<table>
<thead>
<tr>
<th>What a great Post Office Food drive. So many thanks to all who helped and everyone who donated food. We received over 20,000 lbs.</th>
<th>Wonderful hats by local knitters through the 500 Hats Project. What a community!</th>
<th>Beautiful flowers from Forget me not Florist that bring such joy to everyone here. Thanks Rebecca!</th>
</tr>
</thead>
<tbody>
<tr>
<td>What an amazing collection of books donated by the Montessori School of Northampton.</td>
<td>Jo Chattman shopped, arranged and designed this amazing photograph for us. What a natural beauty created by Chattman Photography. Thank you Jo!</td>
<td>Many thanks to the PJ Library and the Harold Grinspoon Foundation for generously donating wonderful and cozy pajamas.</td>
</tr>
<tr>
<td>Simple cooking demo with healthy bean dip &amp; veggies, using ingredients from the pantry. Hooray for our volunteer Sherry!</td>
<td>Wow! We’re sold out! How exciting. Thank you Young@Heart, The Dire Honeys, and Whole Children’s Joyful Chorus.</td>
<td>With great appreciation for our friend Richard and the expanded Center he made possible, we celebrate Richard Moodie’s birthday.</td>
</tr>
</tbody>
</table>

Photo Credits: NSC Staff, Chattman Photography
Board of Directors
October 2013 – October 2014

Rebecca Neimark – PRESIDENT
Northampton, MA

Jeff Palm – VICE PRESIDENT
Florence, MA

Karen Curran – TREASURER
Northampton, MA

Mark Sullivan – CLERK
Northampton, MA

Amy Altwarg
Florence, MA

Kristin Kelly
Northampton, MA

Debin Bruce
Northampton, MA

Liz Leibowitz
Florence, MA

Michael Cohen
Northampton, MA

Margaret Miller
Florence, MA

Chris DeFrancis
Northampton, MA

Beth Spong
Northampton, MA

Tim Jones
Northampton, MA

Traci Wolfe
Northampton, MA

Staff

Heidi Nortonsmith, Executive Director

Walter Clune, Office Manager

Amy Marsters, Donor Relations Coordinator

Diane Drohan, Volunteer Coordinator

Diane Meehan, Hilltown Pantry Director

Maria Jimenez, Staff Assistant

Sarah Pease, Program Director
OUR MISSION

The Northampton Survival Center strives to improve the quality of life for low-income individuals and families in Hampshire County by providing food and other resources with dignity and respect.

History of the Northampton Survival Center

The Northampton Survival Center opened in November of 1979 in the Parish Hall of St. John’s Episcopal Church on Elm Street. The initial funding for the Center came from a grant awarded through the Diocese’s Venture in Missions Project. The hard work, vision and dedication required to organize a food pantry came from area members of the religious and social services communities.

From the minute it opened its doors, the Survival Center fulfilled a long-standing need: distributing food to people in emergency situations and to help people with low-incomes who require assistance in making ends meet on a short term basis. Clothing and household items were available in the earliest days.

The goals of the organizers were threefold: to build a broad-based community support for the Center; to provide an adequate and dependable supply of food (pantry shelves were then stocked solely with donated food); and to find a permanent home. All three of these goals would eventually be realized. Achieving those objectives, however, would take a number of years -- years marked by periods of financial uncertainty and shortages of food and workers that threatened the existence of the Center.

The Early Years

The important role the volunteers would play in keeping the Survival Center open was clear from the very beginning. At first, the Center was run completely by volunteers. They worked in the pantry putting together food boxes with clients, gathered donated food, sorted clothing, and served on the board of directors. With growing numbers of people coming to the Center, the need for a paid part-time coordinator was quickly apparent. Two people were hired to share the job (joint salary $100 per month).

Six months after opening in May of 1980, the Center had a new home -- the basement of the old Vernon Street School in Northampton. Although roomy, the cellar location with its long flight of stairs proved impractical. And serving some 75 families a week was difficult and frustrating. There was never enough food for everyone who came.

In October of 1982, the Mayor of Northampton, David Musante, persuaded a local landlord to donate a rent-free space in the old St. Regis building at 76 Pleasant Street. Once again, it was moving time for the Survival Center. While the move gave the Center more space -- and even an elevator for transporting food -- two things did not change: a shortage of money and the need for a dependable source of food. Compounding the growing difficulties was the lack of volunteers to keep the pantry operating.
By June of 1983, the Survival Center was in a crisis; it had lost its rent-free home on Pleasant Street -- a devastating and demoralizing blow for the barebones operation. The Board voted to close the Survival Center until more community support and dependable sources of food could be found.

**The Growing Years**

Five months later, in November of 1983, the Survival Center was back in business down the street at 441 Pleasant Street. At first, a small band of volunteers kept the operation alive. Fortified by a $2,000 grant from the Northampton City Council, the Center soon began taking steps toward becoming a more financially stable operation that was backed by wide community support. The Center achieved nonprofit status, conducted its first fund-raising drive, and received its first Community Development Block Grant (federal money awarded by the City Council). Joining the Western Massachusetts Food Bank was a turning point in the Center’s history. For the first time, the Survival Center had a dependable source of nutritious food. In 1985, the Northampton Survival Center became a member of the Hampshire Community United Way -- a ringing testimony to the progress the Center had made since its founding. During this period, the Center’s first full-time program director was hired, and the carrot logo designed.

**The Early Prospect Street Years**

It took more than six years, but finally in January of 1986, the Survival Center had a secure and permanent home at 265 Prospect Street, a building donated by the City of Northampton. With the hard work and help of the volunteers and local business, the space was turned into a welcoming and attractive facility. As the number of persons served continued to grow, additional financial sources were needed to meet rising costs. Grants from Hampshire County Human Services, F.E.M.A (Federal Emergency Management Act), and donations from the town of Easthampton were added to contributions from individuals in the 15 communities whose residents are served by the Center. The annual Benefit Boogie, first held in March of 1988, brought supporters together to raise money and have fun. More and more organizations from every segment of the community, including schools and religious groups, showed their support of the Center’s work through donations and conducting food collections throughout the year.

**The NSC in the 21st Century**

The Center now runs two pantries – one in Northampton and one in Goshen, distributing nearly 700,000 pounds of food each year. The Kids’ Summer Food Program helps bridge the summer nutrition gap by distributing free food packages to eligible children who rely on subsidized school breakfast and lunch programs during the school year, and now serves tens of thousands of pounds of food to approximately 600 children during the course of the summer.

**2011 Building Renovation and Program Expansion**

On October 1, 2010 the Northampton Survival Center broke ground on a major building expansion and renovation, doubling the size of the usable space and turning the Center into a beautiful and welcoming space for the thousands of clients it serves every year. Having moved back into the new building in April, 2011, the Center’s staff and volunteers are now able to give out more food than ever before, and they work hard to keep the shelves well-stocked with a wide variety of healthy groceries for struggling families throughout Hampshire County.
The Northampton Survival Center has entered a period of steady and measured growth. After several years of considerable transition that included a capital campaign, a renovation, two moves, a substantial increase to our budget, and a significant increase to the amount of food we distribute, the NSC is now focusing on strategic programmatic expansions and establishing best practices for our operations and board.

To summarize some highlights: this fiscal year began with preparations for the Young@Heart benefit concert (our first-ever of this scale) and ended with the PVTA preparing to add a long-hoped-for bus stop at our facility on Prospect Street. In the months between we raised $600,000, increased our Bread & Butter contributions to 17% of our income, welcomed a volunteer bilingual doctor who consults regularly with clients, hosted a major donor thank-you event and two house parties, gathered 20,642 pounds of food at our Post Office Food Drive, began monthly thank-you calls from board members to donors, and gave out over 772,000 pounds of food.

Last June we finalized our 2013-2016 Strategic Plan and began implementing it immediately. Our new nutrition-focused food distribution system, based on the MyPlate model, has been a great success, providing clients with more options, allowing for more equitable distribution, and creating less waste. The Governance Committee has laid careful groundwork to diversify our board membership, has improved board materials, and is in the process of identifying areas where the board could benefit from training and education. We are evaluating options for an endowment and a planned giving program. These are only a few examples representing the progress the NSC has made towards achieving the goals of our three-year plan.

The board said goodbye this year to members Gillian Andrews, Chris Landry, Marty Walder and Michael White. We are grateful for their service and substantial contributions. We welcomed five new members: Debin Bruce, Chris DeFrancis, Margaret Miller, Beth Spong and Traci Wolfe, each of whom bring dedication and special talent to our board. That’s a lot of change in just one year, but this board made the transition with ease and quickly demonstrated a commitment to ambassadorship and big-picture thinking.

The upcoming year is likely to present some obstacles to our traditional sources of income and low-cost food. The NSC is poised to handle these challenges. Our staff, board and volunteers are excellent, our donors are generous, our finances are strong, and we are a favored and respected organization in the community. The NSC is in good shape to fulfill our mission to improve the quality of life for those in need by providing food and other resources in an atmosphere of dignity and respect.

Rebecca Neimark
President, Board of Directors
Programmatically, this has been an exceptional year for the Northampton Survival Center. With thoughtful preparation and planning, we were able to rework our food distribution process to put client choice and health education at the forefront. Based on the government’s MyPlate graphic, this new process supports our efforts to provide the most nutritious groceries while increasing flexibility of choice and reducing waste.

