



The Giving Common

An Initiative of the Boston Foundation

www.thegivingcommon.org

FamilyAid Boston, Inc.



General Information

727 Atlantic Avenue
Boston, MA 02111
(617) 542-7286

Website

www.familyaidboston.org

Organization Contact

Shannon Arnold shannona@familyaidboston.org

Year of Incorporation

1920

Statements & Search Criteria

Mission Statement

FamilyAid Boston prevents and ends homelessness, one family at a time. We embrace a comprehensive approach that focuses on the individual strengths of each family and provides services to meet their unique needs. FamilyAid Boston works with families at all stages of the journey from homelessness to housing by providing homelessness prevention assistance, emergency shelter and permanent, affordable housing in conjunction with support services. Along the way, we work with families to identify and address the problems that led to their current crisis. Our goal is for the families who we serve to remain housed, stable, and able to provide for themselves long after they leave our care.

Background Statement

The history of FamilyAid Boston (formerly Travelers Aid Family Services) is the history of people coming together to help those suffering as a result of the economic and social upheavals of the 20th century. We began in 1916 as an all-volunteer effort, one of hundreds of organizations that emerged around the country in response to the needs of the thousands of new immigrants arriving in the United States each day. The agency, which was incorporated in 1920 as the Travelers Aid Society of Boston, provided help with housing, transportation, and employment to new immigrants, stranded travelers, and the poor at Boston's train stations and docks. While remaining true to its founding principles, FamilyAid Boston evolved throughout the century to respond to changing social needs. From assisting immigrant families with housing, employment, and transportation; to aiding migrant workers as they arrived from the South; to helping runaways during the Great Depression; to aiding refugees, servicemen and families at the end of World War II and the Korean War; FamilyAid Boston has been a vital part of this community, helping those with nowhere else to turn. In recent years, as the high cost of living and lack of affordable housing in Boston have forced more and more families onto the street, FamilyAid Boston refocused its efforts on housing this vulnerable group. Today, as one of the state's largest providers of services to homeless families, FamilyAid Boston is a leader in homelessness prevention, emergency shelter, and affordable housing. The original Travelers Aid Society of Boston grew out of the care and concern of ordinary Americans who came together to help the most vulnerable members of their communities. Nearly one hundred years later, FamilyAid Boston is carrying that mission forward, working to prevent and end family homelessness, one family at a time.

Impact Statement

In FY16, FamilyAid Boston provided 712 families (2,250 parents and children) with shelter, housing, and support services. The year 2016 marks our organization's 100th anniversary. In honor of this milestone, we are working toward two key programmatic goals, both of which are focused on long-term solutions to the family homelessness crisis in Massachusetts. First, we are working to double the size of the HOMES program, our supportive affordable housing program for homeless parents and children. Families in these units will pay an affordable rent and will receive comprehensive case management from FamilyAid Boston to help them build their skills and resources to live successfully and independently over the long term. Our second initiative for our 100th anniversary year is growing our homelessness prevention and rapid rehousing programs as well as establishing a Family Stability fund to provide homeless or at-risk families with direct funding to remove barriers to housing stability. These funds are combined with intensive social services to address each family's unique strengths and challenges and ensure that they achieve their greatest potential for stability and success.

Needs Statement

The City of Boston is in the midst of a family homelessness crisis, with a 34% increase in its population of homeless families over the past four years. Homelessness is a traumatic experience for families. Homeless children experience higher rates of mental health problems and perform more poorly in school than their peers. Homeless parents often suffer from debilitating stress, which affects their ability to care for their children, perform well at work, manage their finances, and engage in their communities. This crisis also destabilizes neighborhoods. When families become homeless, they lose their connections to important community resources. Frequent evictions and tenant turnover erode the sense of cohesion and consistency in communities. As FamilyAid Boston's yearly goals are based upon organizational and fundraising capacity, the list of needs below represent more of an long-term wish list of resources our agency would require to fully meet the needs of the population we serve: Approximately \$1 million to purchase additional units of affordable housing for homeless families. \$400,000 to expand our homelessness prevention and rapid rehousing efforts through the Family Stability program \$150,000 to support and expand our 24/7 emergency shelter program

Service Categories

Homeless Shelters

Homeless Services/Centers

Low-Income & Subsidized Rental Housing

Geographic Areas Served

FamilyAid Boston primarily works with families in the Greater Boston area and its surrounding communities.

