



# The Giving Common

An Initiative of the Boston Foundation

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

## Catholic Charities Archdiocese of Boston



Current

### General Information

51 Sleeper Street, Suite 100  
Boston, MA 02210  
(617) 482-5440

**Website**

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

**Organization Contact**

Ken Binder [info@ccab.org](mailto:info@ccab.org)

**Year of Incorporation**

1945

# Statements & Search Criteria

## **Mission Statement**

Catholic Charities of the Archdiocese of Boston programs serve the poor and working poor in your community with dignity and compassion. For over 100 years, Catholic Charities has helped families as they struggle to put food on the table, secure child care for their children and seek out better opportunities through education. Last year alone, Catholic Charities served over 200,000 of your neighbors of all faiths across Eastern Massachusetts. At Catholic Charities, we strive to help people become self-sufficient.

## **Background Statement**

The story of Catholic Charities begins in 1903 with John J. Williams, Archbishop of Boston. After witnessing the appalling social conditions of Boston's immigrant and predominantly Catholic population, the Archbishop envisioned an agency that would provide assistance and hope to families in need.

During the first half of the twentieth century, the agency began primarily as an adoption/foster care agency, then continued to expand and evolve in order to provide direct assistance to poverty-stricken families, the elderly, single pregnant women, and newly-arrived immigrants. Between 1916 and 1920, branch offices opened in Brockton, Lawrence, Lynn, Salem, Somerville, and Lowell to assist needy Catholics and to reach out to include non-Catholic immigrants.

During the Great Depression, Catholic Charities joined with local social service agencies of all faiths to form the Community Federation of Boston, directly assisting hundreds of thousands of needy individuals. Catholic Charities supplied food and clothing to thousands of families daily and continued to find homes for orphans and children in need. As the Depression ended, Catholic Charities shifted its emphasis from direct assistance to adoption, foster care, marital counseling, alcohol abuse treatment, and immigration and refugee services.

Becoming incorporated in 1945, The Catholic Charitable Bureau of the Archdiocese of Boston then expanded again, opening a branch office in Haverhill and beginning the process of professionalism of the staff.

## **Impact Statement**

The goal of Catholic Charities is to make a difference by delivering quality, high impact programs and partnering with other nonprofit agencies to better serve our clients. The agency advocates for the poor by influencing the state and federal policy agenda as well as by engaging staff, volunteers and donors to advocate for our social service agenda. Catholic Charities management runs the organization to achieve operational excellence, foster and retain supporters, and promote the services and reputation of Catholic Charities.

## **Needs Statement**

Catholic Charities has advocated for increases to state funding to ensure consistent care by quality, talented early educators and increases to the funding of MEFAP to increase food security in the state. In addition, the agency has advocated to protect current state funding for programs that reduce the impact of violence on youth that is being threatened by budget cuts. Recently, senior management of the agency was invited to participate in a community forum in Washington, DC, talking with White House officials about a broad range of issues impacting our communities, including hunger, healthy child development, refugee and immigrant families, and education.

### **CEO/Executive Director Statement**

We are proud to show you the wide variety of successes we have achieved with your help—from our work in response to the devastating earthquake in Haiti, to keeping pace with the ever-growing demands in our food pantries.

At Catholic Charities, we are passionate about embracing families. For us, this means ensuring that families and individuals from all walks of life have the same opportunities for success and have access to programs and services to meet fundamental needs. Education programs are one of the most important services we provide across all of the communities we serve.

Beginning with early childhood education at our childcare centers—which all consistently receive the prominent National Association for the Education of Young Children (NAEYC) accreditation—Catholic Charities and our more than 2,000 volunteers are dedicated to the importance of education.

By providing services at every level—including adult education programs, afterschool programs for teens, tutoring programs, education programs for immigrants, and education in training programs to re-enter the workforce—we are preparing students of all ages and educational levels to succeed. It seems that every year we tell you there were extraordinary challenges and this year is no different. Funding at the state and federal level continues to decrease and we continue to be challenged to find creative ways to fund our programs and expand those which are most in demand. We continue to depend on you, our volunteers, our friends, and our neighbors, to help us to provide the services and tools on which so many in Eastern Massachusetts rely. Thank you for providing us with the support necessary to embrace and educate families.

With sincere gratitude,

Deborah Kincade Rambo, LICSW

### **Service Categories**

Family Services

Food Banks, Food Pantries

Educational Services

### **Geographic Areas Served**

The Catholic Charitable Bureau of the Archdiocese of Boston serves the Greater Boston area as well as the gateway cities of Brockton, Haverhill, Lawrence, Lowell and Lynn.

