

# **Madison Community Foundation and United Way of Dane County Working Together to Strengthen our Community**



**Bob Sorge, President  
Madison Community Foundation**



**Renee Moe, President & CEO  
United Way of Dane County**

## **EXECUTIVE SUMMARY**

Madison Community Foundation's and United Way of Dane County's philanthropic fingerprints on our community go back a combined 172 years. Together, the two organizations invest over \$30 million annually in our community, responding to the greatest needs and opportunities and affecting positive change and impact for the residents of Dane County.

A community flourishes when its most pressing needs are met (UWDC) and when its residents are strengthened and inspired by the natural and cultural resources that surround them (MCF).

While United Way of Dane County (UWDC) and Madison Community Foundation (MCF) share similar visions for our community as a place where everyone who lives here thrives here, our approaches are different and complementary.

The enclosed report outlines the two organizations' unique operating structures, values and impact on the Dane County community, including:

- UWDC's resources primarily come from its annual community education and fundraising campaign with the business community, and are deployed to stabilize families through education, financial stability and health. Further, UWDC mobilizes the caring power of the community through inspiring residents to give, advocate and volunteer.
- MCF's resources primarily come from working with donors to create and grow permanent endowments whose distributions support a wide range of nonprofits. MCF's own grantmaking invests in community assets, including arts and culture, community development, environment, learning, and nonprofit capacity building. MCF also provides non-endowed Passthrough funds, which broaden options and facilitate giving for individuals and nonprofits.
- Both organizations focus on learning and education, but there is little overlap in agencies funded.
  - From 2012-2017, MCF supported 398 local agencies, of which only 32 overlapped with the 156 agencies UWDC supports annually (20%).
  - In 2017 alone the organizations funded only seven of the same agencies (4%).

MCF and UWDC are pleased to provide this overview for the community, as well as to the donors and nonprofits with whom we collaborate.

## **INTRODUCTION**

In response to questions received from donors, supporters and community leaders about the role each organization plays in local philanthropy and strengthening our community, Madison Community Foundation (MCF) and United Way of Dane County (UWDC) conducted a joint assessment of our work. The results revealed that while UWDC and MCF share similar visions for our community as a place where everyone who live here thrives here, our approaches are different and complementary. MCF and UWDC are strong partners committed to the strength and well-being of our beloved community.

Madison Community Foundation's and United Way of Dane County's philanthropic fingerprints on our community go back a combined 172 years.

United Way of Dane County dates to 1922, when it was founded as the Madison Community Union. It evolved as part of the Madison War Chest, United Givers Fund, United Community Chest (Red Feather), and Dane County Social Planning Agency. In 1971 it became United Way of Dane County (UWDC). UWDC is volunteer-led and its mission is to: Unite the community to achieve measurable results and change lives. UWDC mobilizes community giving, advocating and volunteerism to create a Dane County where everyone can succeed in school, work and life. UWDC's Agenda for Change is a community-built road map for stabilizing families through education, financial stability and health. Specific Agenda for Change goals, strategies and measures are designed by community members and volunteers to address root causes of instability, donations and volunteer hours are deployed to turn strategies into action, and regular monitoring and reporting occurs to share progress toward goals with our community.

Madison Community Foundation (MCF) was founded as the Madison Community Trust Fund on December 24, 1942. It was also part of the Madison War Chest and evolved over the years into the United Madison Community Foundation in 1977 and finally Madison Community Foundation. Throughout its history, MCF has been committed to building permanent endowments that benefit the community now and in the future. MCF works with individuals, families, nonprofits and companies to impact the causes they care about by creating permanent sources of support. Eighty percent of resources distributed annually are designated to specific nonprofits or directed by donors (and may support any U.S. charity, advancing causes locally and around the world). Twenty percent of resources distributed annually are directed by MCF through its Community Impact and Field of Interest grantmaking to Dane County nonprofits. Community Impact focus areas include: arts and culture, community development, environment, learning, and nonprofit capacity building.

Thanks to the generosity of individuals, families, organizations and businesses, UWDC and MCF are able to support the important work of many nonprofits—and those they serve—to make a real and lasting difference in our community.

While UWDC and MCF share similar visions for our community as a place where everyone who lives here thrives here, our approaches are different and complementary. UWDC's resources primarily come from its annual fundraising campaign with the business community, and are deployed to strengthen coordination and results. MCF's resources primarily come from its work with donors to create and grow permanent endowments whose distributions support a wide range of nonprofits and provide investments that build on our community's greatest assets.

## **COMMON QUESTIONS ABOUT THE RELATIONSHIP**

### **1. What is the unique value proposition of each entity?**

MCF is donor-focused, and donors describe its value in several ways:

- 1) Independent objectivity: it does not produce its own programs
- 2) Knowledge of the community: it understands the nonprofit sector and its impact in Dane County
- 3) Connectivity: it works with donors to identify their interests and connect them to nonprofits
- 4) Giving expertise: it facilitates many giving options—closely held stock, real estate, securities, etc.
- 5) Permanence: it allows donors to create a permanent legacy for causes that are important to them

MCF funding focus areas include: arts and culture, community development, environment, learning, and nonprofit capacity building. MCF prioritizes capital investments and has been involved in nearly every major civic project from Monona Terrace to Overture Center, the Central Library, McPike Park, community centers, splash parks, bike trails and more.