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

Programs

Family Homelessness Prevention

Description

FamilyAid Boston's Homelessness Prevention program helps families who are at risk of becoming homeless to remain in their homes. Homelessness is often a preventable problem. Many families in crisis need only a one-time intervention to stay in their homes and avoid a disruptive stay in shelter and a difficult transition back into housing.

Case managers in our Homelessness Prevention program work with families to resolve the problems that are putting their housing at risk and to help them connect with the services they need. In some cases, limited financial assistance is available for rent and utility arrearage.

Budget

583,246

Category

Human Services, General/Other

Population Served

Families, ,

Program Short Term Success

The short-term success for families enrolled in FamilyAid Boston's Family Homelessness Prevention program is stabilization and an end to their housing crisis. To accomplish this, the program provides:

- Referrals for pro-bono housing legal services
- Housing search and placement
- Financial assistance for rent or utility arrears
- Landlord/tenant mediation
- Referrals for foreclosure prevention
- Housing related case management

Program Long term Success

It is the overarching goal of FamilyAid Boston to end family homeless in our community. With the lack of affordable housing in the Greater Boston area, we believe that our best chance to accomplish this is to strengthen and expand our Family Homelessness Prevention program so that it will reach more families who are in crisis and help them before they become homeless. The overarching programmatic goals are:

- There will be a sustainable plan for housing retention for all families served
- At end of intervention the client will have stable housing without threat of eviction
- The property management/owner will be in agreement with plan for continued tenancy
- At 6-12 month point the family will continue to have stable housing

Program Success Monitored By The focus of the Family Homelessness Prevention program is to make the most meaningful difference in the lives of at-risk families with the funds that are available. Our goal is to stabilize families' lives as a long-term solution to preventing homelessness, and so we concentrate on providing in-depth services to families as opposed to distributing funds with little or no follow-up. The staff annually evaluates its performance with their supervisors, under the guidance of the Executive Director and Board of Directors, to ensure that the family homelessness prevention program is helping the most families possible. New goals and methodologies are created and/or modified on an ongoing basis, as needed.

Examples of Program Success FamilyAid Boston's homelessness prevention program has helped 241 at-risk parents and children avoid homelessness in the last fiscal year, as well as 2,427 over the last 5 years.

Testimonial:

When LaTanya first turned to FamilyAid Boston, she was clutching an eviction notice. Months before, she'd been laid off from her full-time job and her landlord had raised the rent while she struggled to find work

"I was lost," she recalls.

Thankfully, through FamilyAid Boston's Homelessness Prevention program, LaTanya was able to pay her back rent. She worked with a FamilyAid Boston Employment Specialist to improve her resume, searched tirelessly for another job . . . and found one! LaTanya tells us she loves her new, full-time position in human resources. Her daughter is doing well at home and in school.

"I am so blessed to have FamilyAid Boston as part of my life," she says. "They opened their door and I felt like I was part of the family."

Emergency Shelter

Description

FamilyAid Boston provides families who have nowhere else to go with a safe place to stay while they get back on their feet.

Our shelter programs include:

- 24/7 Emergency Shelter: provides Boston homeless families who have no other options with a safe, temporary place to stay.
- Community Based Family Shelter: provides shelter to families in more than 100 apartments throughout the city.

Many working families in Boston do not make enough money to afford housing, yet they make too much to qualify for state shelter. FamilyAid Boston is the only agency in Massachusetts providing 24/7 shelter to families in this situation.

Due to the economic struggles over the last several years, there has been a rise in the need for emergency shelter for families.

Over just the last five years, FamilyAid Boston's emergency shelter programs have worked with 1,710 families, and expect to continue serving a high volume in the future.

Budget

4013195

Category

Housing, General/Other Emergency Shelter

Population Served

Families, ,

Program Short Term Success

Short-term success is defined in FamilyAid Boston's shelter programs as the ability to provide a homeless family with a safe environment, thereby removing them from the imminent threat of living on the street (we work in conjunction with Boston and are the city's provider of 24/7 emergency shelter for homeless families). It is our goal to provide 100% of Boston families who are in need of shelter with this service. To accomplish this goal, FamilyAid Boston operates its emergency program on a 24/7 basis with a daytime program staff as well as an on-call staff to help families in crisis on nights, weekends and holidays. The program also partners with different hotels to ensure that there is always space available so that a family has a place to stay other than the street. Once they are in safe shelter, they can begin the process of stabilizing their lives.