Once the new nutrition-based choice program was well established, we eliminated the pre-bagged grocery component of our Kids’ Summer Food Program, realizing the long-held goal of integrating the two programs. Again, the effects were increased client choice and reduction of waste, and clients reported great satisfaction with both improvements.

Another important enhancement to the Center’s programs this year was the establishment of a Safety Net program, enabling extra pantry visits for clients who continued to struggle with food insecurity. We continued to invest in fresh produce, cooking supplies such as oils and spices, and wholesome snacks for children throughout the year. And our neighborhood “Abundance Farm” at Congregation B’nai Israel gained support and traction in growing and sharing local food among our communities.

As always, we strived to provide conveniences and extras to enhance the lives of the clients who depend on us, in many ways both large and small. A bilingual doctor from Baystate Health held regular screenings and provided on-site information. Weekly donations from Forget me not Florist treated delighted clients to fresh flowers for their homes. And the community came together in support of our efforts to bring public transportation to the Center’s doorstep.

Fundraising this year included our largest event ever – a sold-out concert by the Young@Heart Chorus at Northampton’s Academy of Music, with appearances by The Dire Honeys and the Whole Children’s Chorus. With the help of a $10,000 challenge grant, this event helped us significantly increase the number of Bread & Butter Club members making monthly contributions. Our strengthening Events Committee stretched itself to host a lovely donor appreciation party, and planned several new events for the coming year.

Not all aspects of fundraising were easy, as we ended the year with the announcement of several significant, multi-year cuts in funding from our largest grantors – a reduction in more than $30,000 in the coming year alone. This news, while not catastrophic, impels us to invite more of our larger donors to make three- to five-year pledges of support, to help us weather the storms from these funding fluctuations. We have a diverse and deeply loyal donor base, and we’re confident that we’ll be able to meet this challenge on behalf of our clients.

Heidi Nortonsmith
Executive Director
Pounds of Food Distributed Over Time

Expenditures Toward Food Distributed Over Time
## Number of Clients Served in FY14

<table>
<thead>
<tr>
<th>Towns</th>
<th>Northampton Pantry</th>
<th>Hilltown Pantry</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>number of households</td>
<td>number of individuals</td>
<td>percent of individuals</td>
</tr>
<tr>
<td>Northampton</td>
<td>1,116</td>
<td>2,212</td>
<td>51%</td>
</tr>
<tr>
<td>Easthampton</td>
<td>378</td>
<td>861</td>
<td>20%</td>
</tr>
<tr>
<td>Chesterfield</td>
<td>13</td>
<td>20</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Cummingston</td>
<td>9</td>
<td>16</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Goshen</td>
<td>6</td>
<td>17</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Hadley</td>
<td>60</td>
<td>144</td>
<td>3%</td>
</tr>
<tr>
<td>Hatfield</td>
<td>57</td>
<td>112</td>
<td>3%</td>
</tr>
<tr>
<td>Huntington</td>
<td>6</td>
<td>16</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Middlefield</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Plainfield</td>
<td>4</td>
<td>12</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>South Hadley</td>
<td>140</td>
<td>365</td>
<td>8%</td>
</tr>
<tr>
<td>Southampton</td>
<td>52</td>
<td>103</td>
<td>2%</td>
</tr>
<tr>
<td>Westhampton</td>
<td>14</td>
<td>39</td>
<td>1%</td>
</tr>
<tr>
<td>Williamsburg</td>
<td>44</td>
<td>90</td>
<td>2%</td>
</tr>
<tr>
<td>Worthington</td>
<td>6</td>
<td>9</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Homeless</td>
<td>184</td>
<td>274</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Subtotals</strong></td>
<td><strong>2,089</strong></td>
<td><strong>4,290</strong></td>
<td><strong>98%</strong></td>
</tr>
<tr>
<td><strong>Other communities</strong></td>
<td><strong>33</strong></td>
<td><strong>74</strong></td>
<td><strong>2%</strong></td>
</tr>
<tr>
<td><strong>Grand Totals</strong></td>
<td><strong>2,122</strong></td>
<td><strong>4,364</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
### Number of Times Our Clients Visited Us in FY14

<table>
<thead>
<tr>
<th>Towns</th>
<th>NORTHAMPTON PANTRY</th>
<th></th>
<th>HILLTOWN PANTRY</th>
<th></th>
<th>TOTAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>number of household visits</td>
<td>number of individual visits</td>
<td>percent of individual visits</td>
<td>number of household visits</td>
<td>number of individual visits</td>
<td>percent of individual visits</td>
</tr>
<tr>
<td>Northampton</td>
<td>5,315</td>
<td>11,097</td>
<td>52%</td>
<td>4</td>
<td>4</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Easthampton</td>
<td>1,769</td>
<td>4,404</td>
<td>20%</td>
<td>1</td>
<td>2</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Chesterfield</td>
<td>58</td>
<td>80</td>
<td>&lt;1%</td>
<td>258</td>
<td>644</td>
<td>19%</td>
</tr>
<tr>
<td>Cummington</td>
<td>30</td>
<td>47</td>
<td>&lt;1%</td>
<td>207</td>
<td>438</td>
<td>13%</td>
</tr>
<tr>
<td>Goshen</td>
<td>44</td>
<td>159</td>
<td>1%</td>
<td>251</td>
<td>537</td>
<td>16%</td>
</tr>
<tr>
<td>Hadley</td>
<td>304</td>
<td>833</td>
<td>4%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Hatfield</td>
<td>295</td>
<td>600</td>
<td>3%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Huntington</td>
<td>30</td>
<td>98</td>
<td>&lt;1%</td>
<td>132</td>
<td>568</td>
<td>17%</td>
</tr>
<tr>
<td>Middlefield</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Plainfield</td>
<td>28</td>
<td>80</td>
<td>&lt;1%</td>
<td>91</td>
<td>236</td>
<td>7%</td>
</tr>
<tr>
<td>South Hadley</td>
<td>716</td>
<td>1,980</td>
<td>9%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Southampton</td>
<td>252</td>
<td>496</td>
<td>2%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Westhampton</td>
<td>75</td>
<td>231</td>
<td>1%</td>
<td>130</td>
<td>265</td>
<td>8%</td>
</tr>
<tr>
<td>Williamsburg</td>
<td>189</td>
<td>370</td>
<td>2%</td>
<td>166</td>
<td>346</td>
<td>10%</td>
</tr>
<tr>
<td>Worthington</td>
<td>25</td>
<td>51</td>
<td>&lt;1%</td>
<td>167</td>
<td>338</td>
<td>10%</td>
</tr>
<tr>
<td>Homeless</td>
<td>561</td>
<td>860</td>
<td>4%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Subtotals</strong></td>
<td><strong>9,691</strong></td>
<td><strong>21,386</strong></td>
<td><strong>99%</strong></td>
<td><strong>1,407</strong></td>
<td><strong>3,378</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>Other communities</td>
<td>60</td>
<td>142</td>
<td>1%</td>
<td>1</td>
<td>3</td>
<td>&lt;1%</td>
</tr>
<tr>
<td><strong>Grand Totals</strong></td>
<td><strong>9,751</strong></td>
<td><strong>21,528</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,408</strong></td>
<td><strong>3,381</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Client Demographics

NUMBER OF CLIENTS SERVED

<table>
<thead>
<tr>
<th></th>
<th>Northampton Pantry</th>
<th>Hilltown Pantry</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Households</td>
<td>Individuals</td>
<td>Households</td>
</tr>
<tr>
<td>FY14</td>
<td>2,122</td>
<td>4,364</td>
<td>130</td>
</tr>
<tr>
<td>FY13</td>
<td>2,056</td>
<td>4,239</td>
<td>137</td>
</tr>
<tr>
<td>change from FY13 to FY14</td>
<td>3%</td>
<td>3%</td>
<td>-5%</td>
</tr>
</tbody>
</table>

NUMBER OF TIMES OUR CLIENTS VISITED US

<table>
<thead>
<tr>
<th></th>
<th>Northampton Pantry</th>
<th>Hilltown Pantry</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Households</td>
<td>Individuals</td>
<td>Households</td>
</tr>
<tr>
<td>FY14</td>
<td>9,751</td>
<td>21,528</td>
<td>1,408</td>
</tr>
<tr>
<td>FY13</td>
<td>9,426</td>
<td>20,312</td>
<td>1,322</td>
</tr>
<tr>
<td>change from FY13 to FY14</td>
<td>3%</td>
<td>6%</td>
<td>7%</td>
</tr>
</tbody>
</table>

NEW CLIENTS SERVED

<table>
<thead>
<tr>
<th></th>
<th>Northampton Pantry</th>
<th>Hilltown Pantry</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Households</td>
<td>Individuals</td>
<td>Households</td>
</tr>
<tr>
<td>FY14</td>
<td>562</td>
<td>1,036</td>
<td>26</td>
</tr>
<tr>
<td>FY13</td>
<td>566</td>
<td>1,041</td>
<td>34</td>
</tr>
<tr>
<td>change from FY13 to FY14</td>
<td>-1%</td>
<td>0%</td>
<td>-24%</td>
</tr>
</tbody>
</table>
### GENDER

