an Office Administrator. Critical program functions relied on the volunteer Board of Directors and seasonal farm staff during the growing season. The organization's activities and program goals were outgrowing its capacity for fundraising and program management. In 2014, Gaining Ground hired a Program Manager to support Gaining Ground's Food Distribution Program, Farm Volunteer Program and Community Communication. Fan Watkinson joined Gaining Ground in April. The addition of a Program Manager significantly improves our ability to carry out several goals:

- Provide a safe, enjoyable, and engaging volunteer experience
- Improve follow-up with farm volunteers to collect feedback and maintain engagement
- Identify and follow-up with volunteers interested in providing financial support
- Better understand the organizations we supply – who they serve, how many, timing of their distributions, etc. – and build a stronger relationship with their staff and volunteers
- Satisfy the needs of the organizations we supply in terms of what produce they receive, how the produce is packaged for pick up, pick up schedule, etc.
- Raise community awareness of Gaining Ground through local newspaper articles and more frequent and engaging Facebook postings
- Collect and summarize program measurement data on a monthly basis

### 2015 Goals

1. Grow more food. Our 2015 growing season will benefit from an early start under our new high tunnel. The new irrigation system will be operational during the season. We are also launching an

initiative to aggressively build our soil quality by adding more compost, cover crops and mineral amendments. We have observed stronger, healthier, more pest-resistant and productive plants where we have concentrated our efforts to increase soil vitality. This will ultimately enable us to grow more food while remaining responsible stewards of the land resources we use.

2. Create a Farm Apprentice Program. Our Farm Coordinators recognize that our blend of organic farming and meaningful community volunteerism offers a unique farm-learning opportunity for young farmers. In 2015, they are launching a Farm Apprenticeship program with two full-time, six month positions for young farmers to learn all aspects of the farm operations, the volunteer program, the food programs we supply, and the land and resources we use.

3. Support more emergency food programs. Our ability to regularly supply emergency food programs is subject to weather and growing conditions but in 2015 we will seek ways to add regular support to at least one more food program.

4. Design and site a barn for the farm. A barn provides a sheltered, well-organized space for farm staff and farm equipment, supplies and facilities. This capital investment will serve the farm for years to come, providing shelter for volunteers and farm supplies, and protecting the investments we have made in farm equipment

## **Needs Statement**

1. Constituent Relationship Management system. Gaining Ground welcomes over 2,000 volunteers each year and reaches out to over 3,000 supporters with our newsletter and appeals. We are currently using different management tools for tracking volunteer, donor and supporter data that don't play well together. We are currently researching options we can use to implement a solution.

### **2. \$10,000 - \$20,000 Farm Apprentice Program**

In addition to educating volunteers about organic farming and hunger relief, our farm offers a unique learning environment for young farmers. In 2015, we launched a Farm Apprenticeship program that offers an intensive six-month learning program on the operations of a small-scale, organic, sustainable farm that uses over 2,000 community volunteers each season. Our apprentice program prepares less experienced farmers to have a stronger working knowledge of organic agriculture, and practiced people skills working with community volunteers, so that they may serve future projects that aim to improve human health and environmental quality through organic practices. The program is going very well in its first year and we would like to continue to offer it next year. Total program cost is approximately \$30,000 (compensation for apprentices and farm coordinators).

### **3. \$9,000 Produce Cooler**

Gaining Ground has successfully raised funds to build a barn on the farm to provide storage for farm equipment and add work space for volunteers and staff. As part of this project, we would like to install a walk-in produce cooler in the barn. The cooler would help us harvest produce at its peak and supply it more evenly across the different emergency food programs we supply and over the season. Initial quotes of an approximately 8' x 8' or 8' x 10' cooler vary between \$7,500 - \$8,000, not including delivery, installation and shelving costs.

### **4. \$7,500 Maple Sugaring Program**

In late winter, Gaining Ground taps maple trees throughout Concord and Carlisle. Volunteers visit the farm to learn informally about the process of boiling sap down to maple syrup. This is a high value product that is enthusiastically welcomed by the food programs we supply each year. The approximately six-week program (very weather dependent) is another way that we seek to make the most of the land and resources we have available to further our mission – growing organic produce for hunger relief with community volunteers. In the past few years we have offered a one-day open house to attract more people to the program – a low-key event with hot cider and maple-inspired treats. The cost of the program represents 80% of the Farm Coordinator salary for six weeks, annual equipment repairs and supplies, and transportation.

