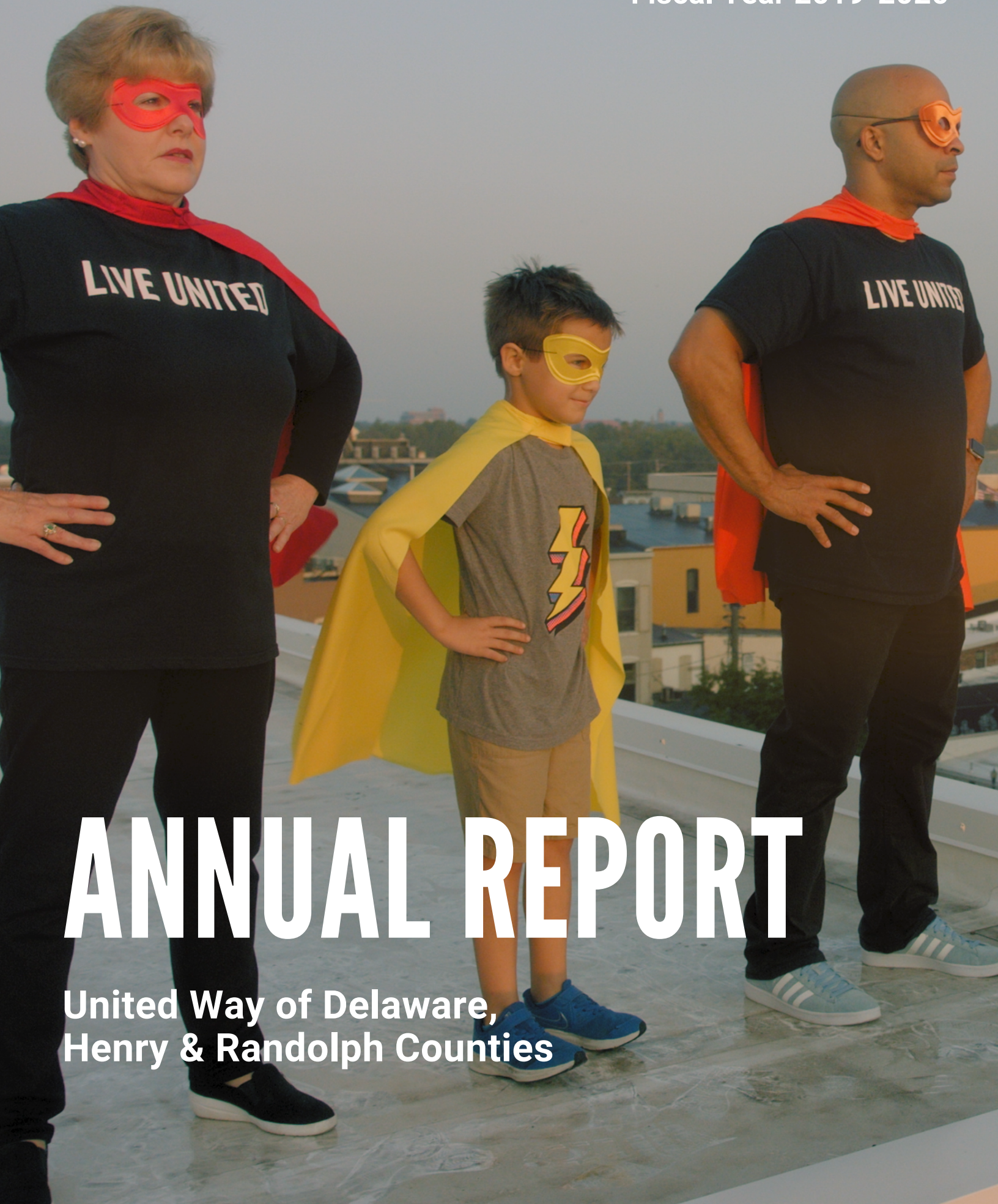


Fiscal Year 2019-2020



ANNUAL REPORT

United Way of Delaware,
Henry & Randolph Counties

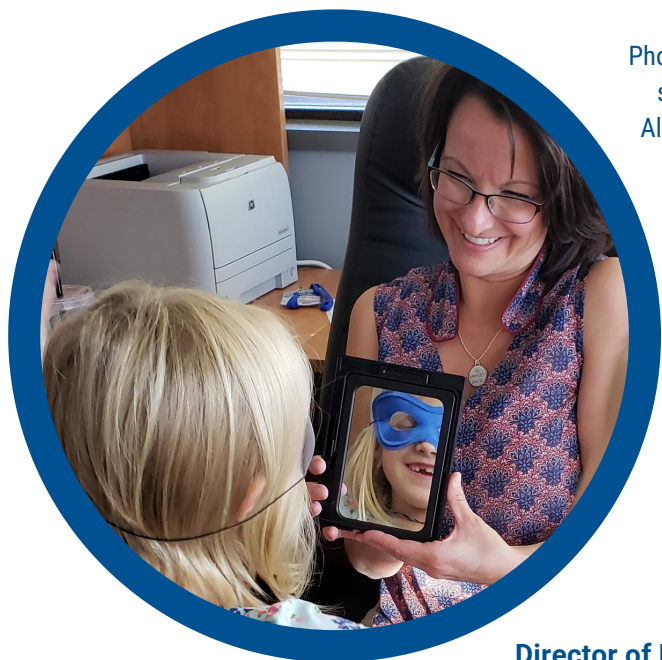


Photo: Jenni Marsh
shows Sabriel
Aldridge the hero
within

STAFF

President and CEO	Jenni Marsh
Director of Operations	Laura Vise
Director of Impact	Jim Flatford
Director of Resource Development	Denise King
Assistant Director of Impact	Megan Arnold
Assistant Director of Resource Development	C.S. Hendershot
Special Projects Manager	Holly Juip

2019-2020 BOARD OF DIRECTORS

Kevin Woehler- Chair	Teresa Clemmons
Tony Harvey- Incoming Chair	Dorothy Douglass
Jennifer Dudley- Past Chair & Secretary/Treasurer	Mia D. Johnson
Mark Adams	Matthew Kelsey
Terry Whitt Bailey	Steve Moore
Bettie Caldwell	Brian Scott



On the Cover

2019 Campaign Co-Chairs from Muncie Power Products
Elizabeth Ludwick & Damon Elmore
Forrest King (Center)
Photograph by Ben Yonker

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DIVERSITY, EQUITY AND INCLUSION



United Way is designed to be an ally. We walk hand in hand with those who are hurting, while searching for ways to rebuild and repair systems that have led to these moments in our individual and collective lives. We exist to eliminate disparities in our community.

WE STAND WITH YOU.

United Way of Delaware, Henry and Randolph Counties will serve without regard to race, color, age, religion, sex, sexual orientation, gender identity, disability, socioeconomic status, ancestry, national origin, or United States military service veteran status.



WELCOME

Unprecedented. That one word sums up Fiscal Year 2019-2020 most succinctly. Thanks to you, our donors and volunteers:

- For the third year in a row, we surpassed our campaign goal
- We increased our grants by 15% to 34 programs supporting children in their quest to read at grade level, whilst providing wrap around support for their families, too
- In a single day of service across two counties, 1,273 volunteers gave 4,391 hours of service, for a combined economic impact of \$105,943
- We captured community aspirations across the three counties and used what we learned to not only further inform our own impact work—but to help Muncie Community Schools draft the Innovation Plan for the state legislature

In addition to serving the people of Delaware and Henry Counties, our United Way was given the opportunity to also serve Randolph County. We have enjoyed getting to know the people of this community, and to further understand the aspirations of the people in Henry and Delaware Counties.

“Unprecedented” describes this moment in history as well, too. Thanks to past donor support, United Way already had an established emergency grant-making fund—to help nonprofits with unbudgeted emergency expenses. When the global pandemic hit, we were able to quickly pivot and meet the needs of struggling nonprofits and the individuals and families they serve. Once again, donors stepped up. In just three months, \$105,500 was donated to help people hardest hit by COVID-19. In addition to that, we were able to secure a \$1.1 million Economic Relief Initiative grant from Indiana United Ways thanks to Lilly Endowment, Inc. This grant is already making a big impact across Delaware, Henry and Randolph Counties.