<table>
<thead>
<tr>
<th></th>
<th>Northampton Pantry</th>
<th></th>
<th>Hilltown Pantry</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># of clients % of clients</td>
<td># of clients % of clients</td>
<td># of clients % of clients</td>
<td></td>
<td># of clients % of clients</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>2,078 48%</td>
<td></td>
<td></td>
<td>156 50%</td>
<td></td>
<td>2,234 48%</td>
</tr>
<tr>
<td>Female</td>
<td>2,286 52%</td>
<td></td>
<td></td>
<td>157 50%</td>
<td></td>
<td>2,443 52%</td>
</tr>
<tr>
<td>Total Clients</td>
<td>4,364 100%</td>
<td></td>
<td></td>
<td>313 100%</td>
<td></td>
<td>4,677 100%</td>
</tr>
</tbody>
</table>

### AGE

<table>
<thead>
<tr>
<th></th>
<th>Northampton Pantry</th>
<th></th>
<th>Hilltown Pantry</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># of clients % of clients</td>
<td># of clients % of clients</td>
<td># of clients % of clients</td>
<td></td>
<td># of clients % of clients</td>
<td></td>
</tr>
<tr>
<td>Children 0 - 17</td>
<td>1,165 27%</td>
<td></td>
<td>78 25%</td>
<td></td>
<td>1,243 27%</td>
<td></td>
</tr>
<tr>
<td>Adults 18 - 64</td>
<td>2,876 66%</td>
<td></td>
<td>190 61%</td>
<td></td>
<td>3,066 66%</td>
<td></td>
</tr>
<tr>
<td>Adults 65+</td>
<td>323 7%</td>
<td></td>
<td>45 14%</td>
<td></td>
<td>368 8%</td>
<td></td>
</tr>
<tr>
<td>Total Clients</td>
<td>4,364 100%</td>
<td></td>
<td>313 100%</td>
<td></td>
<td>4,677 100%</td>
<td></td>
</tr>
</tbody>
</table>

### ETHNICITY

<table>
<thead>
<tr>
<th></th>
<th>Northampton Pantry</th>
<th></th>
<th>Hilltown Pantry</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># of clients % of clients</td>
<td># of clients % of clients</td>
<td># of clients % of clients</td>
<td></td>
<td># of clients % of clients</td>
<td></td>
</tr>
<tr>
<td>African American</td>
<td>248 6%</td>
<td></td>
<td>0 0%</td>
<td></td>
<td>248 5%</td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>112 3%</td>
<td></td>
<td>0 0%</td>
<td></td>
<td>112 2%</td>
<td></td>
</tr>
<tr>
<td>Caucasian</td>
<td>2,824 65%</td>
<td></td>
<td>299 99%</td>
<td></td>
<td>3,123 67%</td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>903 21%</td>
<td></td>
<td>3 1%</td>
<td></td>
<td>906 19%</td>
<td></td>
</tr>
<tr>
<td>Native American</td>
<td>40 1%</td>
<td></td>
<td>1 0%</td>
<td></td>
<td>41 1%</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>237 5%</td>
<td></td>
<td>0 0%</td>
<td></td>
<td>237 5%</td>
<td></td>
</tr>
<tr>
<td>Total Clients</td>
<td>4,364 100%</td>
<td></td>
<td>303 100%</td>
<td></td>
<td>4,667 100%</td>
<td></td>
</tr>
</tbody>
</table>
# Food Received in FY14 (in pounds)

**Sources of food KEY:**

<table>
<thead>
<tr>
<th>Northampton Pantry</th>
<th>Hilltown Pantry</th>
<th>Both Pantries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food Bank</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government donations</td>
<td>139,716</td>
<td>27,768</td>
</tr>
<tr>
<td>Other donations</td>
<td>70,510</td>
<td>12,746</td>
</tr>
<tr>
<td>Shared maintenance fee</td>
<td>115,156</td>
<td>28,960</td>
</tr>
<tr>
<td>Wholesale purchases (Buy-In)</td>
<td>71,387</td>
<td>2,803</td>
</tr>
<tr>
<td><strong>TOTAL FOOD BANK</strong></td>
<td>396,769</td>
<td>72,277</td>
</tr>
<tr>
<td><strong>Retail Purchases</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL RETAIL PURCHASES</strong></td>
<td>85,789</td>
<td>6,533</td>
</tr>
<tr>
<td><strong>Community Donations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Businesses</td>
<td>162,549</td>
<td>984</td>
</tr>
<tr>
<td>Civic</td>
<td>7,037</td>
<td>1,247</td>
</tr>
<tr>
<td>Individuals</td>
<td>22,267</td>
<td>4,428</td>
</tr>
<tr>
<td>Post Office Food Drive</td>
<td>20,642</td>
<td>0</td>
</tr>
<tr>
<td>Religious</td>
<td>17,685</td>
<td>1,036</td>
</tr>
<tr>
<td>Schools</td>
<td>7,135</td>
<td>1,787</td>
</tr>
<tr>
<td>Non-profit</td>
<td>834</td>
<td>103</td>
</tr>
<tr>
<td>Organization</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>22</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL COMMUNITY</strong></td>
<td>238,182</td>
<td>9,585</td>
</tr>
</tbody>
</table>

**TOTAL RECEIVED**

|                  | 720,740 | 88,395 | 809,135 |

**Pie chart:**

- **Donated**: 62%
- **Bought**: 20%
- **Small fee**: 18%
## Food Distributed in FY14 (in pounds)

<table>
<thead>
<tr>
<th></th>
<th>Basic Package (Monthly &amp; Weekly Food Distribution)</th>
<th>Kids' Summer Food Package</th>
<th>USDA Food *</th>
<th>TOTAL DISTRIBUTED TO CLIENTS</th>
<th>Reallocated &amp; Unusable Food **</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northampton Pantry</td>
<td>574,477</td>
<td>42,465</td>
<td>69,300</td>
<td>686,242</td>
<td>28,650</td>
</tr>
<tr>
<td>Hilltown Pantry</td>
<td>68,573</td>
<td>5,106</td>
<td>13,000</td>
<td>86,679</td>
<td>931</td>
</tr>
<tr>
<td>TOTALS</td>
<td>643,050</td>
<td>47,571</td>
<td>82,300</td>
<td>772,921</td>
<td>29,581</td>
</tr>
<tr>
<td>Percent</td>
<td>83%</td>
<td>6%</td>
<td>11%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

* The amount of USDA food distributed for Goshen is an estimate. With our new distribution system they were tracking total weight and not separating USDA weight from the "basic package".

** "Reallocated and Unusable" food includes foods redistributed to other local feeding programs, past-fresh produce shared with local farmers, and expired or unsafe foods that were destroyed.

### POUNDS OF FOOD DISTRIBUTED IN OUR BASIC PACKAGE

<table>
<thead>
<tr>
<th>year</th>
<th>total pounds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>643,050</td>
</tr>
<tr>
<td>2013</td>
<td>574,682</td>
</tr>
<tr>
<td>2012</td>
<td>574,816</td>
</tr>
<tr>
<td>2011</td>
<td>502,416</td>
</tr>
<tr>
<td>2010</td>
<td>455,340</td>
</tr>
<tr>
<td>2009</td>
<td>422,275</td>
</tr>
<tr>
<td>2008</td>
<td>399,576</td>
</tr>
<tr>
<td>2007</td>
<td>344,955</td>
</tr>
<tr>
<td>2006</td>
<td>311,544</td>
</tr>
<tr>
<td>2005</td>
<td>308,718</td>
</tr>
<tr>
<td>2004</td>
<td>290,370</td>
</tr>
<tr>
<td>2003</td>
<td>267,877</td>
</tr>
<tr>
<td>2002</td>
<td>262,500</td>
</tr>
<tr>
<td>2001</td>
<td>242,641</td>
</tr>
</tbody>
</table>

### TOTAL POUNDS DISTRIBUTED TO CLIENTS

<table>
<thead>
<tr>
<th>year</th>
<th>total pounds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>772,921</td>
</tr>
<tr>
<td>2013</td>
<td>734,687</td>
</tr>
<tr>
<td>2012</td>
<td>686,436</td>
</tr>
<tr>
<td>2011</td>
<td>647,714</td>
</tr>
<tr>
<td>2010</td>
<td>612,060</td>
</tr>
<tr>
<td>2009</td>
<td>574,785</td>
</tr>
<tr>
<td>2008</td>
<td>508,952</td>
</tr>
<tr>
<td>2007</td>
<td>454,259</td>
</tr>
<tr>
<td>2006</td>
<td>423,434</td>
</tr>
<tr>
<td>2005</td>
<td>417,327</td>
</tr>
<tr>
<td>2004</td>
<td>384,903</td>
</tr>
<tr>
<td>2003</td>
<td>358,557</td>
</tr>
<tr>
<td>2002</td>
<td>359,099</td>
</tr>
<tr>
<td>2001</td>
<td>327,477</td>
</tr>
</tbody>
</table>
Organizations that supported us with food, in-kind donations/services, or financial support throughout the year