### **Board Chair Statement**

Our mission starts with the land. (We grow organic produce with the help of volunteers and give it all away.) My passion for our mission started on a cold April day, kneeling on wet ground and planting peas. It was fully grown by June when helping recipients to fill their bags with crisp sugar snaps.

This is how it starts with many of our board members. The land draws us in with its beauty and what it provides. Whether you are weeding carrot beds or harvesting beans, you get connected to the land, to the produce, to the folks who need nutritious food. The rub comes when board members realize that board work is more than spreading compost. Of course, from a governance perspective, this is an enviable challenge – passionate, committed board members willing to get their hands dirty, literally. The abstract work of governing – creating strategic plans, committee meetings, fund raising – can feel far removed from where the seed was planted.

The response to this challenge is to build connections among board members, volunteers, farmers, supporters and recipients. Farmers, volunteers, and board members work together in the fields. We bring supporters to the farm to help harvest and distribute food. Most importantly, we engage with recipients with direct food distribution, sharing recipes and learning about their lives. The connectivity helps us see that if we take good care of our land, it yields plentiful harvests which feeds more people. Seeing these connections, I believe, leads board members to understand their broader role of supporting the foundation of the organization. It is easier to understand why a new fund raising strategy needs to be discussed when you have experienced how increased resources have led to more productive land and more potatoes, beans, carrots in the back of the truck headed to recipient meal programs and food pantries.

### Service Categories

Food Banks, Food Pantries

Voluntarism Promotion

Land Resources Conservation

### Geographic Areas Served

Gaining Ground supplies food pantries and meal programs in the following Massachusetts cities and towns: Boston (02118), Ayer, Bedford, Lowell, Sudbury, Westford, Concord, Carlisle, Maynard.

Please review online profile for full list of selected areas served.

# Programs

## **Growing organic produce for hunger relief**

**Description**

Gaining Ground grows organic vegetables and fruit on historic farmland in Concord, MA, and gives away all of this produce to area food pantries and meal programs.

Currently we support ten food pantries and meal programs in Boston and the MetroWest region. Food for Families is our direct distribution program which offers weekly distributions of organic fruits, vegetables, herbs and flowers from June to October, as well as a Thanksgiving distribution.

**Budget**

157,477

**Category**

Food, Agriculture & Nutrition, General/Other Food

**Population Served**

Poor, Economically Disadvantaged, Indigent, ,

**Program Short Term Success**

Each growing season, Gaining Ground contributes 20,000 - 30,000 pounds of high-value, nutritious, fresh organic produce that contributes to an overall healthy diet to families and individuals experiencing difficulty affording food.

**Program Long term Success**

Long-term success means people experiencing food insecurity and who turn to emergency food programs in Boston and the MetroWest region have access to organic, high quality, fresh produce in season.

Nationally accepted nutrition guidelines emphasize fresh fruits and vegetables as the source for needed nutrients and fiber that support overall health. However, Director General of the World Health Organization observed in 2008 that nutritious foods are often the first to be eliminated when funds for buying food are limited: "Food choices are highly sensitive to price. The first items to drop out of the diet are usually healthy foods – fruit, vegetables, and high-quality sources of protein. ... Nutrient-poor staples are often the cheapest way to fill hungry stomachs."

**Program Success Monitored By**

We monitor the food production and distribution program by tracking:

- The type and weight of produce we distribute.
- The number of organizations we support, and how frequently we distribute to them, including the Food for Families program.
- For Food for Families specifically, the number of households and individuals included in the program.
- Feedback from recipients on their satisfaction with the type and quality of produce, as well as our service in providing it

## Examples of Program Success

Each year we collect feedback from recipient groups on how to improve our programming. We hear repeatedly that the program is highly valued:

- Gaining Ground has worked many years with Pine Street Inn (Boston) and Open Table (Concord and Maynard). Both organizations have the capacity to take all the produce we provide them and prepare fresh meals that are provided to low-income/homeless individuals.
- Pine Street Inn reports it's been wonderful to incorporate more fruits and vegetables into their menus. Gaining Ground produce has made it easier for them to make their menus healthier.
- A family unable to afford fresh produce loved having vegetables as part of well-balanced meals.
- A recipient reported that the great vegetables definitely helped stretch the food budget.
- Food pantries tell us the produce is nearly always used up
- The Asian population of a food pantry appreciated the more exotic greens.



