THE STATE OF THE
COMMUNITY
Greater Twin Cities United Way
A MESSAGE FROM OUR LEADERSHIP

Imagine a Twin Cities where all people realize their full potential. Where healthy, affordable and culturally relevant food is available to everyone. Where housing is safe, stable and affordable, and small children have educational tools that set them up as lifelong learners. Where all students get the support needed to graduate from high school, access higher education, obtain good jobs and contribute to the community. And, where the potential of our neighbors, workforce and civic body is maximized, resulting in vibrant and thriving communities in which to live, work and play.

This is the critical work of Greater Twin Cities United Way. Because of generous people like you, we raised $77 million in 2017 to support people living in poverty, and our endowment has reached $54.6 million, which will sustain our work for generations to come. This is only possible because of hundreds of thousands of generous donors, volunteers, nonprofit partners and board members.

To continue this critical work, we’re transforming to meet the needs of our community and of our donors. In September 2017, our board of directors approved our Next 100 Long Range Plan. Our focus is intentional, as we’ve been working with the community for over 100 years, and we’re committed to supporting the community for the next 100 years.
Our strategic plan calls for an exciting new mission – galvanize our community to build pathways toward prosperity and equity for all. It also calls for us to transform – to build on our strengths, evolve our business model, add new capabilities and stay laser-focused on the greatest needs in the community as:

A BIG PICTURE PROBLEM SOLVER. We remove barriers to education, the workforce, food, shelter and health care to lift up individuals and entire communities. Through public policy work, our 2-1-1 resource hotline, corporate partnerships, nonprofit leadership support, volunteer engagement and grant making, we take a holistic, long-term approach to fighting poverty.

A STRATEGIC PARTNER. We help support our donors’ philanthropic investments by combining their passions and interests with critical community needs through customized giving opportunities.

A VOLUNTEER ADVOCATE. We know many people want to volunteer. We help them by identifying the biggest needs and bringing the community together to generate support.

As you’ll see on the following pages, the results of our collective work are incredibly gratifying. While some trends are moving in the right direction, we know there’s significant work to do. But, we won’t stop until we become a united community where all people realize their full potential.

Thank you for your support!

Timothy Welsh
Chairman of the Board
Greater Twin Cities United Way

Sarah Caruso
President and CEO
Greater Twin Cities United Way
advancing equity

For more than 100 years, United Way has remained committed to making the Twin Cities area a place where all people can reach their full potential and contribute to a stronger community. But for some, there are many unjust barriers. People of color and American Indians disproportionately represent people below the poverty line because of disparities, largely due to inequitable systems.

We seek to remove systemic barriers and reverse alarming and unacceptable trends in the Twin Cities region, including:

- The graduation rate of low-income students is 25 percent lower than high-income students.
- People of color and American Indians earn $30,000 and $33,000 less per year, respectively, compared to white people.
- People of color experience poverty at four times the rate of their white counterparts.

Our grant making, advocacy and capacity-building work with nonprofits support low-income people in our community – including people of color and American Indians – to break down barriers to education, the workforce and basic needs like food and shelter.

SUPPORTING IMMIGRANTS AND REFUGEES

New Americans deserve a supportive place to learn, find good jobs and get the time and assistance they need to adjust to all aspects of living in a new culture. For decades, we’ve helped people from around the world make their home in the Twin Cities.

Given challenges around immigration policy, we took action and mobilized the philanthropic community to lead Solidarity Minnesota, a $1 million collaborative of Minnesota foundations to support immigrant and refugee communities. Combating anti-immigrant rhetoric and other political challenges, our nonprofit funding priorities support legal advocacy, civic engagement, capacity building and leadership development.

BUILDING CAPACITY OF CULTURALLY SPECIFIC ORGANIZATIONS

We believe nonprofits that serve cultural communities are best equipped to help close the disparity gaps in our region. Through our Culturally Powered Communities program, we provide leadership development for 16 culturally focused nonprofits to help strengthen the sector. We’ve also invested $1.75 million to support these nonprofits through organizational capacity and infrastructure.

- African Immigrants Community Services
  Mustafa Hassan, Executive Director
- American Indian OIC
  Dr. Joe Hobot, President & CEO
- Better Futures MN
  Dr. Thomas Adams, President & CEO
- CAPI USA
  Ekta Prakash, Executive Director
- Centro Tyrone Guzma
  Roxana Linares, Executive Director
- CLUES
  Ruby Azurdia-Lee, President
- Division of Indian Work
  Louise Matson, Executive Director
- Hallie Q. Brown Community Center
  Jonathan Palmer, Executive Director
- Isuroon
  Fartun Weli, Executive Director & Founder
- Karen Organization of Minnesota
  Alexis Walstad and Eh Tah Khu, Co-Executive Directors
- Minnesota Indian Women's Resource Center
  Patina Park, Executive Director
- RECLAIM
  Dr. Felicia Washington-Sy, Executive Director
- Somali Success School
  Amal Abdalla, President & CEO
- Turning Point
  Peter Hayden, Ph.D., President & CEO
- Way to Grow
  Carolyn Smallwood, Executive Director
- Youthcare MN
  Kevin Winge, Interim Executive Director
CLOSING OPPORTUNITY GAPS IN EDUCATION

We also invest in the transformative work of:

► **Generation Next** – This partnership brings together education, community, government and business leaders to identify and adopt strategies to close opportunity gaps in education.