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

# Programs

## **Basic Needs Support**

<b>Description</b>	Neighborhood based community service centers and divisions provide an array of services including case management, food assistance, holiday assistance, infant supplies, information & referral, and utility, mortgage & rent assistance.
<b>Budget</b>	1263129
<b>Category</b>	Human Services, General/Other Human Services, General/Other
<b>Population Served</b>	Poor, Economically Disadvantaged, Indigent, Unemployed, Underemployed, Dislocated, Families
<b>Program Short Term Success</b>	Short term success includes meeting the emergency and immediate needs of clients including the provision of food, financial assistance, and clothing.
<b>Program Long term Success</b>	The basic needs of 169,388 clients were served through emergency food, clothing, and other financial assistance; or case management last year.
<b>Program Success Monitored By</b>	Community center staff conduct intake assessments and service plans for each client. This service plan is updated as clients receive services and make advancements to self-sufficiency. Catholic Charities is currently working to create a comprehensive electronic data collection and management system to be launched in 2013.
<b>Examples of Program Success</b>	Ines frequents the Yawkey Food Pantry in Dorchester since she had to leave her job as a nurse aide due to a leg injury last year. Without the income from her employer, the food she gets at the pantry helps her to make sure her family gets the nutrition they need. Ines enjoys helping the elderly and has been working with them since 1986. She is looking forward to going back to work but faces other challenges. Her Home Health Aide certificate expired, and she does not have the money to renew it. She is the sole caregiver for her grandson and needs to find her grandson a space in an affordable, quality child care. With this food assistance, she hopes she is able to save the money for her certification so she can go back to working in a position she loves.

## **Teen Center at St. Peter's**

<b>Description</b>	<p>The Teen Center at St. Peter's serves over 500 people each year. There are approximately 300 members of the Teen Center with as many as 125 youth participating in educational and recreational activities daily.</p> <p>The mission of the Teen Center is to provide education, enrichment, leadership development, and recreational activities to the adolescents living in or near the Bowdoin/Geneva neighborhood. Through the Teen Center, adolescents have academic and work opportunities, access to various support services, and a safe place to recreate. Work and activities are focused on providing the skills necessary for academic success, while increasing self-esteem and enhancing the perception of teens as a positive force in the community. In addition to working with the teens, staff work with parents, police, courts, and school personnel to meet the overall needs of Teen Center members.</p>
<b>Budget</b>	unknown
<b>Category</b>	Youth Development, General/Other Youth Development, General/Other
<b>Population Served</b>	At-Risk Populations, Adolescents Only (13-19 years), Minorities
<b>Program Short Term Success</b>	
<b>Program Long term Success</b>	All graduating seniors at the Teen Center at St. Peter were accepted into college.
<b>Program Success Monitored By</b>	Program success is monitored by counselor notes, test grades and graduation rates.
<b>Examples of Program Success</b>	Manuel was at-risk young man when he first arrived at St. Peter's Teen Center, an after school program that provides students with a safe place to build the skills for academic success. He struggled with violence in his community as well as language and cultural barriers. Through services provided at the Teen Center and much work on Manuel's part with the staff there, he has become an accomplished and energetic young man who has re-engaged in his education and is currently attending the Boston International High School, a public school located in Dorchester that serves students from more than 25 countries not yet proficient in the English language. Manuel has become an active member of his community and is dedicated to ending the violence that he sees around him. Manuel has spent a lot of time working with the Teen Center and is now a role model for younger students, helping them to achieve the success that his hard work has brought to him.

## **Child Care**

### **Description**

Our programs are designed to meet the service needs of our families by providing child care that is flexible in hours, is reasonably priced, and meets the parents' needs for their children. We find parents can meet their own work and personal needs when they know their children are in a center that appreciates them as individuals, as members of a family, and strives to help children reach their potential through support and nurturing

We believe it is our responsibility to provide a setting which enhances individual strengths and differences, and which sees each unique child, parent, and staff person as a member of our community. We strive to incorporate individual personalities, skills, and needs into our classroom curriculum and special activities.

We subscribe to the following theories of learning:

- A child's self-esteem is essential to the learning process.
- A physically and psychologically safe environment is necessary for growth.
- Children learn through play.
- An integrated, multi-cultural school and staff contribute to the development of self-respect and appreciation of others.
- Learning is a cooperative process.
- Helping a child to develop independence is another goal.