## Farm volunteering

### Description

Gaining Ground is open to volunteers Tuesday – Saturday each week from April until the end of October. The farm attracts hundreds of volunteers every growing season – from 3rd graders to people in their 80s, from Boy Scouts to juvenile offenders, from prep school athletes to the wheelchair-bound. Our farm coordinators match the skills and needs of the people who volunteer with the specific work that needs to be done on a specific day. We believe everyone has something to contribute to the farm.

A typical volunteer visit lasts 3 hours. We're not teaching our volunteers to be farmers. We're giving them an opportunity to help others in their community, and to learn about growing food in the process. They see tangible results of their labor, and know that the squash they pick today will end up on someone's table tonight. We believe the work is the learning.

We budget this program together with growing organic produce. Please refer to that program for budget information.

### Budget

0

### Category

Philanthropy, Voluntarism & Grantmaking, General/Other Community Service

### Population Served

General/Unspecified, ,

### Program Short Term Success

- Volunteers on the farm nearly every available day through the growing season.
- A diverse volunteer population that includes physically challenged or mentally disabled volunteers, juvenile offenders, elementary through college students, a range of faith organizations, corporate groups, families, and individuals of all ages.
- Repeat visits by volunteers throughout the season or year over year.
- Participation across the public and private school systems in Concord and Carlisle in farm visits.

### Program Long term Success

All members of a community, regardless of age or abilities, have a meaningful and joyful opportunity to give back to others.

Meaningful volunteer opportunities serves the fundamental human need to be engaged in an activity with a sense of contribution and of self-value. Volunteerism increases self-esteem, and in turn, the capacity to treat others with respect and generosity.

**Program Success Monitored By**

Program success is monitored by:

- Number of volunteers or volunteer groups that visit the farm each year
- Schedule of volunteer visits throughout the season
- Volunteer feedback card suggestions
- Informal tracking of the diversity of the volunteer population to determine if we are attracting the diverse population we intend to serve

**Examples of Program Success**

- Volunteer groups from Walnut Street Center (a nonprofit that supports disabled adults and their families) have been coming to the farm every season for 10 years. They love working hard where they have a chance to give back to others. Their work at Gaining Ground inspired them to create a community garden at their Somerville location.
- Over the years we have helped hundreds of Concord-Carlisle high school students fulfill their community service requirements.
- Our farmers witness individual growth in volunteers: a young man fulfilling mandated community service through Restorative Justice went from shy and uninterested in socializing to happy, focused and excited at finding a place where he belonged; a volunteer with an autism spectrum disorder evolved from disengaged to a productive volunteer over the course of a season.
- Volunteers report back Gaining Ground's inspiration: starting gardens, pursuing a career in farming, inspiring learning about food and hunger.

# Management

## CEO/Executive Director

<b>Executive Director</b>	Mr. Joe Rigali
<b>Term Start</b>	Jan 2012
<b>Email</b>	joe@gainingground.org

## Staff Information

<b>Full Time Staff</b>	3
<b>Part Time Staff</b>	4
<b>Volunteers</b>	2200
<b>Contractors</b>	0
<b>Retention Rate</b>	100%

## Staff Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	7
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 Not specified

## Staff Demographics - Gender

<b>Male</b>	2
<b>Female</b>	6
<b>Unspecified</b>	0

## Formal Evaluations

<b>CEO Formal Evaluation</b>	N/A
<b>CEO/Executive Formal Evaluation Frequency</b>	N/A
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Annually
<b>NonManagement Formal Evaluation</b>	N/A
<b>Non Management Formal Evaluation Frequency</b>	N/A

## Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	Yes
<b>Years Strategic Plan Considers</b>	5
<b>Date Strategic Plan Adopted</b>	Mar 2012
<b>Does your organization have a Business Continuity of Operations Plan?</b>	No
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	No
<b>Document Destruction Policy</b>	No
<b>Directors and Officers Insurance Policy</b>	Yes

## Collaborations

In 2014, in collaboration with Project Bread and Community Teamwork in Lowell, we began offering a weekly free farmers' market for families with children at a Lowell Head Start center to help us reach more urban families. The program helps low-income families with young children gain access to the nutritious fresh produce essential to healthy development. During the 16-week program we set up a weekly, free farmer's market and introduced the produce and farming to the children. Families receive a variety of produce each week, sufficient for a small family. Project Bread provided food preparation demonstrations with a chef and nutritional information. The Children's Village at the Mill Head Start enthusiastically hosted the site and helped coordinate with participating parents. The program was highly successful and will be repeated in 2015.

## Awards

### **Awards**

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
Included Gaining Ground in the Good Food Org Guide - one of five MA non-profits doing exemplary work in the areas of food and agriculture, nutrition and health, hunger and obesity, and food justice	James Beard Foundation and Food Tank	2014
Climate for Freedom Award for significantly contributing to the climate for freedom in our communities	Concord-Carlisle Human Rights Council	2014
Program Innovation Award to Community Teamwork in Lowell for its partnership with Gaining Ground	Massachusetts Head Start Association	2014

# Board & Governance

## Board Chair

<b>Board Chair</b>	Mr. Joe Rigali
<b>Company Affiliation</b>	GW&Wade,LLC
<b>Term</b>	Jan 2012 to Dec 2016
<b>Email</b>	joe@gainingground.org

## Board CoChair

<b>Board CoChair</b>	Francine Royce
<b>Term</b>	Jan 2012 to Dec 2016
<b>Email</b>	francine@gainingground.org

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Penny Austen	Community Volunteer	Voting
Linda Booth Sweeney	Writer, The Balaton Group, WGBH	Voting
Pamela Goar	no affiliation	Voting
Jessica Huddy	Studio-e	Voting
Sue Mildrum	Constant Contact	
Amy Noordzij	no affiliation	Voting
Elizabeth Paley	Acton Council on Aging	Voting
Joseph Rigali	GW & Wade Associates	Voting
Timothy Rodgers	no affiliation	Voting
Lucy Rosborough	no affiliation	Voting
Francine Royce	no affiliation	Voting
Karen Schmidt	no affiliation	
Gary Vilchick	Retired	
Jeff Young	Young Ideas Painting and Design	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	16
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0

## Board Demographics - Gender

<b>Male</b>	5
<b>Female</b>	11
<b>Unspecified</b>	0

### Board Information

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	4
<b>Number of Full Board Meetings Annually</b>	10
<b>Board Meeting Attendance %</b>	73%
<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	100%
<b>Constituency Includes Client Representation</b>	No

### Standing Committees

Nominating  
 Facilities  
 Community Outreach / Community Relations  
 Finance  
 Volunteer  
 Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

### Youth Board Members

#### **Additional Boards: Youth Board Members**

<u>Name</u>	<u>Affiliation</u>
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# Impact

## **Goals**

Gaining Ground offers a unique combination of hunger relief and community volunteerism. All of the food we grow is given away to people who need it, for free. This refreshingly simple approach lets us focus on meeting the needs of our recipients and volunteers. It lets us provide healthy produce to people who need it most, while offering new volunteer opportunities to a wide range of people and promoting awareness of hunger relief needs.

## **Strategies**

Gaining Ground employs two primary strategies that have enabled us to achieve our mission:

- Growing organic, nutrient-dense produce to supply meal programs and food pantries: We grow over 300 varieties of organic vegetables and fruits, including many heirloom varieties of tomatoes, summer squash, potatoes, greens, strawberries and more. The diversity of our garden lets us serve our recipient groups well throughout the growing season.
- Creating a meaningful volunteer work experience for a wide variety of volunteers: Gaining Ground attracts more than 1,000 volunteers every growing season – from 3<sup>rd</sup> graders to people in their 80's, from Boy Scouts to juvenile offenders, from prep school athletes to the wheel-chair bound. For all our volunteers, the farm is a place to connect to the land, to contribute and to learn. In many ways, our farm is a classroom. We give our volunteers the opportunity to help others in the community and to learn in process. Mostly the learning is context-driven and experiential. One day, if it's buggy, the learning might be about bugs. Another day, if it hasn't rained in a few weeks, the learning may be about irrigation.

