Dear Friends,

What a year 2016 was—a study in discovery, learning and results. It is only because of you that we are able to stretch, grow and continue to be the intersection where our community meets to create and make change together.

As we move into 2017, we enter our Year of Connection: transforming our discoveries into connections that will more affectively and holistically increase economic stability and decrease racial disparities by engaging more people in a meaningful way. In this year ahead we explore these current connections, and the connections that are possible as we make and scale up our efforts.

We are proud of what we accomplished in 2016 and are filled with inspiration for 2017. When we work together, there is nothing this community can’t accomplish. This year, let’s continue on our journey to make progress on our Agenda for Change goals, and decrease racial disparities by engaging more people in a meaningful way. In the pages ahead we explore these current connections, and the connections that are possible as we make and scale up our efforts.

We are proud of what we accomplished in 2016 and are filled with inspiration for 2017. When we work together, there is nothing this community can’t accomplish. This year, let’s continue on our journey to make progress on our Agenda for Change goals, and decrease racial disparities by engaging more people in a meaningful way. In the pages ahead we explore these current connections, and the connections that are possible as we make and scale up our efforts.

Here are our most important observations:

• 93% of 4-year olds in Parent-Child Home Program are 4-K-ready, and parents had a 42% gain in parenting skills. 160 families served.

• 82% of families (208) in Housing First are stably housed at half the cost of shelter. 2,300 families avoided eviction.

• 3,250 students received behavioral health treatment, 93% of whom were successfully treated. 1,834 students were tutored 15+ sessions in 4 districts, helping them focus academically.

• 1,345 have been placed in employment since the program began, including 174 at $15+/hr.

• 57% showed higher growth in literacy than a comparison group.

• 1 million people were helped through the HIRE Initiative, up 46% from last year. 1,575 have been placed in employment since the program began, including 174 at $15+/hr.

Here are just a few highlights from 2016:

• 73% of 4-year olds in Parent-Child Home Program are 4-K-ready, and parents had a 42% gain in parenting skills. 160 families served.

• 3,250 students received behavioral health treatment, 93% of whom were successfully treated. 1,834 students were tutored 15+ sessions in 4 districts, helping them focus academically.

• 1,345 have been placed in employment since the program began, including 174 at $15+/hr.

• 57% showed higher growth in literacy than a comparison group.

Thank you.

Renee Moe
President & CEO

Renee Moe 2016 Board of Directors Chair
Through Our Community’s Agenda for Change, United Way engages our community, mobilizes volunteers and strengthens local nonprofits to achieve measurable results and change lives. In this Year of Connection, we will explore how initiatives coalesce together for a holistic approach to families, and ultimately our Dane County community. Over the next few pages, take a look at real examples of how your dollars create change and help families achieve stability.

Education: Children are cared for and have fun as they become prepared for school

Young children are our future workforce. Poverty can affect children’s development, their academic success, overall health, and lifetime earning potential – all barriers to economic stability.

• Overall Dane County Need: 1,500 children under the age of 5 who live in poverty are at high risk for the achievement gap.

Ensuring children enter kindergarten ready to learn is a key strategy in closing the racial achievement gap in Dane County. Developmental gaps appear in the first 1,000 days of life.

Health: People’s health issues are identified and treated early

United Way of Dane County is committed to assuring that low-income and uninsured members of our community have access to affordable quality primary, dental, and behavioral health care.

• 2016 United Way Impact: 1,400 6th graders in 4 districts are screened for depression, anxiety, and signs of trauma through the Cognitive Behavioral Intervention for Trauma in Schools program (CBITS). 1,500 adults between 100-150% of the Federal Poverty Level are insured with premium payment help.
• Overall Dane County Need: An estimated 17,120 of Dane County’s K-12 students have mental health concerns affecting school success.

Income: More people are on pathways out of poverty

One contributing factor to poverty is a lack of family-sustaining employment. United Way’s HIRE Initiative aims to address this issue.

• 2016 United Way Impact: 574 individuals employed.
• Overall Dane County Need: While the overall unemployment rate is 2.7%, it is a staggering 16.8% for the African American community, and 6.8% for the Latino community, leaving 9,417 unemployed.

Ensuring children enter kindergarten ready to learn is a key strategy in closing the racial achievement gap in Dane County. Developmental gaps appear in the first 1,000 days of life.

In March more than 200 volunteers rolled up their sleeves to clean and paint apartments, so 27 local homeless families could immediately move into stable housing.

“Health care was one of the largest expenses and challenges for my business. HealthConnect combines with the Healthcare Exchange to take away that problem and give me the peace of mind that my kids are taken care of.”

– Brett Hulsey, MNS, President, Better Environmental Solutions

One in four youth will experience a traumatic event by their 16th birthday. CBITS is helping children overcome this trauma and heal at an amazing pace.