“Unprecedented” describes you and your support this past year. Thank you for making an incredible difference in the lives of thousands of people across our three-county footprint!
Sincerely,

Kevin Woehler
2019-2020 Board Chair

Jenni Marsh
President & CEO

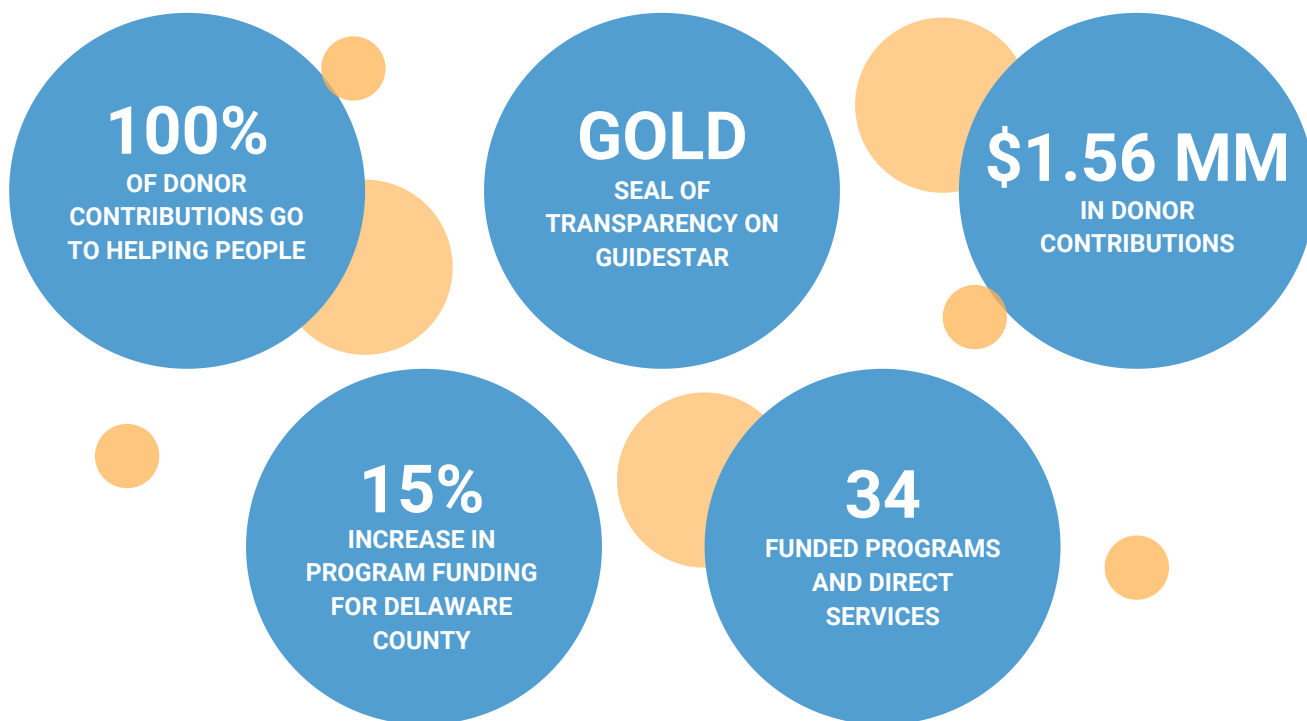
Tony Harvey
2020-2021 Board Chair



FISCAL YEAR 2019-2020

United Way of Delaware, Henry & Randolph Counties leads by example, building trust through all we do. We are committed to public accountability for the financial stewardship of the assets our donors have invested with us. Transparency is ingrained within our organization as a core value. As a member of United Way Worldwide in good standing, we adhere to stringent standards of accounting and financial reporting set for voluntary health and human-service organizations. Our organization is audited by an external firm every year.

For the 2019 Campaign, Ball Brothers Foundation, George and Frances Ball Foundation, and a grant from Indiana United Ways have covered our overhead costs, making donor dollars fully dedicated to impact—through local community programs.





ALICE

ASSET LIMITED, INCOME CONSTRAINED, EMPLOYED

Small increases in regular bills like rent, food, or gasoline, a decrease in wages or hours worked, or an unexpected emergency can destabilize a large number of households.

Research from 2018 ALICE data presents a point-in-time snapshot of economic conditions across our tri-county footprint. Knowing how many households were struggling then helps us understand why the COVID-19 crisis is having such a devastating impact now. United, we fight for those struggling in our communities with rapid response emergency granting. Together, we face long term challenges head on, continuing community-led impact based programming and strategic recovery granting.

IN DELAWARE, HENRY AND RANDOLPH COUNTIES:

18%

of households
are living in
poverty

25%

of households
are ALICE

43%

of households are
under the ALICE
threshold

ALICE households live in every county in Indiana – urban, suburban, and rural – and they include people of all genders, ages, and races/ethnicities, across all household types.