## **Capabilities**

The foundation of Gaining Ground's efforts is a combination of seven acres of leased land, farmed organically; a dedicated full-time farmer with seasonal help; a growing network of community volunteers; a hands-on board of directors and vibrant local partners seeking to heighten collective impact in the area of hunger relief.

## **Indicators**

We measure the progress of Gaining Ground via a diverse set of indicators, including:

- Yearly produce production: In 2013, we harvested 32,000 pounds of produce and 40 gallons of maple syrup
- Diversity of crops: 55 different crops harvested in 2013
- Number of households: we support over 200 individuals and households via direct distribution of food.
- Number of volunteers: Over 1600 volunteers worked nearly 5000 hours during the 2013 growing season
- Soil quality: we continue to improve and measure the over-all quality of our soil through sustainable farming methods
- Meal programs: we continue to expand the reach of our food distribution to programs such as Pine Street Inn, Loaves & Fishes and Head Start and others

## **Progress**

Gaining Ground *has* had a significant and deep impact on hunger relief through the distribution of fresh produce to meal programs, food pantries and directly to families through its "Food for Families" program.

We have also created a vibrant volunteer community.

We are *looking forward* to developing the following:

- Acquiring land for additional production capacity
- Improving our farm facilities to extend our growing season
- Creating more community-wide collaborations to achieve even greater collective impact in the area of hunger relief
- Strengthening our organizational infrastructure by hiring fundraising and program managers



# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	Jan 01, 2015
<b>Fiscal Year End</b>	Dec 31, 2015
<b>Projected Revenue</b>	\$335,695.00
<b>Projected Expenses</b>	\$335,695.00
<b>Endowment?</b>	No
<b>Spending Policy</b>	N/A
<b>Credit Line?</b>	No
<b>Reserve Fund?</b>	No
<b>Months Reserve Fund Covers</b>	0

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
<b>Total Revenue</b>	\$452,520	\$315,255	\$246,834
<b>Total Expenses</b>	\$266,641	\$209,589	\$172,516

### Revenue Sources

<b>Fiscal Year</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
<b>Foundation and Corporation Contributions</b>	--	--	--
<b>Government Contributions</b>	\$0	\$0	\$0
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	--	--	--
<b>Individual Contributions</b>	\$435,179	\$303,674	\$232,576
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$3,800	\$3,998	\$4,537
<b>Investment Income, Net of Losses</b>	\$928	\$563	\$402
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	\$12,613	\$7,020	\$9,319
<b>Revenue In-Kind</b>	--	--	--
<b>Other</b>	--	--	--

### Expense Allocation

Fiscal Year	2014	2013	2012
Program Expense	\$196,102	\$137,429	\$107,784
Administration Expense	\$38,619	\$56,393	\$59,596
Fundraising Expense	\$31,920	\$15,767	\$5,136
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.70	1.50	1.43
Program Expense/Total Expenses	74%	66%	62%
Fundraising Expense/Contributed Revenue	7%	5%	2%

### Assets and Liabilities

Fiscal Year	2014	2013	2012
Total Assets	\$748,050	\$552,477	\$440,594
Current Assets	\$505,924	\$433,589	\$340,085
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$20,435	\$10,741	\$4,524
Total Net Assets	\$727,615	\$541,736	\$436,070

### Short Term Solvency

Fiscal Year	2014	2013	2012
Current Ratio: Current Assets/Current Liabilities	24.76	40.37	75.17

### Long Term Solvency

Fiscal Year	2014	2013	2012
Long-Term Liabilities/Total Assets	0%	0%	0%

### 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 charts and graphs are per the organization's IRS 990s. Contributions from foundations and corporations are listed under individuals when the breakout was not available.