Since 2014, the HIRE Initiative has helped 1,345 adults find and maintain stable, long-term employment through industry-specific skill development.

“A lot of the [adult] students that come to us are very timid. And so through the course of this program we get to see them develop, see them open up and gain that confidence and skills that UW [Hospital] very much looks for.”

– Faatima Kahn, HIRE Initiative, Career Pathways Specialist, Centro Hispano of Dane County

In Dane County, the Delegation to Create Economic Stability for Young Families launched their recommendations called Doing Better: Building Economic Stability families with four strategies to reduce poverty locally.
To age in place is what most aging older adults want to do... [together we look at] how we can provide options for a safe environment, promote programs to offer nutritional support and deliver education and services for health needs to remain at home.”

– Janet Bollig, SAFE at Home, Home Health United

Dane County businesses and individuals pledged $18.6 million to change thousands of lives in our community. The Vision Council and Community Solutions Teams vetted programs aligned with our strategies to move young families out of poverty in 2017.

Last year, 16,547 local volunteers invested $20,370 hours of service in our community, providing a value of over $8,903,917 to Dane County.

**Health:** Seniors and people with disabilities are able to stay in their homes

Older adults are living longer lives than ever before, but still face certain challenges while aging. More than 80% of older adults suffer from at least one chronic condition, such as diabetes, hypertension, heart disease or dementia.

- **2016 United Way Impact:** 600 older adults received in-home safety assessments and 373 participated in falls prevention classes. The fall rate is now reduced to 19.5% compared to the national average of 50%.
- **Overall Dane County Need:** 63,000 now over age 65, Dane County’s fastest growing population, and 3,156 in poverty.

**Income:** There is a decrease in family homelessness

Safe and affordable housing creates a home base from which all other things are possible. It is clear that homelessness and lack of stable housing presents affordable set of challenges to an already extremely vulnerable group of children.

- **2016 United Way Impact:** 288 families housed, 2,300 prevented from eviction with 8% remaining stably housed at half the cost of shelter.
- **Overall Dane County Need:** Another 300 families were homeless with household incomes under $12,000.
From our Year of Discovery we learned we need to connect families who lack economic stability with multi-generational services. That is why the Agenda for Change focuses on issues of poverty – and specifically on families. While the 64,062 men, women and children who live in poverty in Dane County face real and immediate economic hardships, reducing the overall rate of poverty will ultimately benefit all of our community’s residents. Dane County’s workforce, schools, health care systems, criminal justice and more will benefit as all of our community improves. Below is an example of how United Way connects families to programs as they work toward economic stability.

**Proposed pathway to economic stability**

**Find**
- 64,062 men, women and children in Dane County are living in poverty, working to move their families toward economic stability
- Our strategy is to provide a hand up to everyone in the family—newborn to older adult—as we tackle multi-generational poverty.

**Provide**
- Education, Income and Health are the building blocks of a stable life. A family is stabilized when child development is on track, with family sustaining employment and stable affordable housing.
- Examples include our Parent-Child Home Program, HIRE Initiative and Housing First.

**Measure/Learn**
- Programs are constantly assessed for effectiveness and optimization.
- Best practices are learned and shared.

**Achieve and Maintain**
- Work doesn’t stop as children develop, adults maintain and retrain for sustained employment in family supporting jobs and careers.
- Families have improved access to dental, behavioral and primary healthcare with HealthConnect.
- Multi-generational stability is improved, ensuring older adults are safe and healthy in their homes.

**Holistic approach yields multi-generational economic stability – benefiting the entire community**
- Holistically approaching poverty is the most effective way to support a family working their way towards economic stability. In the end, we all succeed.

There are hundreds of committed, quality programs in our community. United Way of Dane County connects these resources to all members of the family to get them on pathways out of poverty.
United Way of Dane County

Statement of Financial Position*

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Investments</td>
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<td>Investments</td>
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<td>Property/artwork</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$8,903,487</strong></td>
<td><strong>$8,527,032</strong></td>
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<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
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<tbody>
<tr>
<td>Liabilities</td>
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<tr>
<td>Gift annuity payable</td>
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<td>Net Assets</td>
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<tr>
<td>Unrestricted</td>
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<td>Board designated</td>
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<tr>
<td>Temporarily restricted</td>
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<tr>
<td>Permanently restricted</td>
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<td><strong>$8,482,374</strong></td>
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*As of December 31, 2016 (subject to audit) with Comparative Totals for 2015

**Donations designated to agencies are reduced by fundraising costs

United Way proudly invests 86% of all dollars raised in programs and initiatives right here in Dane County. 14% of all dollars raised are dedicated to running a strong, transparent organization, supporting work that directly impacts our community.