UNITED WAY'S RESPONSE TO COVID-19

For more than 90 years, United Way of Delaware, Henry & Randolph Counties has stepped up when the community needs us. In response to COVID-19, United Way focused our preexisting emergency grant-making fund to meet emergent needs related to the pandemic and to support nonprofits' efforts to help struggling families.

EMERGENCY INVESTMENTS

RAISED
\$105,500
FOR COVID-19
EMERGENCY
GRANT FUND

AWARDED
\$104,557
IN COVID-19
EMERGENCY
GRANTS

SECURED
\$1.1 MM
GRANT FOR LONG
TERM RECOVERY
NEEDS

FOSTERING COLLABORATION



Board member Dr. Mia Johnson & family support Mask Up Muncie campaign

Responding to the needs of our community means bringing everyone to the table to develop and implement solutions. Fostering collaboration among Delaware, Henry & Randolph Counties' non-profits, schools, funders, and other community leaders has been a top priority as we work to address the impact of COVID-19 on our community.



United Way staff prepare summer book giveaway bags at Second Harvest

Beginning in March, United Way regularly convened over 100 leaders in total across our three county footprint. Those conversations empowered truly impactful collaboration efforts including the #MaskUpMuncie campaign, a collective order for PPE among nonprofits, a shared list of volunteer needs, and continued discussions on how to pivot organizations' efforts for greater impact.



LISTENING & LEARNING FOR THE FUTURE

In May 2018, Ball State University (BSU) was granted oversight of Muncie Community Schools (MCS). BSU and MCS were charged with engaging and embracing ideas of all stakeholders throughout the development of an Academic Innovation and Financial Viability Plan to ensure a collaborative approach to school reform.

United Way of Delaware, Henry & Randolph Counties launched a Listen & Learn campaign to engage the community in the co-creation of the innovation plan, increase community commitment, and ensure everyone had a chance to voice their hopes for all MCS students and our community.

United Way held 5 Chalk Board sessions that captured 102 unique hopes, 16 full Listen and Learn sessions, and 4 unique Three Question Interview sessions.

United Way interacted with over 200 community members. The individuals interviewed represented an inclusive cross section of the community to include the voices of people often unheard. 12 unique themes were identified based on the information captured.



Denise King & Stephanie Johnson share hopes for Muncie Community Schools

IDENTIFIED THEMES



RECRUITMENT & RETENTION OF HIGHLY EFFECTIVE TEACHERS



RIGOROUS CURRICULAR EXPERIENCES FOR ALL STUDENTS



RESOURCED, FULL-SERVICE COMMUNITY SCHOOLS



EQUITY



FAMILY & COMMUNITY ENGAGEMENT



AUTHENTIC RELATIONSHIPS BETWEEN FAMILIES & TEACHERS



CRITICAL CARE



AUTHENTIC ASSESSMENT



TEACHER EVALUATION



CULTURAL COMPETENCE



COMMUNITY MENTORS



LEARNING ENVIRONMENT & TOOLS

Photo: 2016 MCS grads share their hopes

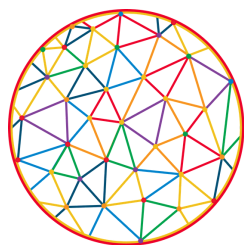
LAUNCHING WEB OF SUPPORT INITIATIVE

**“Derek’s approach is not a program
—it’s a grassroots initiative that
builds a culture in which youth are
empowered to identify and recruit
supportive adults, and those adults
have diverse support systems to
support the youth’s success,”**

Jenni Marsh.



In every iteration of Muncie Action Plan, community members identified developing a “mentoring program” as a priority. But what if we could do more than create a program? What if we could develop a culture where children and adults build out their own webs of support for success?



Web of Support
Everybody Succeeds

Thanks to sponsorship from United Way of Delaware, Henry & Randolph Counties and George and Frances Ball Foundation, Derek Peterson, international speaker and founder of the Institute for Community and Adolescent Resiliency, presented the framework for Web of Support to dozens of community members and trained over 100 Muncie Community School students and adults as Web of Support Ambassadors.

THE CAMPAIGN FOR GRADE LEVEL READING

As we turned outward, asking community members what they hoped for Delaware County, people told us their greatest hope was education. After examining the research, we found that a child's ability to read at grade level by the end of their third-grade year is the single greatest predictor of future success. This is when students transition from learning how to read to reading to learn. Students not making this transition risk falling farther behind in every subject.