A-Z Storage Rentals
ABBA Motors
Abundance Farm at Congregation B’nai Israel
Academy at Charlemont
Academy at Swift River
Academy Hill School
Academy of Music Theatre
ALDI
Allsports Soccer Arena
American Legion Post 28
Aquadro & Cerruti
Arbella Insurance Group Charitable Foundation
Bart’s Homade
Bashista Orchards
Baystate Health
Beetle Press
Beit Ahavah
Berkshire Bank
Big Red Frame
Big Y Supermarket
Bistro Les Gras
Black Sheep Deli
Borawski Real Estate & Co
Bread Euphoria
Bridge Street School
Brookfield Farm
Brown Bag of Northampton
Bueno y Sano
Burger King
C & S Wholesalers
Cafe Evolution
Central Baptist Church
Champions Extended Learning
Chattman Photography
Chemetal
Christ United Methodist Church
Circles for Jewish Living
CISabroad
City of Easthampton
City of Northampton
Clarke Schools for Hearing and Speech
Coca-Cola Bottling Company of Greenfield
Coca-Cola North America – Northampton
Coco & The Cellar Bar
Coffey & Heady Painting
Community Foundation of Western Massachusetts
Community Survival Center
Congregation B’nai Israel
Cooley Dickinson Hospital
Core Solution Group
Corliss Law
Crimson & Clover Farm
Cumberland Farms
Cummington Lions Club
Curves
CVS
D.A. Sullivan and Sons
Dakin Pioneer Valley Humane Society
Dance Northampton
Davenport Childcare
Dayton Foundation Depository
Deals & Steals
Delap Real Estate
Disabled Veterans Auxiliary #92
Drs. Clayton, Kleinman, and Canby
Dunkin’ Donuts
E.S.P. Auto
Easthampton Community Center
Edward Elgar Publishing Co.
Edwards Church
EMA Dental
Enterprise Farm
Esselon Café
Essentials
Faces
Fairway Village Condo Association
Fallon Community Health Plan
Family Fun Magazine
Family Veterinary Center
Fazzi Associates
Fidelity Charitable Gift Fund
Fierst, Kane & Bloomberg LLP
Finck & Perras Insurance Agency
Organizations that supported us with food, in-kind donations/services, or financial support throughout the year

First Congregational Church of Hatfield  
First Congregational Church of Chesterfield  
First Congregational Church of Whatley  
First Congregational Church of Williamsburg  
First Congregational Church of Worthington  
Five College Movers  
Fleury Lumber Company  
Florence Community Band  
Florence Congregational Church  
Florence Dental Care  
Florence Pizza & Family Restaurant  
Florence Savings Bank  
Florence Swimming Pools  
Flying Colors Farm  
Food Bank of Western Massachusetts  
Forbes Library  
Ford of Northampton  
Forget me not Florist  
Four Rivers Charter School  
Fox Thicket Farm  
Fresh Pond Trust  
Freshman Outdoor Orientation Program, Amherst College  
Gabriel Amadeus Cooney Photography  
Gan Keshet Preschool  
GDF Suez Energy North America  
GE Volunteers Foundation  
Girl Scout Troop 11597, Daisy Troop  
Girl Scout Troop 73203 Williamsburg  
GoBerry  
Goshen Congregational Church  
Goshen Firefighters Association  
Gray Dog’s Farm  
Greater Northampton Chamber of Commerce  
Green Earth Computers  
Grow Food Northampton  
HAI Architecture  
Hampden-Hampshire Assessor’s Office  
Hampshire County 4-H Cattle Club  
Hampshire Dermatology & Skin Care Center  
Hampshire District Registry of Deeds  
Hampshire Property Management Group, Inc  
Hampshire Regional High School  
Hampton Court Apartments  
Harley-Davidson of Southampton  
Harold Grinspoon Foundation  
Harvest Farm of Whately  
Hatfield Firefighters Association  
Haydenville Congregational Church  
Haymarket Café  
Heavenly Chocolates  
HEC Academy  
Helen E. James School  
Helping Hand Society  
Hilltown Community Development Corporation  
Hilltown Cooperative Charter School  
Hope & Feathers Framing  
Hungry Ghost Bread  
Huntington Country Store  
Huntington Food Pantry  
Imagine Northampton  
India House  
ING  
Inglesia Cristiana Getsemani  
Intervale Farm  
Invest In Others Charitable Foundation  
Jackson Street School  
Jewish Family Service of Western Mass  
JFK Middle School  
Joe's Café Spaghetti & Pizza House  
JoiaBeauty  
Kaiser's Kupcakes  
Kentucky Fried Chicken  
KirschLeuchs Consulting  
Lander Grinspoon Academy  
Lathrop Community of Easthampton  
Lathrop Community of Northampton  
Law Offices of John P. DiBartolo, Jr.  
Law Offices of Low and Canata  
Lay Fraternity of St. Dominic  
Leeds Elementary School  
Lions Club of Northampton  
Lions Club Williamsburg  
Lisa Van Gordon d'Errico, Esq.
Organizations that supported us with food, in-kind donations/services, or financial support throughout the year

Littleville Elementary School  
Living Springs Foundation  
MANNA  
Maple Farm Finer Foods  
Marinello Beauty School  
Market Street Research  
Mass Commercial Cleaning  
Massachusetts Bankers Association Charitable Foundation  
Massachusetts Nurses Association  
MassMutual Financial Group  
Matter Family Office  
McCarthy Funeral Home  
Meekins Library/Haydenville Library  
Michael F. Curtin Auxiliary Veterans of Foreign Wars Post 8006  
Michael's House Resident's Association  
Mill River BNI  
Millitech  
Montessori School of Northampton  
Muffin's General Store  
Murduff's Goldsmiths & Engravers  
Murphys Realtors  
MyHats  
Nejame and Kling Law Offices  
New Hingham School  
Next Barn Over  
Northampton Area Pediatrics  
Northampton Brewery  
Northampton Community Gardens  
Northampton Council on Aging & Senior Center  
Northampton Friends Meeting  
Northampton High School  
Northampton Police Relief Assoc.  
Northampton Pride  
Northampton Radiologic Assoc.  
Northampton School Department  
Northampton Transmission  
Northampton Vision Specialists  
Northampton Wellness Associates  
Northeast Center for Youth and Families  
Ode Boutique  
Optical Studio  
Ostberg & Associates  
Our Lady of the Hills  
Packard's  
Panera Bread  
Paradise Copies  
Party City  
Paul & Elizabeth's  
Pedal People Cooperative  
Pelican Products  
Penguin Random House  
PeoplesBank  
Pete's Tire Barns  
Peter Rayton Logging  
Pioneer Valley Ballet  
Pioneer Valley Periodontics  
Pioneer Valley Roller Derby  
Pizzeria Paradiso  
Plainville Farm  
Pritchard Family Foundation  
Project Bread  
Prospect Meadow Farm  
Provisions  
Pure Foods  
Quonquont Farm  
R.K. Finn Ryan Road School  
Razoo Foundation  
Red Fire Farm  
Red Stone Promotions  
Rerun Shoes  
Rick Kristek Tax & Business Services  
River Valley Market  
Riverbend Animal Hospital  
Robinson Properties  
Rosenberg Committee  
Saint Elizabeth Ann Seton Parish  
Sasson, Turnbull, Ryan & Hoose  
Seewald, Jankowski & Spencer  
Select Equity Group  
ServiceMaster of Northampton-Amherst  
Seventh-Day Adventist Church  
Shelburne Falls Coffee Roasters
Organizations that supported us with food, in-kind donations/services, or financial support throughout the year

Simona's Gluten-free Baked Goods
SIP Coffee & Tea Bar
Smith College Botanical Gardens
Smith College Campus School
Smith College Center for Early Childhood Education
Smith College Community Service Office
Smith College Food Service
Smith College Office of Student Affairs
Smith Vocational & Agricultural High School
Southampton Police Department
Southampton Women's Club
Springfield Armor
St. John's Episcopal Church
St. Peter's Lutheran Church
St. Philip's Episcopal Church
Stanley Black & Decker, Inc.
State Street Fruit Store
Steve's Sugar Shack
Strides Human Performance Institute
Sugar Maple Trailside Inn
Sunnyside Childcare
Super Stop & Shop
Susana Byers, Lic. Ac.
Tandem Bagel Co.
Target
Temp-Pro
The Barn Grocery Store
The Benjamin Company
The Boston Foundation
The Community Foundation, Riverside, CA
The Connotations
The Creative
The Episcopal Diocese of Western Massachusetts
The Housechurch
The Lone Wolf
The Overlook
The Pittsburgh Foundation
The Veatchs Arts of the Book
Thomson Financial Management
Toward Harmony Tai Chi & Qigong
Town Farm
Town Hall of Goshen, MA
Trader Joe's
Truehart Paving and Construction
Turcotte Data & Design
TurningLeaf Design
Twilight Fixture and Lamp Repair
Tyson Foods
U.A.W. Local 2322
Unitarian Society of Northampton and Florence
United Food and Commercial Workers Union
United Way of Central and Northeastern Connecticut
United Way of Hampshire County
Urban Outfitters
Valley Medical Group
Veteran's Administration Medical Center
Village Congregational Church
Viva Fresh Pasta
Walmart
Webber & Grinnell Insurance Agency
Webs- America's Yarn Store
Welch Law Offices
West Cumington Congregational Church
West Family Day Care
Westhampton Congregational Church
Whalen Insurance Agency
Whirlwind Fine Garden Design
Whole Children
WIC
William E. Norris School
Williamsburg Lions Club
Williston Northampton School
Wireless Zone Foundation for Giving
Women Outdoors Western Mass Chapter
Women's Fellowship of the First Congregational Church of Williamsburg
Woodstar Café
Worthington Boy Scouts
Wright Builders
Young@Heart Chorus
The Northampton Survival Center continues to help meet the food needs of our Hampshire County neighbors due to the extraordinary team effort of our 2014 volunteers. Many thanks to...