UWDC provides community education and efficient, effective channels to mobilize the caring power of the community to create measurable and meaningful change. UWDC's results depend on:

- 1) Rigorous data collection and analysis, including lived experience
- 2) Convening diverse stakeholders
- 3) Individual and corporate engagement
- 4) Strong community trust and cross-sector collaborations
- 5) Commitment to accountability, transparency and results

UWDC is described as “filling in the white spaces on the community org chart” and serves as an intersection where the community meets to design and implement positive change. UWDC invests in early childhood parent support, nutrition, housing and homelessness reduction, literacy and math skills, employment, safety, physical/dental/mental health, and civic engagement. UWDC takes a comprehensive approach to the whole of Dane County, curates community will and resources, and measures effectiveness to stabilize families and increase success in school, work and life.

### **2. How do the organizations work together and complement each other?**

A community flourishes when its most pressing needs are met (UWDC) and when its residents are strengthened and inspired by the natural and cultural resources that surround them (MCF). UWDC and MCF are working together to leverage our expertise and competencies to achieve more for our community, together.

Over the years UWDC and MCF have worked together in many ways. The organizations founded and funded the first decade of Leadership Greater Madison, a program now in its 25<sup>th</sup> year. MCF has funded capital campaigns, capacity building and endowments for agencies that UWDC supports with annual operating resources (e.g. Habitat for Humanity, The Road Home, The Literacy Network, Boys & Girls Club, and many more). MCF has also funded UWDC directly on several occasions, including: lead funding for UWDC's Schools of Hope and Pre-Schools of Hope initiatives, the Safe and Healthy Aging project, By Youth for Youth, and most recently, the Social/Emotional Learning Metrics project.

Both organizations are leaders in nonprofit planning, and staff members participate on community workgroups and panels together. Recent examples include the Economic Stability Council, Capital Funds Committee, South Madison Planning Zone, and Housing in Action Leadership Team.

Both organizations also focus on learning/education, but there is little overlap in agencies funded. From 2012-2017, MCF supported 398 local agencies, of which only 32 overlapped with the 156 agencies UWDC supports annually (20%). In 2017 alone the organizations funded only seven of the same agencies (4%). Similarly, MCF holds organizational endowments for 36 agencies that UWDC supports. In 2018, MCF provided a \$1.1 million grant for Madison Metropolitan School District's Community Schools Initiative, in which UWDC is also involved.

Finally, MCF holds an endowment for UWDC, which has distributed nearly \$1.2 million since its 1983 inception. In 2017 MCF fundholders distributed over \$250,000 to support UWDC.

MCF and UWDC are committed to continuing a collaborative, thoughtful partnership, responding to donors' interests and utilizing resources effectively for the betterment of our community.

### **3. Why does UWDC operate a foundation?**

Similar to many nonprofits that maintain foundations to support their mission, UWDC offers donors the opportunity to provide a long-term base of support for UWDC's mission. The UWDC Foundation is structured as a supporting organization with a Board of Trustees.

### **4. Why does Madison Community Foundation conduct an annual appeal?**

Through its annual appeal, MCF offers fundholders the opportunity to build their existing charitable funds; and donors the opportunity to be part of the giving community by building Community Impact and Field of Interest funds—permanent, shared legacies that support MCF grantmaking and focus areas.

## APPENDIX

United Way  
of Dane County



The power of many. Working for all.

### United Way of Dane County

Mission: Unite the community to achieve measurable results and change lives.

Vision: A Dane County where everyone can succeed in school, work, and life.

#### Focus Areas:

##### Education

- Children and cared for and have fun as they become prepared for school.
- Students succeed academically and graduate from college, prepared for higher education, career and community.

##### Financial Stability

- More people are on pathways out of poverty.
- There is a decrease in family homelessness.

##### Health

- People's health issues are identified and treated early.
- Seniors and people with disabilities are able to stay in their homes.

##### Strengthen Local Partnerships

- Community and Workplace Campaign, Affinity Groups and Volunteerism
- 2-1-1, Care Coordination and Nonprofit Capacity Building
- Convening, Cross-Sector Facilitation and Outcomes Management

Partners: UWDC partners with 100 nonprofits, 1,000 businesses, 40,000 donors, and 120,000 volunteers to mobilize the caring community and implement change initiatives.

Fundraising: UWDC runs an annual campaign to raise and invests resources for the immediate benefit of the community. The annual campaign includes corporate gifts, employee giving, major gifts, direct response, digital campaigns, and affinity groups. UWDC also has a Foundation to provide long-term support for its mission.



## **Madison Community Foundation**

Mission: To enhance the common good through philanthropy.

Vision: Greater Madison will be a vibrant and generous place where all people thrive.

### Focus Areas:

#### Arts & Culture

- Build and support Dane County's vibrant arts scene.

#### Capacity Building

- Strengthen the infrastructure and long-term impact of Dane County nonprofits.

#### Community Development

- Enhance the quality of life by strengthening the unique natural and cultural assets in Dane County, investing in neighborhoods, enhancing equity and building bonds among residents.

#### Environment

- Preserve Dane County's natural spaces by supporting conservation, restoration, education and policymaking.

#### Learning

- Support public K-12 academic achievement and learning, out-of-school-time programs, GED-equivalent and transition-to-adult programs.

Partners: In 2017, MCF's partners included 657 fundholders (with 1,118 funds and \$249 million in assets), 242 Legacy Society members, and 1,933 grant recipients receiving \$11.9 million.

Fundraising: MCF raises resources that are endowed and invested—creating a long-term resource for current and future generations to address opportunities as they evolve over time. Individuals and nonprofits may also create non-endowed passthrough funds to facilitate giving.