BOLD GOAL:
ALL THIRD GRADERS
READING AT GRADE
LEVEL BY 2024

CREATING THE IMPACT

DISTRIBUTED
7,320
BOOKS TO FIGHT
SUMMER LEARNING
LOSS

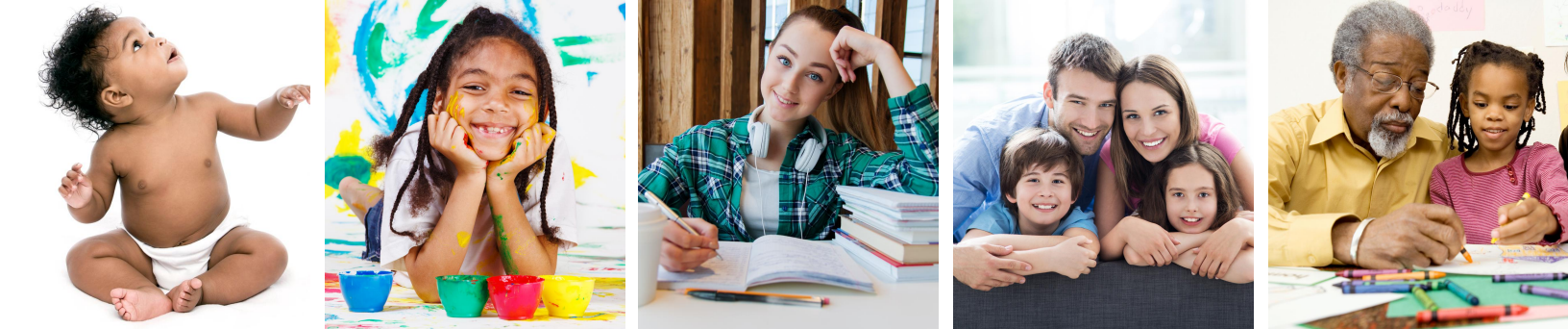
CHALLENGED
509
STUDENTS FROM
ALL 3 COUNTIES TO
TAKE OFF & READ

ENROLLED
1,333
CHILDREN IN DOLLY
PARTON'S
IMAGINATION
LIBRARY

SERVED
32
3RD GRADE
STUDENTS IN
AFTERSCHOOL
READING CLUB

DISTRIBUTED
78
BOOKS THROUGHOUT
THE LAUNCH OF
REAL MEN READ





PATHWAY TO SUCCESS

Funding Programs to Break the Cycle of Generational Poverty

Over 50% of United Way funding supports programs addressing education. In addition, 15% of funding combats Adverse Childhood Experiences (ACES) which impact a child's ability to learn and read. Nearly 35% of funding provides wraparound supports and services to ensure the success of ALICE children and families.

Born Healthy

Nurse Family Partnership - Goodwill Industries

Kindergarten-Readiness

Dolly Parton's Imagination Library- UWDHRC

Kick Off To Kindergarten- BY5

Scholarships for High Quality Childcare at:

Mitchell Early Childhood and Family

Development Center

Huffer Memorial Children's Center

United Day Care

UWDHRC Grade Level Reading

Dolly Parton's Imagination Library

Grade Level Reading Coalition

Read United

Summer Book Give-Away

Take Off and Read- Academy of Model Aeronautics and UWDHRC

Out of School Learning

Academic Achievement- Motivate Our Minds

Elementary Programming- Boys and Girls Clubs of Muncie

Fresh Directions Meal Program- Inside Out

Muncie P3- Ball State University

AIM Summer Learning- Boys and Girls Clubs of Muncie

Graduation & Beyond

Comprehensive Counseling College & Career Services- Project Leadership

Teen Programming- Boys and Girls Clubs of Muncie

Web of Support- Muncie Action Plan

Thriving Individuals & Families

Delaware County THRIVE- PathStone Corporation

Forward S.T.E.P.S.- Second Harvest Food Bank

Family Recovery Court- CASA

Mobile Health Unit- Open Door Health Services

Free Tax Preparation- AARP and Yorktown Kiwanis

Healthy Independent Lives

Adult Day Services- Alpha Center

Diabetes Prevention- Open Door Health Services

Essential Home Repairs & Accessibility - HomeSavers

Meal Delivery- Meals on Wheels

Senior Rides- LifeStream Services

LIVESTRONG at the YMCA

Support Services Programs- Little Red Door

SAFETY NET SERVICES

Emergency Shelter & C.O.T.S. Program- YWCA

Crisis Intervention- A Better Way

Family Shelter- Christian Ministries

Homeless Service HUB- Bridges Community Services

The Big Idea School and Community Initiative- Second Harvest Food Bank

EXPANDING TO HENRY & RANDOLPH COUNTIES

Families not meeting their basic budget transcends the boundaries of county lines—so does the culture of helping our neighbors. Our world has changed. We must change as well. The growing needs of our children and families will never be met by maintaining the status quo of working county by county. Uniting the strengths of Delaware, Henry & Randolph Counties will.

CREATING THE IMPACT

COLLECTED **HOPES**

FROM DOZENS OF
HENRY & RANDOLPH
COUNTY
COMMUNITY
MEMBERS

United Way works to capture Public Knowledge to build our impact agenda. We turn outward, work with intentionality, and listen to and learn from our communities' hopes and challenges. The themes identified in those conversations drive our impact investments and strategies.

ENROLLED

335

CHILDREN IN
DOLLY PARTON'S
IMAGINATION
LIBRARY

Community members from Henry & Randolph Counties want their children to be ready for kindergarten. United Way invested in the launch of Dolly Parton's Imagination Library, a free book delivery program that sends a high quality, age-appropriate book to children from birth to age five each month.

LAUNCHED

THRIVE

CENTER TO EQUIP
FAMILIES WITH
FINANCIAL
STABILITY TOOLS

Community members in Henry County worry about struggling working families. In partnership with PathStone Corporation, United Way opened the Henry County THRIVE Center. Participants receive personalized coaching, resources and supports to obtain jobs with livable wages and tools that build financial skills for long-lasting success.



DAY OF ACTION & DAY OF CARING

Day of Action and Day of Caring took place on September 6, 2019. United Way matched participating nonprofits with motivated volunteers from local businesses, service groups and schools who dedicated their time and effort to improve our communities in both Delaware and Henry Counties.

DAY OF CARING: HENRY COUNTY

430
VOLUNTEERS

2,150
VOLUNTEER
HOURS

\$51,879.50
ECONOMIC
IMPACT

DAY OF ACTION: DELAWARE COUNTY

843
VOLUNTEERS

2,240.5
VOLUNTEER
HOURS

\$54,063.27
ECONOMIC
IMPACT



THE INAUGURAL PAT BOTTS SERVANT LEADER AWARD

United Way of Delaware, Henry & Randolph Counties Board of Directors, signaling its high regard for Pat Botts, named its longstanding Volunteer of the Year Award in his honor. Having served on the finance committee, campaign cabinet, community impact committee, and board for decades, Pat was mission-focused, innovative, and diplomatic.

If you ask any not-for-profit that benefited from Pat Botts' bright mind and dedication, we all get around to saying the same thing—Pat was a servant leader. He showed up ready to serve, always putting the needs of others first.

Annually, United Way bestows our highest honor to the Volunteer of the Year. With the blessing of Pat Botts' wife, Jane, and his children, we will henceforth call this honor the Pat Botts Servant Leader Award. Each year, our United Way interacts with hundreds of volunteers. We look at all those volunteers to find the ones who truly stand out, the volunteers who give us their all and then ask, "What more can I do?"



Pat Botts (Center) presents Jenni Marsh & Jim Flatford with original art by Lynette Whitesell

2020 AWARD RECIPIENT KEVIN WOEHLE

Kevin serves on our Community Investment Committee, Governance Committee, Finance Committee and Executive Committee as board chair. Kevin also signed up for a highly intensive regional IUW committee exploring the merits and impacts of mergers. When his Muncie Power Products colleagues Damon Elmore and Liz Ludwick accepted the role of Campaign Co-Chairs, Kevin volunteered to be a Loaned Executive and joined others to support them on calls as they went about fundraising. Kevin asks smart questions, leads with a growth mindset, and at the heart of his service is his belief that we will break the cycle of generational poverty by making sure all children are reading at grade level.

2019 CAMPAIGN RESULTS

A message from your 2019 co-chairs:

We are so grateful for the incredible support we saw from our community in 2019. As we said often and sincerely throughout the campaign, we did not want to take anyone for granted. It was our mission to get out and personally connect with as many community members as we could to share United Way's Bold Goal.