Program Long term Success

The ultimate goals of FamilyAid Boston's shelter programs are to temporarily house Boston's homeless families in a safe environment, remedy the issues that are forcing them into a housing crisis, and ultimately help them re-enter permanent affordable housing that they will be able to sustain in the years that follow. To help accomplish this, FamilyAid Boston has greatly increased the scope of its stabilization services over the last several years. The agency now offers support in the areas of employment, housing search and follow-up stabilization so that it can help ensure that families who have left our shelter programs will remain secure in their permanent housing.

Program Success Monitored By

Among the tools used to evaluate the success of FamilyAid Boston's programs are a client satisfaction survey and an outcome measurement process. The former establishes a forum in which clients can provide the agency with descriptive feedback regarding their clinical experiences. The latter establishes a desired methodology for measuring outcomes and formalizes a system for collecting the quantitative data necessary to evaluate the degree to which a desired outcome is achieved.

FamilyAid Boston tracks both the short and long-term outcomes on each of these target points. The data collected is analyzed in comparison to prior years, annual goals, and any social or policy conditions unique to that year. We evaluate the programs to pinpoint agency successes and provide feedback that strengthens the agency for the future.

Examples of Program Success

Andrea and Marcus are married with 3 children. They lived in the same Boston apartment for years, but decided to move when the rent became too expensive. Shortly after the family moved, Marcus lost his job due to health complications and Andrea was unexpectedly laid off shortly thereafter.

They had to move out to avoid an eviction and were forced to live with various family members. No one was able to house the family of 5 for long, and they soon found themselves without a place to stay.

Marcus and Andrea came to FamilyAid Boston for help and their family was temporarily housed in our emergency shelter program. At the same time, the two parents worked with their case managers to find housing and employment.

Andrea and Marcus were soon accepted into FamilyAid Boston's Rapid Re-housing program, and the family was able to move into an apartment. Working closely with FamilyAid Boston's employment specialists, Andrea found a well-paying job and the family is thriving in their new home

Housing

Description

At FamilyAid Boston, we recognize that each family's situation is different. Some need just a brief helping hand to get back on their feet, while others require longer-term help to remain safely housed and stable.

We provide two permanent housing programs, serving families with varied needs:

Rapid Re-Housing: Families enrolled receive a rental subsidy which allows them to focus on saving money and becoming self-sufficient. During this time, FamilyAid Boston's case managers work with families in areas such as employment, education, and financial literacy to develop plans for their long term stability.

HOMES: FamilyAid Boston owns and manages the 6 units of housing in the HOMES program. Families living in the units receive supportive housing services from caseworkers in order to increase their incomes, save money, learn budgeting skills, and other tools to help promote their continued success.

Budget

840087

Category

Housing, General/Other Affordable Housing

Population Served

Families, ,

Program Short Term Success

The most immediate success of families enrolled in FamilyAid Boston's housing programs is an end to homelessness for parents and children. Over the last 5 years, 181 families in our Rapid Re-Housing program have achieved this as well as an additional 13 families in our HOMES program.

In ending a family's homelessness crisis, there are numerous benefits for their health and well-being. The emotional toll of being homeless weighs greatly on both parents and children, and the disruption in the lives of children when they become homeless is enormous. In addition to these issues, entering into shelter causes a fundamental lack of stability in the lives of youths. They can be forced to change schools, move far from familiar extended family and friends, and lose contact with numerous other support structures. Permanent housing helps to place an immediate end to these problems.

Program Long term Success

Long-term success in FamilyAid Boston's housing programs is achieved when a family has been able to maintain their residency for one year. The ultimate goal of these programs is for families to obtain and maintain affordable permanent housing, stability, and self-sufficiency for the rest of their lives.

In the units that FamilyAid Boston owns, tracking is routine as case managers meet with the families to check on their well being and address any new issues that are placing their housing at-risk. Families in our Rapid Re-Housing program are monitored by program staff for twelve to eighteen months while they live in permanent housing.

Program Success Monitored By

The success of the housing programs at FamilyAid Boston are measured by their case managers, under the supervision of the Director of Client and Social Services, Executive Director, and Board Programs and Personnel Committee.

Working with their case managers, families develop housing and stability plans with goals to address the issues that have put their self-sufficiency in jeopardy in the past as well as new issues that could do the same in the future. These plans are reviewed each week, areas of improvement are identified, and corrective actions are taken together to ensure the family's long-term success. Copies of all relevant documents and actions taken are kept within a family's case file.