United Way of Dane County Foundation

Statement of Financial Position*

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and investments</td>
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<td>$8,404,255</td>
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<td>Receivables:</td>
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<td>Pledges</td>
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<td>Prepaid expenses</td>
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<td>231,245</td>
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<td>Land, building and equipment, net of depreciation</td>
<td>2,397,823</td>
<td>2,572,931</td>
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<tr>
<td>Beneficial interest in assets held by others</td>
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<td>865,696</td>
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<td><strong>Total Assets</strong></td>
<td><strong>$22,836,186</strong></td>
<td><strong>$24,270,514</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$393,460</td>
<td>$577,174</td>
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<tr>
<td>Allocations &amp; designations payable</td>
<td>3,690,151</td>
<td>3,991,303</td>
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<tr>
<td>Accrued salary &amp; vacation</td>
<td>129,278</td>
<td>120,921</td>
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<td><strong>Total Liabilities</strong></td>
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<td><strong>$4,689,398</strong></td>
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<tr>
<td>Net Assets</td>
<td></td>
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<tr>
<td>Unrestricted net assets</td>
<td>$4,591,706</td>
<td>$4,520,476</td>
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<tr>
<td>Temporarily restricted - Campaign pledges &amp; other</td>
<td>14,031,591</td>
<td>15,060,640</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$18,623,297</strong></td>
<td><strong>$19,581,116</strong></td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$22,836,186</strong></td>
<td><strong>$24,270,514</strong></td>
</tr>
</tbody>
</table>

Public Support and Revenue

| Gross campaign results (Fall of 2015/2016) | $20,198,102 | $20,198,102 |
| Less: Donor designated pledges to federated organizations | (1,556,308) | (1,556,308) |
| Local campaign results (Fall of 2015/2016) | $18,641,794 | $18,641,794 |
| Less: Donor designated pledges to specific agencies | (4,157,350) | (4,157,350) |
| Less: Allowance for unpaid pledges | (385,217) | (385,217) |
| **Net undesignated campaign revenue (Fall of 2015/2016)** | **$14,099,227** | **$14,099,227** |
| Gross campaign results (Fall of 2016) | $15,436,305 | $15,436,305 |
| Less: Donor designated pledges to specific agencies | (3,409,166) | (3,409,166) |
| Less: Allowance for unpaid pledges | (409,461) | (409,461) |
| **Net undesignated campaign revenue (Fall of 2016)** | **$11,617,678** | **$11,617,678** |
| Prior year undesignated contributions released from restrictions | (13,892,549) | (13,892,549) |
| Other contributions and grants | 2,176,800 | 1,245,822 |
| **Total Public Support** | **$16,276,027** | **$(1,029,049)** |
| **Total Public Support and Revenue** | **$16,682,704** | **$(1,029,049)** |

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Program Services</td>
<td></td>
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</tr>
<tr>
<td>Total program funds awarded/allocated</td>
<td>$17,220,812</td>
<td>$17,220,812</td>
</tr>
<tr>
<td>Less: Donor designations**</td>
<td>(3,676,660)</td>
<td>(3,676,660)</td>
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<tr>
<td><strong>Net Program Services</strong></td>
<td><strong>$13,544,152</strong></td>
<td><strong>$13,544,152</strong></td>
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<tr>
<td>Supporting Services</td>
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</tr>
<tr>
<td>Resource Development</td>
<td>$2,053,556</td>
<td>$2,053,556</td>
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<tr>
<td>Management and General</td>
<td>1,013,766</td>
<td>1,013,766</td>
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<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>$3,067,322</strong></td>
<td><strong>$3,067,322</strong></td>
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<tr>
<td>Community Programs and Supporting Services</td>
<td>$16,611,474</td>
<td>$16,611,474</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in net assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, beginning of period</td>
<td>$4,520,476</td>
<td>$15,060,640</td>
</tr>
<tr>
<td>Net assets, end of period</td>
<td>$4,591,706</td>
<td>$14,031,591</td>
</tr>
</tbody>
</table>

Donor designation fees | 342,614 | 342,614 |
Sponsored activities, events and other revenue | 64,063 | 64,063 |
**Total Public Support & Revenue** | **$16,682,704** | **$15,246,978** |

<table>
<thead>
<tr>
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Volunteers drive our decision-making processes.

Every year, the United Way of Dane County Community Volunteer Awards recognize our volunteers and their critical work that is changing Dane County!

There are about 30,000 children under age 5 in Dane County – 15% of them live in poverty.

*As of December 31, 2016 (subject to audit) with Comparative Totals for 2015

**Donations designated to agencies are reduced by fundraising costs

Volunteers drive our decision-making processes.