Our children range in age from 4 weeks to 13 years, depending on the location. They live primarily in the Greater Boston area and surrounding communities. Our programs are licensed by the Department of Early Education and Care (EEC), are NAEYC accredited.

### **Budget**

\$13.5M

### **Category**

Education, General/Other Early Childhood Education

### **Population Served**

Infants to Preschool (under age 5), Children and Youth (0 - 19 years), At-Risk Populations

### **Program Short Term Success**

Our curriculum is based on the development of the whole child. A child's emotional, social, cognitive, and physical development is interrelated, and activities are designed to stimulate growth in all areas. The Creative Curriculum for Infants and Toddlers and Creative Curriculum for Preschool, both firmly based in scientific theory and research about how children develop and learn, serve as the framework for planning and implementing our programs. The classroom environment is organized into a variety of interest areas, and broad themes are developed to stimulate learning in each area. Play and discovery are the foundation of our curriculum. Teachers use observation and assessment to plan for each child's individual needs, as well as the needs of the group.

### **Program Long term Success**

School readiness.

**Program Success Monitored By** Assess children and determine which children need additional support to meet developmental needs. Assessment tools used include Teaching Strategies GOLD;Ages and Stages Questionnaires(R)(ASQ) and Ages and Stages;Questionnaires: Social-Emotional (ASQ:SE). Development stages monitored include:

- Language Development
- Problem Solving
- Creative Development
- Physical Development
- Socialization
- Cultural Awareness

**Examples of Program Success** A letter from a parent:

She has had such a wonderful experience at the Laboure Center over the last year and my husband and I wanted to thank YOU all for making her stays a positive and rewarding experience. I have noticed how well our daughter's disposition has been and I believe this is due to how well your staff has provided her with a good foundation for reading, arts, music and social interaction. They have been a positive source for her well being and have provided many ways for her to grow both mentally and socially alongside her friends at the Laboure Center.

## ESOL

<b>Description</b>	The Adult Basic Education (ABE) English for Speakers of Other Languages (ESOL) program provides intensive group English language instruction to adult immigrants aged 18 and above at one of five levels from beginning to advanced. The program uses a learner-centered curriculum focused on students' language needs, goals, and interests. Full-time teachers use a variety of methodological approaches that address different learning styles and develop the major language skills of reading, writing, speaking, and listening to optimize the educational experience for all. The program utilizes volunteers as tutors and as classroom/computer lab assistants. The program is staffed by a Director, an Education Counselor, an Intake Assistant, five teachers, and three to five volunteers.
<b>Budget</b>	unknown
<b>Category</b>	Education, General/Other Postsecondary Education
<b>Population Served</b>	At-Risk Populations, Minorities, Unemployed, Underemployed, Dislocated
<b>Program Short Term Success</b>	<ul style="list-style-type: none"><li>• Promote second language learning gains as measured by formal assessment tools – the REEP and Best Plus and by classroom assessments developed by teachers</li><li>• Promote student leadership</li><li>• Facilitate student attainment of education, civic, health and economic related goals.</li></ul>
<b>Program Long term Success</b>	<ul style="list-style-type: none"><li>• Learning gains: measured by standardized assessment tools – The REEP for writing and the Best Plus for speaking.</li><li>• Attendance Rate: measured by dividing total hours attended into total hours offered.</li><li>• Pre and Post Testing Rate: total number of students receiving a pre and post test divided by the total number of students enrolled.</li><li>• Goals attained: points awarded for a program that averages 2 goals set per student enrolled and at least one met and points awarded for goal attainment by category on a weighted basis – more points awarded for employment outcomes than for other goals.</li></ul>
<b>Program Success Monitored By</b>	Intake evaluations are made upon entrance into the program. Learning gains are measured by standardized assessment tools, attendance rates and pre and post testing rates.

## **Examples of Program Success**

### **Success Story**

Junie Henry was living a successful and full life in Haiti before the earthquake where she lost everything. She was relocated to Boston with very little and had to start over. Junie enrolled as a student in the El Centro Adult Education ESOL classes. She made excellent progress through the levels and transferred to the Prevocational English for Employment Class, where she continues to make excellent progress toward her goals and toward her English language learning skills. Junie was elected to El Centro's Student Council by her classmates where she serves as Secretary. She recently became a Notary Public and has interviewed for several jobs, including at a bank where she hopes to work in accounting or finance, as she did in Haiti.