It was fun and it was challenging, but most of all it was humbling to see what a truly giving community we have in Delaware County. We want every single one of you who gave your time, talent, or treasure to support United Way in 2019 to know that we could not have done this without you! The work you have made possible is changing lives every day. And for that, we want to thank you for being heroes.

DELAWARE COUNTY \$1,506,070

HENRY COUNTY \$37,915

RANDOLPH COUNTY \$11,200

The Tocqueville Society recognizes local philanthropic leaders and volunteers that give \$10,000 or more who have devoted their time, talent, and funds to create long-lasting community changes. Alexis de Tocqueville was a French nobleman who admired three aspects of North American society: liberty, equality, and the spirit of neighbor helping neighbor. Tocqueville Society donors embody these values.



STEFAN AND JOAN ANDERSON
STEVE AND AMY BASSETT
WALDO BEEBE
PAT AND JANE BOTTS
KEN AND PEGGY BRINER
CHRIS AND BETTIE CALDWELL
RON AND CHERYL FAUQUER
MIKE AND CATHY GALLIHER
DAVE AND DEB HEETER
PIZZA KING
MIKE AND NICCI LUNSFORD
JOHN AND JANE PIDGEON/DRAPER, INC.
PAT SCHAEFER
ANONYMOUS
ANONYMOUS
CHARLIE AND CLAUDIA SURSA

United Way Leadership Donors are the game changers of our community. Our leaders are committed to ensuring that we not only provide a pathway out of poverty but change the trajectory of our community for the long term.

Together, each giving between \$1,000 and \$9,999, 204 Leadership Donors raised \$377,787! Thank you!

TOP CORPORATE PARTNERS

None of United Way's work would be possible without the partners who commit to volunteer, sponsor workplace campaigns, give a corporate gift, and those who provide in-kind donations. Special thanks to United Way's top corporate partners who demonstrated their commitment to United Way's mission by being a top contributor to the 2019 campaign.

Delaware County



Ball Memorial Hospital



BALL STATE
UNIVERSITY



First Merchants Bank



Muncie®
Power
Products



Northwest



ONTARIO
SYSTEMS



Henry County



First Merchants Bank



New Castle
Stainless Plate, LLC



Bank | Insurance | Private Advisory



Unified
Group Services

Randolph County



First Merchants Bank



OLD NATIONAL®



STAR

Bank | Insurance | Private Advisory

CORPORATE PARTNERS

625 TapHouse
AAA Hoosier Motor Club
A Better Way
A Team Concessions
Academy of Model Aeronautics
Ace Hardware
Albany Veterinary Clinic
Allied Enterprises, Inc.
America Multi-Sport
American Health Network
Art Mart
AT&T
Atlas Collections, Inc.
Ball Associates
Ball State University
Beasley & Gilkison, LLP
Bethel Pointe
Boy Scouts of America - Crossroads
Boyce Form Systems
Bridgestone Kendon
Bridges Community Services, Inc.
Burris Elementary
By Hand & Fork
Cardinal CPA Group
Center Township Trustee
Christian Ministries of Delaware County
City of Muncie
Coca-Cola Bottling
Coldwell Banker Real Estate Group
Comcast
Community Business Connection
Cowan Community Schools
Crestview Golf Club
CSL Behring/CSL Plasma

Culver's
Cummins Inc.
Dairy Dream of Albany
Dana Incorporated
DeFur Voran, LLP
Delaware Advancement Corp. &
Muncie-Delaware County Chamber of
Commerce
Delaware County Employees
Delk McNally
Delta Engineering Corp.
Dennis, Wenger & Abrell
Destiny Christian Center International
Dr. Alan Maugherman PHD
Dr. Anthony M Grasso DDS
Dr. Daniel W. Wheeler DDS
Dr. Eileen Raywood DDS
Dr. Eric Suding
Dr. Jaime O. Lemna DDS
Dr. James Duncan DDS
Anonymous
Dr. Jeffery Ulrich, MD
Dr. Richard Nowakowski DDS
Duke Energy Corporation
eKeeper Systems, Inc.
Elks B.P.O. #245
Enterprise Rent-A-Car
Estep-Doctor & Company, PC
Farmhouse Creative
Federal Express
First Merchants Bank
Friendly Package Liquors
General Motors
G&G Oil