At the end of each fiscal year, data from the previous year's families is collected and examined (the agency utilizes an "Efforts to Outcomes" database for this purpose). Program modifications are proposed and if needed, discussed with the Board Programs and Personnel Committee.

Examples of Program Success

Despite a great education and an impressive career, a difficult series of circumstances forced Julie and her son into homelessness. She was placed in our Rapid Re-Housing program. Julie recently wrote:

After losing my job, we slept on the floor of a relative's house for 5 months. During that time I was able to find a job. Unfortunately, it was much less than I was capable of earning with my work skills and experience. Despite my full-time job, I remained homeless. After paying childcare and other expenses I didn't have enough money to put down a security deposit and first month's rent. When I came to, FamilyAid Boston, they helped me secure an apartment by paying the move-in fees and covering some of my rent for a year. This enabled me to put money away and get back on my feet – something I doubt I would have been able to do for a long time otherwise. I have since found another job that not only utilizes my professional skills, but also pays me what I am used to earning.

Stabilization

Description	<p>FamilyAid Boston provides stabilization services to help our families who have moved out of shelter remain in their homes and succeed over the long term.</p> <p>FamilyAid Boston's stabilization team works with our families who have moved from shelter into permanent housing, providing services that include:</p> <ul style="list-style-type: none">• Supportive case management• Tenancy support• Connections to community resources• Employment and career counseling <p>These ongoing services help families maintain and build upon the progress they made while in shelter, increasing their chances of remaining stable and housed over the long term</p>
Budget	349046
Category	Housing, General/Other Housing Support
Population Served	Families, ,
Program Short Term Success	<p>Short-term success is defined in FamilyAid Boston's stabilization efforts when a family has access to and is utilizing the stability and supports needed to maintain permanent housing. Case managers work toward a goal of having 100% of families:</p> <ul style="list-style-type: none">• Maintain employment• Access affordable childcare• Maintain a monthly household budget• Have access to reliable affordable transportation• Utilize mainstream benefits• Obtain health insurance• Enroll in education, ESL, or job training programs (if needed)
Program Long term Success	<p>Long-term success is found in FamilyAid Boston's post-placement stabilization programs when families have successfully maintained their housing and self-sufficiency for at-least six months. To help accomplish this, case managers schedule periodic meetings with recently housed families to check in and answer any questions and problem solve with the families. Common issues on which parents receive assistance include: cost of child care, employment, medical insurance, job training, continuing education, children's education, rent increases, and tenant/landlord relationships.</p> <p>The stabilization component is essential to a family's long-term success. By having a secure resource to turn to during the critical first year of housing after homelessness, the families have a better chance at maintaining housing and stability for the long-term.</p>

Program Success Monitored By Among the tools used to evaluate the success of FamilyAid Boston's programs are a client satisfaction survey and an outcome measurement process. The former establishes a forum in which clients can provide the agency with descriptive feedback regarding their clinical experiences. The latter establishes a desired methodology for measuring outcomes and formalizes a system for collecting the quantitative data necessary to evaluate the degree to which a desired outcome is achieved.

Examples of Program Success Duaine came to FamilyAid Boston with a heavy weight on his shoulders. Over the course of six months, he had gained custody of his disabled 10 year-old son and lost his job. Then, a house fire forced his family onto the street.

Duaine and his son came to FamilyAid Boston and were placed in a transitional apartment. With the help of caseworkers and employment specialists, he got a job and obtained the services he needed for his son. Eventually, Duaine and his son were able to move into their own apartment.

Later, when he needed to find daycare for his son, Duaine's case manager helped him access resources in his community and manage the new expense in his budget. When the needs of his son placed his job at risk, they worked together again to find a solution that allowed him to keep working, pay his rent, and stabilize his housing. Today, Duaine remains employed and his son is thriving, thanks in part to his stabilization case manager at FamilyAid Boston.