## GED Programs

<b>Description</b>	YouthWorks is an Out-of-School Youth Program and is a joint effort of Catholic Charities North and the North Shore Workforce Investment Board. YOUTHWORKS is part of the Education Center and enrolls teens and young adults ages 16-21. The program, through career and educational preparation, works with the most high risk, out-of-school youth and serves 40 to 50 students each year. YouthWorks connects students to job training programs, post-secondary education, and employment through intensive case management, small Pre-GED/GED classroom instruction, financial literacy education, and computer skills development. The program provides personalized career counseling, mentoring, support services and referrals and introduces youth to careers through summer employment, work-readiness workshops, and guest speakers. Participants also are able to explore and develop key life skills for contributing to their family, community, and workplace. The YouthWorks Program is an integral part of Catholic Charities North's Education Center. It is one of the three GED programs that address the unique needs of out-of-school youth at the North/ Lynn site.
<b>Budget</b>	unknown
<b>Category</b>	Education, General/Other Dropout Programs
<b>Population Served</b>	At-Risk Populations, Poor, Economically Disadvantaged, Indigent, Adolescents Only (13-19 years)
<b>Program Short Term Success</b>	<p>YouthWorks is an open-entry/open-exit program that runs year round. It provides 20 hours per week of classroom instruction and operates classes 48 weeks per year. Academic remediation is the centerpiece of this program. There are two levels of ABE classes: Level II (5 – 8.9) Pre-GED Level III (9 – 12.9) GED</p> <p>Students are in classes Monday through Thursday, from 8:30 a.m. to 1:30 p.m. or from 9:30 a.m. to 2:30 p.m. Youth are assessed for academic functioning at enrollment and at periodic intervals during their enrollment. Initial assessment test scores determine class placement and subsequent testing determines class reassignments. All students set ISS goals at enrollment and are tracked for goal attainment during YouthWorks enrollment.</p>
<b>Program Long term Success</b>	<p>To prepare youth for economic self-sufficiency.</p> <p>Older Youth (19-21)</p> <ul style="list-style-type: none"><li>• Entered employment rate</li><li>• Employment retention rate</li><li>• Earnings gains in six months</li><li>• Employment and credential rate</li></ul> <p>To achieve Educational and Employment Outcomes:</p> <p>Younger Youth (16-18)</p> <ul style="list-style-type: none"><li>• Skill attainment rate</li><li>• GED rate</li><li>• Placement and retention rate</li></ul>

**Program Success Monitored By** The program consistently meets enrollment and outcome goals and has been a leader in establishing innovative programming for out-of-school youth, i.e., college classes while attending a GED program.

**Examples of Program Success** *Success Story*  
*Jose had difficulty in school and dropped out in the 9th grade. His mother worked two jobs to support he and his younger brothers who had no male role model. After brushes with the police for delinquency and drug use, Jose decided to make a change in his life. He joined the YOUTHWORKS program in January 2011 and worked very hard, taking full advantage of what was offered. He participated in the computer literacy, financial literacy, work readiness, and transition to college courses while in the program, as well as summer employment where he worked as a camp counselor mentoring younger youth. He obtained his GED and is now majoring in Business at NSCC. He is proud of himself and works to be a positive role model for his brothers.*

# Management

## CEO/Executive Director

**Executive Director**

Ms. Deborah Kincade Rambo LICSW

**Term Start**

Aug 2010

**Email**

info@ccab.org

**Experience**

Deborah Rambo is the President and CEO of Catholic Charities of the Archdiocese of Boston. She is responsible for the strategic direction of one of the largest social service non-profit agencies in Massachusetts. For more than 32 years, she has had the opportunity to serve in all of Catholic Charities' community service centers as an advocate for the poor and working poor.

In her previous role as Vice President of Program Services, she had managerial responsibility for all programs and services offered by the Agency. Under her leadership, the Organization's Childcare division has grown into an industry leader, the English as a Second language programs have been recognized as among the highest quality in the state, and its' youth programs have earned recognition for their innovation and efficacy. Ms. Rambo holds a Bachelor of Arts in Sociology from Pennsylvania State University and a Masters of Social Work from Boston College.