Heather Abel
Hayat Abuza
Robert Abuza
Marisol Adames
Sam Adams
Dave Alexander
Kay Althoff
Amy Altwarg
Maria Lanie Anderson
Gillian Andrews
Phyl Ansaldo
Elizabeth Armstrong
Ray Asbin
Gayle Aube
Noah Babbott-Bryan
Tanguy Bader
Catherine Bartlett
Dick Bauman
Allan Baustin
Michael Beattie
Liz Bedell
Justine Bertram
Dave Bickford
Annie Bigwood
Marcy Bloomenthal
Wendy Bloomenthal
Jenny Bonilla
Lauren Borsuk
Donna Bowles
Holly Bowyer
Holly Boyer
Toni Brandmill
Lynne Brill
Nicole Britt
Ann Brooks
Tony Brown
Roger Brown
Jared Brown
Winnie Brown
Debin Bruce
Mark Brumberg
Stephen Buckner
Louisa Bushey
Luz Cabrerra
Amanda Carr
Bob Carroll
Lily Clark
Annie Clattenburg
Amy Cohen
Michael Cohen
Eileen Collins
Karen Cox
Joshua Crane
Mary Alice Crim
Christina Crook
Cheri Cross
Karen Curran
Chris DeFrancis
John Degnan
Elena DeJesus
Sarah Dench
Nance Denig
Nickii Diaz
Alyssa Dodd
Sue Dolan
Sue Donnelly
Adele Dowell
Cian Dowling
Kathy Downie
Vanessa Doyle
Bree Drohen
Erica Dubey
Sarah Duckett
Nicki Duda
Peter Duggan
Haley Dumas
Jill Durrant
John Durrant
Sandy Eddy
Angie Ellison
Deborah-Lynn Epstein
Ethel Estes
John Falkowski
Marilyn Falkowski
Adele Fantasia
Vanessa Farrell
Aliza Fassler
Max Faytell
Gene Feldmann
Talia Feldman-Schwartz
Michael Filas
Bob First
Adam Fishman
Maureen Flannery
Louise Flynn
Pauline Fogel
Nat Foss
Jacquie Fraser
Nancy Frenier
Riley Gage
June Gardner
Amy Geeleher
Paul Gelineau
Irene Georgiadis
Marilyn Giles
Sheila Gilroy
Aidan Gilson
Amy Glenowicz
Kim Goggins
Jonathan Goldman
Ken Gordon
Linda Graves
Jake Greenburg
Lucy Greenburg
Bob Gruber
Faith Harrison
Tom Hart
The Northampton Survival Center continues to help meet the food needs of our Hampshire County neighbors due to the extraordinary team effort of our 2014 volunteers. Many thanks to...

Elliot Hartman-Russell
Helena Hassen
Helen Healey
Charlie Healy
Michael Heitke
Sylvia Hemminger
Kaitlin Herzig
Anne Heston
Ben Hill
Nicholas Hill
Dianne Hobbs
Jen Hoffman
Susan Holden
Kim Holden
Joan Honeyman
Lisa Hopkins
Lauren Howe
Amy Huckley
Camilla Humphreys
Phil Huyser
Henrik Jakobeit
Lin Johnson
Jeannie Jones
Tim Jones
Jeffrey Jones
Eleanor Jones
Patty Judice
Kate Kahn
Linda Kakos
Ben Kalish
Ana Kapetanios
Sarah Karol
Nancy Karp
Jody Kasper
Dan Katz
Laura Katz
Rose Katz
Rose Katz-Berger
Kristin Kelly
May Khongchay
Dave Kielson
Heather King
Benjamin Kirsch
Dan Kirsch
Elijah Kirsch
Sarah Klein
Niko Kusworo
Mel LaBonte
Tyler LaCombe-Bart
Chris Landry
Mike Lap
Karen Latuchie
Georgia Lederman
Liz Leibowitz
Rachel Leibowitz
Don Levitan
Junzhou Lin
Jack Liptak
Dennis Longto Jr
Mo Lotman
Doug Luce
Jean Lusskin
Jane Lynne Howe
Joe Mahay
Robin Maltz
Karen Mandeville
Daniel March
Gina Marchesani
Marie Marchese
Soren Mason Temple
Susan Mayhew
Karen McAmis
Liz McCormack
Kris McCue
James McDonald
Susan McGrath
Sherry McGuire
Shawn McManus
Carol Melin
Donna Meller
Amy Meltzer
Brianna Mercer
Elizabeth Mercer
Rachel Meyrowitz
Dorien Miller
Margaret Miller
Nathan Mize
Luzma Molina
Susan Moore
Maureen Moore
Hannah Morehouse
Jake Morris
Christine Mulcahy
Bill Mullen
Chris Myslinski
Rebecca Neimark
Erica Norby
Quinn Nortonsmith
Avery Nortonsmith
Cynthia Nyary
Bobbe O'Brien
Baelie O'Connor
Sydney O'Leary
Jeney Ortiz
Dan O'Sullivan
Jeff Palm
Tim Parent
Chris Parrish
Sherry Pasternack
Bhakti Patel
Catherine Pentoney
Morey Phippen
Josh Platt
Dave Plaut
Max Plauterman
Tom Quinn
Kristina Ramsden
The Northampton Survival Center continues to help meet the food needs of our Hampshire County neighbors due to the extraordinary team effort of our 2014 volunteers. Many thanks to...

Alyssa Ranker
Evan Ray
Patrick Regan
Jim Reis
Kristen Rhodes
Maddy Richmond
Larry Rickles
Toni Rickles
Antonia Rickles
Jagy Riesz
Gay Roberts
Wendy Robinson
Steve Robinson
Becky Ross
Chip Roughton
Georgianna Rouleux
Peter Rowe
Holly Rowland
Andrea Rudolph
Xitolay Ruiz
Jen Ryan
Jamie Samdahl
Lynne Saner
Alyssa Santos
Adam Saunders
Reed Schimmelfing
David Senecal
Sophie Sharp
Rayanne Shaw
Betsy Siersma
Risa Silverman
Kathy Sinclair
Sue Slowick
Ben Smith
Sam Smith
Suzanne Smith
Mark Smith-Bove
Isabelle Smith-Bove
Chloe Snyder
Steve Soitos
Jane Sommer
Maria Sperduti
Beth Spong
James Staple
Emily Steele
Leslie Stein
Stacey Steinbach
Jon Steinberg
Sara Sternick
Alicia Stewart
Lil Stordeur
Jerry Stordeur
Mark Sullivan
Lily Sun
Bruce Sylvia
Tyler Tannen-Barrup
Moira Taylor
Elise Taylor
Kathy Teece
Fran Thibault
Barbara Thompson
Diana Tindall
Ruth Tirado
Currie Touloumtzis
Suna Turgay
Nell Volkman
Julie Waggoner
Marty Walder
Nan Walsh
Susan Waltner
Amita Wanar
Mary Webber
Fred Wellman
Erin Wetherell
Renee Wetstein
Gina Whalen
Trace Whalen
Maela Whitcomb
Nick Whitcomb
Michael White
Tori Wickles
Trixie Willems
Cher Willems
Diane Williams
Robert Williams
Harriet Wilson
Kathy Winkler
Aidan Winn
Steve Winn
Alli Winston
Traci Wolfe
Vera Yanez
Isaac Yglesias
Yosemite Yoon
Madison Young
Martha Zigmant
Charlie Zinn
Congregation B’nai Israel staff & students
Hampshire Regional High School staff & students
NHS Key Club
INTRODUCTION

Following completion of the capital campaign, the board decided to create a new plan to guide our work in the years 2013-2015. During a board retreat facilitated by Dan Kirsch, we broke into three groups to look at possible goals and strategies in three areas: Program, Governance/Staff, and Development.

Our core Program of providing food to those who need it is supported by Development and Governance/Staff, essential aspects of board work.

If there are themes to this planning work, they might include:

• Partnership. If we think of hunger as a public health issue, an economic issue, and a community issue, who are our potential allies and partners who might help us have greater impact without increasing our own budget?
• Client-Centeredness. What is the appropriate stance for us to take regarding nutrition and health and the choices clients make about what they choose to eat?
• Leadership. How can the Survival Center proactively respond to the needs of our community rather than reacting to things beyond our control? What would it look like for us to be a model pantry for others across the country?

The NSC has been through tremendous change over the past three years, completing our first-ever capital campaign and building the facility we need in order to serve the community well. This plan does not call for radical changes. Instead, it proposes that the board and staff ask critical questions, do the research we need to find answers, and then consider where we need and want to go in the next three years.

PROGRAM STRATEGIES

1. **Within our limited food budget, optimize the food supply in terms of client need and demand.**

   • Through fundraising, farm partnerships, possible reallocation of resources, and other means, provide clients with regular access to milk, good meat, cheese, juice, fresh produce, and culturally desirable items.
   • Review our distribution system and identify options for distribution that would maximize client choice while maintaining the nutritional value of the food they take home.
   • Consider the possibility of offering a mini-store or other model to enable clients access to staple products at subsidized prices as they become more independent.
2. **Increase outreach to potential clients who are not currently being served.**
   - Seek a partnership with a college or university to have a student group design and carry out a study to gather data about potential clients not being served.
   - Develop a strategy for reaching these potential clients and determine the amount of outreach we want the NSC to do within the context of available resources and other priorities.