General Truck Sales, Inc
George Insurance Group
Gill Brothers Furniture
Greek's Pizzeria
H&D SuperRent
Harry and Janet Kitselman Fund
Henry County REMC
Huffer Memorial Children's Center
Indiana American Water Company
Indiana Michigan Power
IN Title Company
Integrity Fulfillment Services LLC
IU Health Ball Memorial
Ivy Tech Community College
Katherine Onieal Investment Services
Keihin Aircon North America, Inc.
Kirby Risk Electrical Supply Co.
L. J. Stone Co., Inc.
LabCorp
LEAP Managed IT
Leland C. Wilhoite DDS
Lehi Prosthetics
Liberty Mutual
Lifestream Services
Lifetime Skin Care Centers, LLC
Little Red Door ECI
Macy's
Magna Powertrain
Manpower
McAlister's
Meijer
Meridian Health Services
Minnetrista
Motivate Our Minds, Inc.
Muncie Community Schools

CORPORATE PARTNERS

Muncie Downtown Development
Muncie Exchange Club
Muncie Indiana Transit System
Muncie Power Products
Muncie Public Library
Navient Foundation
New Castle Stainless Plate, LLC
Norfolk Southern Foundation
Normandy Flower Shop, Inc.
MutualBank/Northwest Bank
Old National Bank
Old National Bank Foundation
OmniSource
Ontario Systems, LLC
Open Door Health Services
O'Reilly
Organic Hemp Company LLC
PathStone Corporation
Paws, Inc.
Pengad Printing
Pensar Ideas Consulting
Phil Devoe Plastering LLC
Pizza King
PrimeTrust Financial
Progress Rail - Caterpillar
Project Leadership Delaware County

Raymond James & Associates, Inc.
Richard W. and Dorothy J. Burkhardt Fund
RICOH
Robert A. and Beverly D. Terhune Fund
Rochester Metal Products Corp.
Roots Burger Bar
Rosenthal Orthodontics
Savage's Ale House LLC
Second Harvest Food Bank of
East Central Indiana
Shafer Foundation
Sight & Sound Productions
Simone Elmore and Ava Elmore Fund
Stahly Family Dentistry
STAR Financial Bank Muncie
State of Indiana Employees Henry County
Steve and Tonya Alford Family Foundation
Stoops Automotive Group
Subaru-Izuzu Automotive
Swift & Associates, CPAs
Target
Taurus Tool & Engineering, Inc.
Texas Roadhouse
The Andersons, Inc.
The Barking Cow
The Hayloft

The Meeks Mortuary
The Robertson Company LLC
The Thompson Group
Thomas Clark DDS
Thousand Degree Wood Fired Pizza
TRE Consulting
Unified Group Services
United Day Care Center
UPS Muncie Center
Vectren/Centerpoint
Walmart
Wes-Del Community Schools
Westminster Village Muncie, Inc.
Westminster Village Residents'
Association
Whiting & Company LLC
Wick's Pies, Inc.
Woof Boom Radio
YMCA
Yorktown Community Schools
YWCA Central Indiana

Thanks to grants from Ball Brothers Foundation, George and Frances Ball Foundation, and Indiana United Ways, our overhead costs were completely covered. This means that 100% of donor dollars were fully dedicated to making an impact in our community!

United Way Corporate Partners include organizations that sponsored a workplace campaign, gave a corporate gift, and/or provided in-kind donations.



2020-2021 CAMPAIGN CO-CHAIRS

Three executives from Ivy Tech Community College Muncie-Henry County are leading the 2020 United Way campaign for Delaware, Henry and Randolph Counties. Chancellor Jeffrey Scott is joined by Alisa Wells, Director of Community Engagement & Wraparound Support and Jeannie Hamblin-Fox, Site Director Henry County Campus.

Ivy Tech, Indiana's only full-fledged community college, is uniquely positioned to support this campaign. Ivy Tech is the perfect partner with whom to venture into our first year running a regional fundraising campaign.

"This year will bring its own challenges—but none are greater than the challenges the families we serve are struggling with. Our chairs take that to heart and are focused on serving them." UWDHRC President & CEO
Jenni Marsh

2020-2021 BOARD OF DIRECTORS

Tony Harvey- Chair
Matthew Kelsey- Incoming Chair
Kevin Woehler- Past Chair
Bettie Caldwell- Secretary/Treasurer

Dorothy Douglass
Steve Moore
Susana Rivera-Mills
Brian Scott