## Former CEOs

**Name**

**Term**

Ms. Tiziana C. Dearing

Sept 2007 - Aug 2010

## Senior Staff

**Deborah Kincade Rambo LICSW**

**Title**

President

**Experience/Biography**

**Jennifer Mendelsohn**

**Title**

CFO

**Experience/Biography**

**Larry Mayes**

**Title**

Vice President, Programs

**Experience/Biography**

**Rev. Phillip B. Earley Esq.**

**Title**

General Counsel

**Experience/Biography**

**Kenneth P. Binder****Title** Vice President, Development**Experience/Biography****Carol Reilly****Title** Director, Human Resources**Experience/Biography****David Walsh****Title** Chief Information Officer**Experience/Biography****Daniel Dormer****Title** Director, Real Estate and Facilities**Experience/Biography****Barry Veronesi****Title** Controller**Experience/Biography****Staff Information**

<b>Full Time Staff</b>	374
<b>Part Time Staff</b>	271
<b>Volunteers</b>	2107
<b>Contractors</b>	0
<b>Retention Rate</b>	75%

**Staff Demographics - Ethnicity**

<b>African American/Black</b>	123
<b>Asian American/Pacific Islander</b>	22
<b>Caucasian</b>	374
<b>Hispanic/Latino</b>	132
<b>Native American/American Indian</b>	0
<b>Other</b>	0

**Staff Demographics - Gender**

<b>Male</b>	130
-------------	-----

<b>Female</b>	521
<b>Unspecified</b>	0

### Formal Evaluations

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

### Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	Yes
<b>Years Strategic Plan Considers</b>	2
<b>Date Strategic Plan Adopted</b>	Nov 2010
<b>Does your organization have a Business Continuity of Operations Plan?</b>	Yes
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes
<b>Directors and Officers Insurance Policy</b>	Yes
<b>Is your organization licensed by the Government?</b>	Yes
<b>Registration</b>	Exempt
<b>Permit?</b>	Exempt

### Awards

#### **Awards**

<u>Award/Recognition</u>	<u>Organization</u>	<u>Year</u>
MarCom Award - Gold Winner, Annual Report/Non-Profit	MarCom	2009
Jennifer Mendelsohn, BBJ CFO of the Year	Boston Business Journal	2009

### External Assessments and Accreditations

<u>Assessment/Accreditation</u>	<u>Year</u>
---------------------------------	-------------

National Association for the Education of Young Children (NAEYC) - 5 Year Accreditation 0

## Affiliations

<b>Affiliation</b>	<b>Year</b>
Catholic Charities USA	0

# Board & Governance

## Board Chair

<b>Board Chair</b>	Mr. James D. Gallagher
<b>Company Affiliation</b>	John Hancock Financial Services
<b>Term</b>	Jan 2012 to Jan 2015
<b>Email</b>	info@ccab.org

## Board CoChair

<b>Board CoChair</b>	Mr. Francis C. Mahoney
<b>Company Affiliation</b>	Ernst & Young
<b>Term</b>	Jan 2012 to Jan 2015
<b>Email</b>	info@ccab.org

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Ms. Lisa B. Alberghini	Planning Office for Urban Affairs	Voting
Reverend Msgr. Robert Deeley	Vicar General, Archdiocese of Boston	Voting
Mr. Bernard Dreiblatt	Combined Jewish Philanthropies	Voting
Ms. Kathleen Driscoll	Secretary for Institutional Advancement, Archdiocese of Boston	Voting
Reverend Phillip B. Earley Esq., Secretary	General Counsel, Catholic Charitable Bureau of the	Exofficio
Mr. Chelinde Edouard	CME Consulting	Voting
Mr. Douglas J. Farrington	Marcum LLP	Voting
Ms. Kathleen Feldstein	Economic Studies, Inc.	Voting
Mr. James D. Gallagher	John Hancock Financial Services	Voting
Reverend Ray A. Hammond	Pastor, Bethel AME Church	Voting
Mr. Neal J. Harte	TACS Group	Voting
Reverend J. Bryan Hehir	Cabinet Secretary for Social Services, Archdiocese of Boston	Voting
Mr. Jeffrey J. Kaneb	HP Hood LLC	Voting
Mr. Ferdinand Kelley	The Southeast Economic Development Corp.	Voting
Ms. Deborah Kincade Rambo President & Treasurer	President, Catholic Charitable Bureau of the Archdiocese of	Exofficio
Mr. Richard C. Lord	Associated Industries of Massachusetts	Voting
Mr. Francis C. Mahoney	Ernst & Young	Voting
Mr. Kevin J. McCullagh	Northeastern University & Emmanuel College	Voting
Mr. Paul J. McNamara	Masterman, Culbert, & Tully, LLP	Voting