3. **Provide more opportunities for our clients to move toward self-sufficiency.**
   - Work with Smith School of Social Work (or other partners) to have social workers on site to help clients access assistance and training programs.
   - Build a more robust, year-long workshop series to educate clients about budgeting, food stamps, nutrition, and other topics.
   - Explore potential partnerships with other organizations in the county.

**GOVERNANCE & STAFFING STRATEGIES**

1. **Have a full board of members reflecting the diversity of the community and a waiting list of qualified individuals wanting to serve on the board.**
   - Identify areas of diversity to be represented (profession, gender, race, geography, etc.).
   - Develop and implement effective board recruitment guidelines.

2. **Establish protocols and practices for achieving and maintaining excellence in board service.**
   - Review and improve board orientation materials and trainings (perhaps in collaboration with others).
   - Establish a protocol for regular review of by-laws and other governance documents to ensure that they reflect the best in nonprofit governance.
   - Ensure that director and officer job descriptions, term limits, and succession and transition processes are clear.
   - Establish formal oversight or review of how all committees are functioning.

**DEVELOPMENT STRATEGIES**

1. **Make and implement a decision about an endowment.**
   - Have the Finance Committee develop a proposal for board discussion that includes pros and cons, costs, and other issues.
   - If we vote to proceed, work with the Executive Director to create a plan to launch the program.

2. **Plan and launch a planned giving program.**
   - Analyze the wide variety of planned giving programs, from basic to complex, to determine the most appropriate scope for our program.
   - Create a plan, timeline, and budget, and clarify staff and board roles.
IMPLEMENTATION

Prior to the November, March, and June Board meetings for 2013-2016, the Governance Committee will request that the different committees responsible for implementing the Strategic Plan report on their progress. In terms of benchmarks, the Governance Committee expects that the Strategic Plan will be implemented and monitored roughly along the following parameters:

1. 2013-2014—During this time period, committees responsible for implementing the Strategic Plan will focus on and wrap-up research and evaluation necessary to implement measures.

2. 2014-2015—During this time period, committees responsible for implementing the Strategic Plan will should focus on actual implementation.

3. 2015-2016—During this time period, committees responsible for implementing the Strategic Plan will should focus on continuing implementation and evaluating implementation.
Northampton Survival Center
Balance Sheet
As of June 30, 2014

Jun 30, 14

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
</tr>
<tr>
<td>Checking/Savings</td>
<td></td>
</tr>
<tr>
<td>1000 · FSB Checking -0427</td>
<td>90,610.39</td>
</tr>
<tr>
<td>1003 · FSB Aldi Debit account</td>
<td>408.59</td>
</tr>
<tr>
<td>1004 · Petty Cash</td>
<td>78.60</td>
</tr>
<tr>
<td>1050 · Savings Accounts</td>
<td></td>
</tr>
<tr>
<td>1050.7 · New York Life Securities</td>
<td>229.30</td>
</tr>
<tr>
<td>1050.4 · ESB &quot;7-day&quot; revolving CD's</td>
<td>251,481.95</td>
</tr>
<tr>
<td>Total 1050 · Savings Accounts</td>
<td>251,711.25</td>
</tr>
<tr>
<td>Total Checking/Savings</td>
<td>342,808.83</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td></td>
</tr>
<tr>
<td>1299 · CC Fund Pledges Rec'able</td>
<td></td>
</tr>
<tr>
<td>1299.1 · Pledges Rec'able as of FYE14</td>
<td>1,000.00</td>
</tr>
<tr>
<td>Total 1299 · CC Fund Pledges Rec'able</td>
<td>1,000.00</td>
</tr>
<tr>
<td>Total Accounts Receivable</td>
<td>1,000.00</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td></td>
</tr>
<tr>
<td>1300 · Food Inventory</td>
<td>58,844.00</td>
</tr>
<tr>
<td>1400 · Prepaid Accounts</td>
<td></td>
</tr>
<tr>
<td>1401 · Prepaid Workers Comp</td>
<td>1,814.49</td>
</tr>
<tr>
<td>1404 · Truck Insurance</td>
<td>483.75</td>
</tr>
<tr>
<td>1405 · D&amp;O Insurance</td>
<td>427.64</td>
</tr>
<tr>
<td>1406 · Prop and GL Insurance</td>
<td>3,752.60</td>
</tr>
<tr>
<td>1411 · Prepaid Garbage Pick-up</td>
<td>310.00</td>
</tr>
<tr>
<td>1414 · Health Insurance Premiums</td>
<td>2,921.65</td>
</tr>
<tr>
<td>Total 1400 · Prepaid Accounts</td>
<td>9,710.13</td>
</tr>
<tr>
<td>Total Other Current Assets</td>
<td>68,554.13</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>412,362.96</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td></td>
</tr>
<tr>
<td>1500 · Fixed Assets</td>
<td></td>
</tr>
<tr>
<td>1520 · Furniture and Fixtures</td>
<td></td>
</tr>
<tr>
<td>1520.1 · Freezer and Copier - Cost</td>
<td>7,894.00</td>
</tr>
<tr>
<td>1520.2 · Acc. Dep. Furniture and Fixture</td>
<td>-7,203.98</td>
</tr>
<tr>
<td>Total 1520 · Furniture and Fixtures</td>
<td>690.02</td>
</tr>
<tr>
<td>1540 · Truck</td>
<td></td>
</tr>
<tr>
<td>1540.1 · Truck - Cost</td>
<td>22,015.00</td>
</tr>
<tr>
<td>1540.2 · Acc. Dep. Truck</td>
<td>-22,015.00</td>
</tr>
<tr>
<td>Total 1540 · Truck</td>
<td>0.00</td>
</tr>
<tr>
<td>1560 · F&amp;F New Construction</td>
<td></td>
</tr>
<tr>
<td>1560.1 · F&amp;F New Construction - cost</td>
<td>47,023.13</td>
</tr>
<tr>
<td>1560.11 · Refrigerator 2011 - cost</td>
<td>2,600.00</td>
</tr>
<tr>
<td>1560.2 · Accum Dep</td>
<td>-24,812.50</td>
</tr>
<tr>
<td>Total 1560 · F&amp;F New Construction</td>
<td>24,810.63</td>
</tr>
<tr>
<td>1599 · Leasehold Improvements</td>
<td></td>
</tr>
<tr>
<td>1599.1 · Leasehold Improvements - Cost</td>
<td>1,153,177.25</td>
</tr>
<tr>
<td>1599.2 · Acc. Dep. Leasehold Improvement</td>
<td>-134,398.00</td>
</tr>
<tr>
<td>1599 · Leasehold Improvements - Other</td>
<td>-1,210.00</td>
</tr>
<tr>
<td>Total 1599 · Leasehold Improvements</td>
<td>1,017,569.25</td>
</tr>
<tr>
<td>Total 1500 · Fixed Assets</td>
<td>1,043,069.90</td>
</tr>
<tr>
<td>Total Fixed Assets</td>
<td>1,043,069.90</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>1,455,432.86</td>
</tr>
</tbody>
</table>
### Liabilities & Equity

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Jun 30, 14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td></td>
</tr>
<tr>
<td>20000 · Accounts Payable</td>
<td>10,009.24</td>
</tr>
<tr>
<td>Total Accounts Payable</td>
<td>10,009.24</td>
</tr>
<tr>
<td><strong>Other Current Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>2400 · Payroll Liabilities</td>
<td></td>
</tr>
<tr>
<td>2404 · State Income Tax Withheld</td>
<td>846.69</td>
</tr>
<tr>
<td>2406 · MA SUI/SDI and Work training</td>
<td>860.70</td>
</tr>
<tr>
<td>2499 · Fed Tax</td>
<td></td>
</tr>
<tr>
<td>2401 · Federal Income Tax Withheld</td>
<td>527.43</td>
</tr>
<tr>
<td>2402 · Social Security Tax Payable</td>
<td>585.34</td>
</tr>
<tr>
<td>2403 · Medicare Tax Payable</td>
<td>136.88</td>
</tr>
<tr>
<td>Total 2499 · Fed Tax</td>
<td>1,249.65</td>
</tr>
<tr>
<td><strong>Total 2400 · Payroll Liabilities</strong></td>
<td>2,957.04</td>
</tr>
<tr>
<td>2500 · Other Payroll Liabilities</td>
<td></td>
</tr>
<tr>
<td>2501 · Accrued Vacation</td>
<td>17,183.36</td>
</tr>
<tr>
<td>Total 2500 · Other Payroll Liabilities</td>
<td>17,183.36</td>
</tr>
<tr>
<td><strong>Total Other Current Liabilities</strong></td>
<td>20,140.40</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>30,149.64</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>30,149.64</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
</tr>
<tr>
<td>31500 · Temp. Restricted Net Assets</td>
<td>10,363.00</td>
</tr>
<tr>
<td>32000 · Unrestricted Net Assets</td>
<td>1,476,237.80</td>
</tr>
<tr>
<td>Net Income</td>
<td>-61,317.58</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>1,425,283.22</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; EQUITY</strong></td>
<td>1,455,432.86</td>
</tr>
</tbody>
</table>
Organizational Chart of the Northampton Survival Center