Dane Love! The United Way of Dane County Community Volunteer Awards recognize our volunteers and their critical work that is changing Dane County!
United Way Partner Agencies

United Way is proud to connect businesses, community leaders, volunteers, donors, government, program participants and partner agencies in our quest for a Dane County where everyone can succeed in school, work and life. We are honored to partner with the following nonprofits in neighborhoods and communities, ensuring all Dane County’s families have the opportunity to thrive.

100 Black Men of Madison  
Access Community Health Centers  
Access to Independence, Inc.  
Agrace HospiceCare, Inc.  
AIDS Resource Center of Wisconsin, Inc.  
(Amazon includes AIDS Network)  
American Heart Association, Inc.  
American Red Cross of SW WI Chapter  
ARC Community Services, Inc.  
The ARC - Dane County  
Big Brothers Big Sisters of Dane County  
Boys & Girls Club of Dane County, Inc.  
Briarpatch Youth Services, Inc.  
Cambridge Area Youth Center  
Canopy Center, Inc. (Merged with Dane County CASA)  
Catholic Charities, Inc. Diocese of Madison  
Center for Families, Inc.  
Centro Hispano, Inc.  
Children’s Service Society of Wisconsin-DBA Children’s Hospital of WI  
Colonial Club, Inc.  
Community Action Coalition for South Central WI, Inc.  
Community Coordinated Child Care, Inc. (C3), in Dane County  
Community Health Charities of Wisconsin  
Community Partnerships, Inc.  
Community Work Services, Inc.  
Cornucopia, Inc.  
Dane County Humane Society  
Dane County Parent Council, Inc. (Head Start)  
DeForest Community Center, Inc.  
DeForest Area Community and Senior Center  
Domestic Abuse Intervention Services, Inc.  
East Madison Community Center, Inc.  
East Madison/Monona Coalition of the Aging, Inc.  
Energy Services, Inc.  
Epilepsy Foundation Heart of Wisconsin, Inc.  
Family Service Madison, Inc.  
Family Support & Resource Center  
Financial Education Center  
Genesis Social Services Corporation  
Gilda’s Club Madison Wisconsin, Inc.  
Girl Scouts of Wisconsin-Badgerland Council, Inc.  
Gorman Community Center, Inc.  
Habitat for Humanity of Dane County, Inc.  
Hancock Center for Dance/Movement Therapy, Inc.  
Home Health United/Xtra Care, Inc.  
Hope Haven-Rebos United Inc.  
Hope House  
IndependenceFirst, Inc.  
Independent Living, Inc.  
Jewish Social Services of Madison, Inc.  
Journey Mental Health Center, Inc.  
Kennedy Heights Neighborhood Association, Inc.  
Literacy Network  
Lussier Community Education Center, Inc.  
Lutheran Social Services of WI and Upper MI, Inc.  
Madison Area Rehabilitation Centers (MARCs), Inc.  
Madison School & Community Recreation (MSCR), Friends of Madison-area Urban Ministry (MUM), Inc.  
Marshall Area Community and Youth Center  
McFarland Youth Resource Center  
Middleton Outreach Ministry, Inc.  
Mount Horeb Youth Center  
Movin’ Out, Inc.  
NAMI (National Alliance on Mental Illness) Dane County, Inc.  
Nehemiah Community Development Corporation  
Neighborhood House Community Center, Inc.  
North/Eastside Senior Coalition, Inc.  
Northside Planning Council  
Northwest Dane Senior Services, Inc.  
Omega School, Inc.  
Operation Fresh Start, Inc.  
Oregon Youth Center  
Porchlight, Inc.  
The Rainbow Project, Inc.  
RSVP of Dane County, Inc.  
The Salvation Army of Dane County  
Second Harvest Foodbank of Southern Wisconsin  
Simpson Street Free Press, Inc.  
South Madison Coalition of the Elderly, Inc.  
South Metropolitan Planning Council  
Stoughton Area Resource Team (START), Inc.  
Stoughton Youth Center  
Sunshine Place  
Sun Prairie Youth Center  
The Road Home Dane County, Inc.  
Three Gait, Inc.  
Triangle Community Ministry, Inc.  
Urban League of Greater Madison, Inc.  
Vera Court Neighborhood Center, Inc.  
West Madison Senior Coalition, Inc.  
Wil-Mar Neighborhood Center  
Wisconsin Academy for Graduate Service Dogs (WAGS), Inc.  
Workers’ Rights Center, Inc.  
YMCA of Dane County, Inc.  
YWCA of Madison, Inc.

To see mobilization plans please visit unitedwaydanecounty.org/resources/mobilization-plans  
To see a full list of partnerships, please visit unitedwaydanecounty.org/about-us/partnerships