Employment Services

Description	<p>FamilyAid Boston's employment services provide clients with the job search, education and training referrals, and career development resources they need for success.</p> <p>Families enrolled in this program receive an immediate needs assessment, intensive employment counseling, customized job search support, and career development services from professionals trained to work with homeless families and low-income workers.</p> <p>Services include:</p> <ul style="list-style-type: none">• Evaluation of interests, job skills and abilities, work history, CORI issues and references• Individualized job search and job retention strategies• Hot Job postings, workshops, events calendars and support groups• Access to internet workstations to research job boards, employer websites and community resources• One-on-one help preparing resumes, cover letters and job applications• Direct referrals of qualified candidates for appropriate positions with our employer partners• Referrals to community partners, vocational training programs and educational opportunities
Budget	191920
Category	Employment, General/Other
Population Served	Unemployed, Underemployed, Dislocated, Adults,
Program Short Term Success	<p>Short term success for individuals working with the employment staff at FamilyAid Boston within the first two weeks of service delivery is defined as:</p> <ul style="list-style-type: none">• Initial assessment of strengths and barriers to training, education, employment• Creation of an employment plan addressing job readiness and search; job and career development; referrals to training, English for Employment classes etc.• Referral to job-seeker support services, recruitment fairs, and/or clothing resources• Education and support with on-line applications• Identification of and referral to appropriate education and training resources• Ongoing team involvement of case manage and stabilization staff to address psycho-social barriers to employment• Direct referrals to employers as often as possible (when applicable)• Meetings to identify appropriate settings, locate job opportunities• Job readiness classes for young adult summer opportunities

Program Long term Success

Long term success for individuals working with the employment staff at FamilyAid Boston is measured in relation to their ability to obtain employment, retain employment, and achieve workplace advancement in order to help them regain their self-sufficiency and ensure their family's long term success in permanent housing. The program has annual goals to help:

- (a minimum of) 100 individuals obtain employment to increase their stability and long-term success
- (a minimum of) 75 of these individuals to retain their employment for at least 6 months
- (a minimum) of 20 individuals advance in their current careers or move to a higher paying position elsewhere

Program Success Monitored By

FamilyAid Boston regularly collects copies of pay stubs for employment and income verification that are now used for housing applications and leases and in the future will also be used to verify that clients have gotten jobs, retained them, and gained advancement. Copies of these documents are kept in family case file. As it is appropriate, and especially when we have formal and informal partnerships with employers, direct communications about job offers, retention, and advancement are discussed directly and will be noted in case files and tracking documents.

Examples of Program Success

FamilyAid Boston's two Employment Specialists helped 92 adults find a job last year, and 465 over the last 5 years.

Testimonial:

Dania came to the United States from the Dominican Republic in search of a better life for her son and daughter. Having worked as a hairdresser in her home country, she hoped to find similar work in the U.S., but she struggled to find a job. After months of sleeping on the floor of her mother's home and then in a motel room, Dania and her family came to FamilyAid Boston for help.

FamilyAid Boston placed Dania and her children in an apartment through our Scattered Site Family Shelter program, and Dania began working closely with her case manager and employment specialist to get back on her feet. She began taking English classes and found a job cleaning homes.

Only a few months later, the family received an offer of permanent housing. Today, Dania continues to work and take English classes, and she and her children are thriving in their new home.

Management

CEO/Executive Director

Executive Director	Mr. Richard E. Ring
Term Start	Nov 2014
Email	richardr@familyaidboston.org

Experience

Richard Ring has over 40 years of experience working with homeless and vulnerable populations in Boston. Rich previously served as FamilyAid Boston's Executive Director from 1998-2009, when he had to step down due to health concerns. Before coming to FamilyAid Boston, Rich spent 25 years at the Pine Street Inn, and led that agency as Executive Director during a period of substantial growth.

Former CEOs

Name	Term
Bruce Liddell	July 2009 - Oct 2014

Staff Information

Full Time Staff	42
Part Time Staff	40
Volunteers	10
Contractors	0

Staff Demographics - Ethnicity

African American/Black	8
Asian American/Pacific Islander	5
Caucasian	18
Hispanic/Latino	11
Native American/American Indian	0
Other	40 No data reported

Staff Demographics - Gender

Male	11
Female	31
Unspecified	40

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?	Under Development
Organization has a Strategic Plan?	Under Development
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Whistleblower Policy	No

Affiliations

<u>Affiliation</u>	<u>Year</u>
Associated Grant Makers	2000
United Way Member Agency	1920
National Association of Social Workers	2000

Board & Governance

Board Chair

Board Chair	Mr. Kip Sanford
Company Affiliation	Fifth Third Bank
Term	Nov 2014 to Nov 2017
Email	kip.sanford@53.com