Board of Directors
Responsibilities:
- Establish policy
- Hire Executive Director

Executive Director
Responsibilities:
- Banking and financial activities
- Fundraising and overseeing all fundraising activities
- Networking and public relations with community organizations and local governments
- Hire and supervise Program Director, Office Manager, and Volunteer Coordinator
- Computer upkeep and maintenance
- Repairs and maintenance of Center
- Organize and coordinate administrative functions of Center
- Network with staff from other agencies in the community and act as an advocate for the Center and its clients

Program Director
Responsibilities:
- Do client intake and maintain client database
- Prepare monthly reports for other agencies and Board
- Oversee distribution of food and clothing
- Hire and supervise Hilltown Pantry Director and Staff Assistant in cooperation with Executive Director
- Assist Volunteer Coordinator in supervising volunteers to help with Center’s programmatic operation
- Work closely with the Board’s Program Committee
- Oversee food inventory of the Center’s Pantry
- Shop and pick up food and commodities at supermarkets and the Food Bank

Volunteer Coordinator
Responsibilities:
- Coordinate volunteers for pantry and other duties
- Hold regular volunteer orientations
- Coordinate training, scheduling, and supervision of all volunteers
- Manage communication with volunteers
- Field calls from prospective volunteers
- Coordinate annual Volunteer Appreciation Dinner

Hilltown Pantry Director
Responsibilities:
- Direct weekly activities and operations of the Hilltown Pantry
- Coordinate and supervise pantry volunteers
- Oversee procurement and distribution of food and other items
- Network with other agencies and the community on behalf of the Hilltown Pantry

Staff Assistant
Responsibilities:
- Coordinate clothing distribution
- Coordinate pantry stocking
- Serve as receptionist in the pantry
- Translate for Spanish-speaking people
- Maintain cleanliness of the Center
- Assist Program Director and other staff with special projects

Office Manager
Responsibilities:
- Client intake as a support to Program Director
- Perform all clerical duties
- Enter data and maintain all donor lists
- Generate thank you letters and other correspondence
- Make bank deposits
- Assist Volunteer Coordinator with volunteer supervision and scheduling
- Answer telephones and cover office when Executive Director is unavailable

Donor Relations Coordinator
Responsibilities:
- Assist ED with major gift cultivation
- Coordinate mailings and solicitations for annual appeal, other appeals
- Oversee business cultivation
- Research and apply for grants
- Assist with fundraising and donor appreciation events
- Assist with all aspects of public outreach
- Other administrative duties as needed
# NORTHAMPTON SURVIVAL CENTER, INC.

## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Auditors’ Report</td>
<td>1-2</td>
</tr>
<tr>
<td>Statement of Financial Position</td>
<td>3</td>
</tr>
<tr>
<td>Statement of Activities</td>
<td>4</td>
</tr>
<tr>
<td>Statement of Functional Expenses</td>
<td>5</td>
</tr>
<tr>
<td>Statement of Cash Flows</td>
<td>6</td>
</tr>
<tr>
<td>Notes to Financial Statements</td>
<td>7-10</td>
</tr>
</tbody>
</table>
Independent Auditors’ Report

To the Board of Directors
Northampton Survival Center, Inc.
Northampton, Massachusetts

Report on the Financial Statements

We have audited the accompanying financial statements of Northampton Survival Center, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2014, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Northampton Survival Center, Inc. as of June 30, 2014, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited Northampton Survival Center, Inc.’s June 30, 2013 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated November 13, 2013. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2013, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Boissette, Morton & Associates, LLP

Hadley, Massachusetts
October 30, 2014
NORTHAMPTON SURVIVAL CENTER, INC.
Statement of Financial Position
June 30, 2014 (with comparative totals for June 30, 2013)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$342,809</td>
<td>$358,548</td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>1,000</td>
<td>3,526</td>
</tr>
<tr>
<td>Food inventory</td>
<td>42,822</td>
<td>54,104</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>6,773</td>
<td>4,984</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>1,054,034</td>
<td>1,096,728</td>
</tr>
</tbody>
</table>

Total assets $1,447,438 $1,517,890

Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$10,009</td>
<td>$18,570</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>20,140</td>
<td>18,893</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>30,149</td>
<td>37,463</td>
</tr>
</tbody>
</table>

Net Assets
Unrestricted
| Property and equipment related | 1,054,034 | 1,096,728 |
| Available for operations | 350,741 | 355,553 |
| Total unrestricted net assets | 1,404,775 | 1,452,281 |
Temporarily restricted
| Temporarily restricted | 12,514 | 28,146 |
| Total net assets | 1,417,289 | 1,480,427 |

Total liabilities and net assets $1,447,438 $1,517,890

The accompanying notes are an integral part of these financial statements.

-3-
<table>
<thead>
<tr>
<th></th>
<th>2014 Unrestricted</th>
<th>2014 Temporarily Restricted</th>
<th>2014 Total</th>
<th>2013 Unrestricted</th>
<th>2013 Temporarily Restricted</th>
<th>2013 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue and support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donated food</td>
<td>$1,391,712</td>
<td>$1,391,712</td>
<td>$1,285,728</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>460,255</td>
<td>460,255</td>
<td>410,411</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants - other</td>
<td>36,781</td>
<td>30,000</td>
<td>66,781</td>
<td>121,024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>United Way</td>
<td>56,091</td>
<td>56,091</td>
<td>55,927</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development Block Grant</td>
<td>24,609</td>
<td>24,609</td>
<td>10,740</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>695</td>
<td>695</td>
<td>818</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,177</td>
<td>1,177</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donated supplies and services</td>
<td>18,500</td>
<td>18,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>45,632</td>
<td>(45,632)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td>2,035,452</td>
<td>(15,632)</td>
<td>2,019,820</td>
<td>1,884,748</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>1,855,046</td>
<td>1,855,046</td>
<td>1,702,450</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>101,068</td>
<td>101,068</td>
<td>78,339</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>126,844</td>
<td>126,844</td>
<td>92,456</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>2,082,958</td>
<td>2,082,958</td>
<td>1,873,245</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>(47,506)</td>
<td>(15,632)</td>
<td>(63,138)</td>
<td>11,503</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net assets - beginning of year</strong></td>
<td>1,452,281</td>
<td>28,146</td>
<td>1,480,427</td>
<td>1,468,924</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net assets - end of year</strong></td>
<td>$1,404,775</td>
<td>$12,514</td>
<td>$1,417,289</td>
<td>$1,480,427</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
NORTHAMPTON SURVIVAL CENTER, INC.

Statement of Functional Expenses
Year Ended June 30, 2014 (with comparative totals for the year ended June 30, 2013)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th></th>
<th></th>
<th>Total</th>
<th>2013</th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee compensation and related:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$138,374</td>
<td>$43,954</td>
<td>$82,584</td>
<td>$264,912</td>
<td>$244,666</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>10,637</td>
<td>4,566</td>
<td>8,525</td>
<td>23,728</td>
<td>24,942</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>14,965</td>
<td>4,753</td>
<td>8,931</td>
<td>28,649</td>
<td>27,199</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>163,976</td>
<td>53,273</td>
<td>100,040</td>
<td>317,289</td>
<td>296,807</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donated food</td>
<td>1,402,994</td>
<td></td>
<td></td>
<td>1,402,994</td>
<td>1,290,468</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased food</td>
<td>169,360</td>
<td></td>
<td></td>
<td>169,360</td>
<td>134,725</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>41,043</td>
<td>8,165</td>
<td></td>
<td>49,208</td>
<td>48,469</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>20,813</td>
<td>4,140</td>
<td></td>
<td>24,953</td>
<td>9,353</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donated supplies and services</td>
<td>4,000</td>
<td>6,000</td>
<td>8,500</td>
<td>18,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional fees</td>
<td>17,675</td>
<td></td>
<td>800</td>
<td>18,475</td>
<td>19,013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>6,045</td>
<td>1,920</td>
<td>3,608</td>
<td>11,573</td>
<td>9,099</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing</td>
<td>6,977</td>
<td>4,366</td>
<td></td>
<td>11,343</td>
<td>11,740</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>7,394</td>
<td>1,471</td>
<td></td>
<td>8,865</td>
<td>9,629</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>4,482</td>
<td>1,423</td>
<td>2,674</td>
<td>8,579</td>
<td>9,365</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furnishings and small equipment</td>
<td>8,395</td>
<td></td>
<td></td>
<td>8,395</td>
<td>4,895</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising events</td>
<td></td>
<td></td>
<td></td>
<td>6,843</td>
<td>6,843</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postage</td>
<td>3,372</td>
<td>1,071</td>
<td>2,013</td>
<td>6,456</td>
<td>6,399</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone and internet</td>
<td>2,241</td>
<td>712</td>
<td>1,337</td>
<td>4,290</td>
<td>4,297</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising and promotion</td>
<td>4,176</td>
<td></td>
<td></td>
<td>4,176</td>
<td>4,469</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>1,723</td>
<td>548</td>
<td>1,029</td>
<td>3,300</td>
<td>3,600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>2,746</td>
<td>304</td>
<td></td>
<td>3,050</td>
<td>2,259</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food transportation</td>
<td>2,825</td>
<td></td>
<td></td>
<td>2,825</td>
<td>4,380</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>1,484</td>
<td></td>
<td></td>
<td>1,484</td>
<td>1,584</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bad debt</td>
<td>1,000</td>
<td></td>
<td></td>
<td>1,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenses</td>
<td>$1,855,046</td>
<td>$101,068</td>
<td>$126,844</td>
<td>$2,082,958</td>
<td>$1,873,245</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
NORTHAMPTON SURVIVAL CENTER, INC.
Statement of Cash Flows
Year Ended June 30, 2014 (with comparative totals for the year ended June 30, 2013)