Ms. Ruth McRoy	Boston College & University of Texas at Austin Schools of	Voting
Mr. Thomas E. O'Leary	Hyde Park Savings Bank	Voting
Mr. Thomas M. O'Reilly	Autopart International	Voting
Mr. Robert Ramrath	Bose Corporation	Voting
Mr. Don Rodman	Rodman Ford Sales, Inc.	Voting
Mr. Michael J. Sheehan	Hill Holliday	Voting
Mr. Jonathan G. Sloane	Sloane & Sullivan Insurance Specialists	Voting

### Board Demographics - Ethnicity

<b>African American/Black</b>	3
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	23
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0

### Board Demographics - Gender

<b>Male</b>	21
<b>Female</b>	5
<b>Unspecified</b>	0

### Board Information

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	3
<b>Number of Full Board Meetings Annually</b>	4
<b>Board Meeting Attendance %</b>	75%
<b>Written Board Selection Criteria?</b>	No
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Constituency Includes Client Representation</b>	No

### Standing Committees

Finance  
Development / Fund Development / Fund Raising / Grant Writing / Major Gifts  
Audit  
Executive

Investment

Nominating

Program / Program Planning

Real Estate

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	July 01, 2012
<b>Fiscal Year End</b>	June 30, 2013
<b>Projected Revenue</b>	\$37,994,950.00
<b>Projected Expenses</b>	\$37,919,650.00
<b>Endowment?</b>	Yes
<b>Endowment Value</b>	\$5909197.00
<b>Spending Policy</b>	Percentage
<b>Percentage</b>	5%
<b>Credit Line?</b>	Yes
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	0

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
<b>Total Revenue</b>	\$37,133,000	\$37,049,442	\$42,622,700
<b>Total Expenses</b>	\$35,916,379	\$36,887,478	\$38,042,547

### Revenue Sources

<b>Fiscal Year</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
<b>Foundation and Corporation Contributions</b>	\$1,642,958	\$1,902,989	\$1,517,480
<b>Government Contributions</b>	\$18,346,845	\$18,858,147	\$19,360,031
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	\$18,346,845	\$18,858,147	\$19,360,031
<b>Individual Contributions</b>	\$8,370,277	\$8,947,088	\$8,691,746
<b>Indirect Public Support</b>	\$1,264,796	\$1,442,067	\$1,627,313
<b>Earned Revenue</b>	\$5,568,499	\$4,756,315	\$5,882,466
<b>Investment Income, Net of Losses</b>	\$1,064,023	\$34,635	\$2,771,793
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	--	--	--
<b>Revenue In-Kind</b>	\$343,108	\$343,107	\$391,399
<b>Other</b>	\$532,494	\$765,094	\$2,380,472

### Expense Allocation

Fiscal Year	2013	2012	2011
Program Expense	\$30,419,653	\$31,426,851	\$32,300,279
Administration Expense	\$3,943,368	\$3,962,011	\$4,301,754
Fundraising Expense	\$1,553,358	\$1,498,616	\$1,440,514
Payments to Affiliates	--	--	\$0
Total Revenue/Total Expenses	1.03	1.00	1.12
Program Expense/Total Expenses	85%	85%	85%
Fundraising Expense/Contributed Revenue	5%	5%	5%

### Assets and Liabilities

Fiscal Year	2013	2012	2011
Total Assets	\$36,350,249	\$35,342,492	\$36,601,864
Current Assets	\$2,992,955	\$3,269,065	\$3,666,906
Long-Term Liabilities	\$1,980,400	\$2,512,980	\$3,716,548
Current Liabilities	\$5,103,021	\$4,432,524	\$3,959,136
Total Net Assets	\$29,266,828	\$28,396,988	\$28,926,180

### Short Term Solvency

Fiscal Year	2013	2012	2011
Current Ratio: Current Assets/Current Liabilities	0.59	0.74	0.93

### Long Term Solvency

Fiscal Year	2013	2012	2011
Long-Term Liabilities/Total Assets	5%	7%	10%

### Top Funding Sources

Fiscal Year	2013	2012	2011
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?	Yes

### Comments

#### Foundation Staff Comments

Financial summary data in the charts and graph above is per the organization's audited financials. Please note, the Other revenue category above reflects items such as pension related changes other than net periodic pension cost and contributions for long term purposes (capital).