Board Members

Name	Affiliation	Status
C. Richard Carlson	UBS	Voting
Andrew Coler	PNC Bank	Voting
Kevin Costello	Boston Capital	Voting
Charles Deknatel	Massachusetts Office of Planning, Design, Construction Division of Capital Asset Management	Voting
Jan Griffin	Pine Street Inn	Voting
Pierce Haley	SerlinHaley	Voting
Daniel Halston	WilmerHale	Voting
Jay Hart	CrossHarbor Capital	Voting
Priscilla S. Hunt	Retired	Voting
Angie Janssen	Donii	Voting
Christopher Kelly	Wood Kelly Company	Voting
Bruce Liddell	FamilyAid Boston	Voting
Stephanie Lyons	Loomis Sayles	Voting
David Mancuso	Mancuso Communications Strategies	Voting
Michael McCormack	McCormack Suny LLC	Voting
Regina Norfolk	RN Communications	Voting
Richard Ring	FamilyAid Boston and Pine Street Inn	Voting
Kip Sanford	Sovereign Bank	Voting
Laura Scott	Wayfair	Voting
W. Paul White	The Karol Group	Voting
John Worrall	Retired	Voting

Board Demographics - Ethnicity

African American/Black	2
Asian American/Pacific Islander	0
Caucasian	19
Hispanic/Latino	0
Native American/American Indian	0

Other 0 0

Board Demographics - Gender

Male	15
Female	6
Unspecified	0

Board Information

Board Term Lengths	3
Number of Full Board Meetings Annually	6
Written Board Selection Criteria?	No
Written Conflict of Interest Policy?	Under Development
Percentage Making Monetary Contributions	100%
Percentage Making In-Kind Contributions	47%
Constituency Includes Client Representation	No

Standing Committees

Board Development / Board Orientation
Finance
Program / Program Planning
Housing and Community Development
Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Comments

CEO Comments

FamilyAid Boston is in the process of instituting a Community Advisory Board composed of current and former clients. The board's goal will be to collect additional information about the successes and challenges within our programs to better shape our services.

Financials

Fiscal Year

Fiscal Year Start	July 01, 2017
Fiscal Year End	June 30, 2018
Projected Revenue	\$7,988,913.00
Projected Expenses	\$7,979,674.00
Endowment?	Yes
Spending Policy	Percentage
Percentage	5%
Credit Line?	Yes
Reserve Fund?	Yes
Months Reserve Fund Covers	9

Detailed Financials

Revenue and Expenses

Fiscal Year	2016	2015	2014
Total Revenue	\$7,975,561	\$7,074,708	\$5,575,806
Total Expenses	\$7,445,896	\$6,911,822	\$5,458,049

Revenue Sources

Fiscal Year	2016	2015	2014
Foundation and Corporation Contributions	--	--	--
Government Contributions	\$6,485,121	\$6,144,726	\$4,503,685
Federal	--	--	--
State	--	--	--
Local	--	--	--
Unspecified	\$6,485,121	\$6,144,726	\$4,503,685
Individual Contributions	\$1,059,235	\$443,059	\$394,409
Indirect Public Support	\$133,840	\$139,000	\$124,855
Earned Revenue	\$114,122	\$120,882	\$99,074
Investment Income, Net of Losses	(\$63,595)	\$11,111	\$249,111
Membership Dues	--	--	--
Special Events	\$145,949	\$107,450	\$73,184
Revenue In-Kind	\$100,889	\$105,980	\$120,188
Other	--	\$2,500	\$11,300

Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$6,734,262	\$6,371,842	\$4,858,019
Administration Expense	\$259,546	\$289,716	\$322,559
Fundraising Expense	\$452,088	\$250,264	\$277,471
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.07	1.02	1.02
Program Expense/Total Expenses	90%	92%	89%
Fundraising Expense/Contributed Revenue	6%	4%	5%

Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$4,179,996	\$3,859,883	\$3,695,349
Current Assets	\$1,036,529	\$1,346,564	\$1,824,035
Long-Term Liabilities	\$293,235	\$326,301	\$800,353
Current Liabilities	\$456,966	\$853,052	\$377,352
Total Net Assets	\$3,429,795	\$2,680,530	\$2,517,644

Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	2.27	1.58	4.83

Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	7%	8%	22%

Top Funding Sources

Fiscal Year	2016	2015	2014
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
Capital Campaign Anticipated in Next 5 Years?	No

Comments

Foundation Staff Comments

Financial summary data in charts and graphs are per the organization's audited financials.

Contributions from foundations and corporations are listed under individuals when the breakout was not available.