<table>
<thead>
<tr>
<th>Cash flows from operating activities</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>($63,138)</td>
<td>$11,503</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash (used) provided by operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>49,208</td>
<td>48,469</td>
</tr>
<tr>
<td>Change in allowance for uncollectible pledges</td>
<td></td>
<td>(8,000)</td>
</tr>
<tr>
<td>Change in assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Increase) decrease in:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges receivable</td>
<td>2,526</td>
<td>53,769</td>
</tr>
<tr>
<td>Food inventory</td>
<td>11,282</td>
<td>4,740</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(1,789)</td>
<td>4,009</td>
</tr>
<tr>
<td>(Decrease) increase in:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(8,561)</td>
<td>2,347</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>1,247</td>
<td>3,630</td>
</tr>
<tr>
<td>Net cash (used) provided by operating activities</td>
<td>($9,225)</td>
<td>120,467</td>
</tr>
</tbody>
</table>

| Cash flows from investing activities |         |         |
| Purchases of property and equipment | (6,514) | (8,387) |
| Net cash used by investing activities | (6,514) | (8,387) |

| Net (decrease) increase in cash and cash equivalents | (15,739) | 112,080 |

| Cash and cash equivalents - beginning of year | 358,548 | 246,468 |
| Cash and cash equivalents - end of year       | $342,809 | $358,548 |

Supplemental disclosures of non-cash operating activities:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donated food support</td>
<td>($1,391,712)</td>
<td>($1,285,728)</td>
</tr>
<tr>
<td>Donated food expense</td>
<td>$1,402,994</td>
<td>$1,290,468</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
1. **Summary of Significant Accounting Policies**

*Mission:* Northampton Survival Center, Inc.’s primary mission is to strive to improve the quality of life for low income individuals and families in Hampshire County, Massachusetts, by providing food and other resources with dignity and respect.

*Tax Status:* Northampton Survival Center, Inc. is a not-for-profit corporation organized under Massachusetts General Laws Chapter 180. Northampton Survival Center, Inc. is exempt from federal and state corporate income taxes under Section 501(c)(3) of the Internal Revenue Code. In addition, Northampton Survival Center, Inc. qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an organization that is not a private foundation under Section 509(a)(2).

*Uncertain Tax Positions:* Professional accounting standards provide detailed guidance for the financial statement recognition, measurement, classification and disclosure of uncertain tax positions. They require an entity to recognize the financial statement impact of a tax position when it is more likely than not that the position will be sustained upon examination. A tax position is deemed to include such things as Northampton Survival Center, Inc.’s tax exempt status.

Management has not identified any uncertain tax positions and, therefore, no liability has been recorded in the financial statements. Northampton Survival Center, Inc.’s income tax filings are subject to audit by the Internal Revenue Service. Northampton Survival Center, Inc.’s open audit periods are 2011-2013.

*Accounting Method:* The financial statements of Northampton Survival Center, Inc. are prepared on the accrual basis.

*Basis of Presentation:* The net assets of Northampton Survival Center, Inc. are reported in each of the following three classes when applicable: (a) unrestricted net assets, (b) temporarily restricted net assets, and (c) permanently restricted net assets. Net assets of the two restricted classes are created only by donor-imposed restrictions on their use. All other net assets are legally unrestricted and are reported as part of the unrestricted class. Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. Northampton Survival Center, Inc. had only unrestricted and temporarily restricted net assets at June 30, 2014 and 2013.

Contributions of services are recognized as revenue if they (a) create or enhance non-financial assets or (b) if they require specialized skills which are provided by individuals possessing those skills and if such services would typically need to be purchased if not provided by donations. Contributions of materials are recognized as revenue at their fair market value.
1. Summary of Significant Accounting Policies (Continued)

Pledges Receivable: Pledges receivable that are expected to be collected within one year are recorded at net realizable value. Pledges receivable that are expected to be collected in future years are recorded at the present value of their estimated future cash flows.

Capitalization of Expenses: The cost, if purchased, and fair value, if donated, of property and equipment is capitalized. Northampton Survival Center, Inc. capitalizes property and equipment with a cost of $2,500 or more. Costs of maintenance and repairs are expensed as incurred.

Depreciation: Depreciation is computed by the straight-line method over the following useful lives:

- Leasehold improvements: 15 - 30 years
- Furniture and equipment: 3 - 10 years
- Vehicle: 5 - 10 years

Expense Allocation: Expenses are charged to programs and supporting services on the basis of job duties and space allocation analyses. Administration and other supporting services include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of Northampton Survival Center, Inc.

Use of Estimate: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and revenues and expenses during the reporting period. Actual results could differ from those estimates.

Donated Food: Valuation of donated food items is based on the approximate average wholesale value of one pound of donated product as calculated in the Product Valuation Survey Methodology December 31, 2013 prepared by Feeding America, formerly known as, America’s Second Harvest. The valuation was $1.72 and $1.66 per pound for the years ended June 30, 2014 and 2013, respectively.

Cash and Cash Equivalents: Northampton Survival Center, Inc. considers checking, savings, cash on hand, certificates of deposit, and an investment account used to receive stock donations as cash and cash equivalents.

Reclassifications: Certain reclassifications have been made to the year ended June 30, 2013 comparative totals to conform to the year ended June 30, 2014 presentation. These reclassifications have no effect on the previously reported change in net assets for the year ended June 30, 2013.
2. Property and Equipment

Property and equipment consisted of the following at June 30:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and equipment</td>
<td>$ 72,418</td>
<td>$ 65,904</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>1,151,967</td>
<td>1,151,967</td>
</tr>
<tr>
<td>Vehicle</td>
<td>22,015</td>
<td>22,015</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>1,246,400</td>
<td>1,239,886</td>
</tr>
<tr>
<td></td>
<td>192,366</td>
<td>143,158</td>
</tr>
</tbody>
</table>

Total property and equipment $1,054,034 $1,096,728

Depreciation expense was $49,208 and $48,469 for the years ended June 30, 2014 and 2013, respectively.

3. Pledges Receivable

Unconditional promises to give of $1,000 and $3,526 at June 30, 2014 and 2013, respectively, are included in the financial statements as pledges receivable and revenue of the appropriate net asset category. Pledges are due in less than one year and considered collectible.

4. Related Party Relationships

Northampton Survival Center, Inc.’s Executive Director is on the Board of Directors of the United Way that donated $56,091 and $55,927 to the Northampton Survival Center, Inc. for the years ended June 30, 2014 and 2013, respectively.

An employee of Northampton Survival Center, Inc. was also a Board member of the Food Bank of Western Massachusetts, a significant vendor of the Northampton Survival Center, Inc., during the year ended June 30, 2014.

5. Temporarily Restricted Net Assets

Temporarily restricted net assets consisted of the following at June 30:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh Local Produce project</td>
<td></td>
<td>$10,720</td>
</tr>
<tr>
<td>Dairy fund</td>
<td>$12,514</td>
<td>17,426</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$12,514</td>
</tr>
</tbody>
</table>

- 9 -
6. Concentrations

Northampton Survival Center, Inc. receives a significant portion of its revenue in the form of donated food. Donated food revenue as a percentage of total revenue was 70% and 68% for the years ended June 30, 2014 and 2013, respectively. Northampton Survival Center, Inc.'s financial statements are impacted by not only the price per pound of donated food (see Note 1) that may vary year to year, but also by the volume of food received versus distributed during the fiscal year.

7. Donated Supplies and Services

Donated in-kind support consists of donated supplies and services which meet the recognition requirements described in Note 1. There was $18,500 in donated supplies and services recorded for the year ended June 20, 2014. There were no material donated supplies and services recorded for the year ended June 30, 2013.

A number of unpaid volunteers have made significant contributions of their time to Northampton Survival Center, Inc. In accordance with the recognition criteria described in Note 1, the value of these services is not recorded in the financial statements.

8. Rental Agreement

Northampton Survival Center, Inc. rents its facilities in Northampton from the City of Northampton pursuant to a lease agreement for $300 per month until October 2040.

Future minimum lease payments for the years ending June 30 are:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3,600</td>
</tr>
<tr>
<td>2016</td>
<td>3,600</td>
</tr>
<tr>
<td>2017</td>
<td>3,600</td>
</tr>
<tr>
<td>2018</td>
<td>3,600</td>
</tr>
<tr>
<td>2019</td>
<td>3,600</td>
</tr>
</tbody>
</table>

9. Subsequent Events

Northampton Survival Center, Inc. evaluated subsequent events after the statement of financial position date of June 30, 2014, through October 30, 2014, the date on which the financial statements were available to be issued, and concluded that no additional disclosures are required.