► **Northside Achievement Zone and Saint Paul Promise Neighborhood** – With a geography-based approach to ending multi-generational poverty through education and whole-family support, these programs have impacted the lives of thousands of families and continue to help children build a learning foundation for the future.

While these initiatives strive to improve outcomes, there’s significant work left to do. To us, wellbeing means more than just preventing illness or helping out with the basics. It involves building and nurturing equitable communities to ensure everyone – not just a select few – can reach their potential and fully contribute to our communities.
I am the future!
education

CHALLENGES

► In the greater Twin Cities, 34 percent of children under age six live in poverty. As a result, many aren’t meeting healthy physical and cognitive development benchmarks during their first three years of life, which is critical to helping them prepare for school, develop strong relationships, and ultimately lead healthier, more stable and more prosperous lives.

► Income and race continue to determine academic outcomes for our community’s students. This has led to a high school graduation rate gap of 25 percent between low- and high-income students.

COMMUNITY TRENDS

Over the past decade, the proportion of low-income students in Minnesota who graduated from high school on time has increased by 14 percent.

OUR IMPACT

► With the MinneMinds coalition, we secured $140 million in bi-annual state funding. This provides early learning scholarships each year for 16,000 children under five who are most in need in Minnesota. We'll continue to advocate for funding to support another 35,000.

► Over the past two years, students and families have saved nearly $1 million in post-secondary tuition costs as a result of the college and career readiness work we support.

PREPARING STUDENTS FOR COLLEGE AND CAREERS

Career Academies is preparing high school students for in-demand jobs that will strengthen our region. Through this program, United Way is changing the face of education in collaboration with over 40 local and statewide partners including secondary and post-secondary education, nonprofit organizations and government agencies by infusing college and career readiness into curriculum. To date, the program has reached over 4,000 students (including nearly 2,000 students of color); enabled students to earn nearly 3,000 college credits and 143 industry credentials; and saved students and families nearly $1 million in post-secondary tuition costs.
“United Way remains passionate about advancing our mission to broaden access to high-quality education. Our community is fortunate to have United Way, an organization that truly funds with a purpose. Its process is thoughtful, and its mentoring promotes clarity within organizations.”

Molly O’Shaughnessy
President and Director of Primary Training
Montessori Center of Minnesota
**education**

Total Funding: $20.2M in United Way-directed investments, $8.3M in donor-directed gifts

108 education programs funded

81,800 people served

**Multi-Year Investment Results and Trends (2016-2017)**

### Children are Ready for School

$5 million investment in 30 programs

<table>
<thead>
<tr>
<th>GOAL</th>
<th>ACTUAL</th>
</tr>
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<tbody>
<tr>
<td>Number of children that completed annual well-child check-ups</td>
<td>4,197</td>
</tr>
<tr>
<td>Number of children with parents demonstrating positive, responsive parenting techniques that support children’s social, emotional, cognitive and physical development</td>
<td>2,950</td>
</tr>
<tr>
<td>Number of children that were age-appropriate in social, emotional, cognitive, language and physical development</td>
<td>3,612</td>
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</tbody>
</table>

### Youth Gain Experiences to Learn, Lead & Succeed

$5.6 million investment in 38 programs

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<tr>
<th>GOAL</th>
<th>ACTUAL</th>
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</thead>
<tbody>
<tr>
<td>Number of youth participating in programming on a consistent, ongoing basis</td>
<td>10,051</td>
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<tr>
<td>Number of youth developing positive relationships with caring adults</td>
<td>8,678</td>
</tr>
<tr>
<td>Number of youth maintaining or improving social skills such as conflict resolution, communication or teamwork</td>
<td>8,756</td>
</tr>
</tbody>
</table>

**Racial Diversity in Populations Served**

- 34% Caucasian/White
- 29% African American
- 6% African
- 17% Hispanic/Latino
- 8% Multiracial
- 12% Asian/Pacific Islander
- 4% American Indian
- 7% Other
workforce readiness

CHALLENGES

► By 2024, Minnesota is projected to have 400,000 unfilled jobs. Sixty-three percent of those jobs will require at least some education beyond high school, yet there’s a wide gap in proper training to fill those positions.

► Due to systemic inequities, people of color and American Indians experience an annual wage gap of nearly $30,000 and $33,000, respectively, compared to white workers.

OUR IMPACT

► Our investment of $4.6 million in 24 job training and career pathway programs has resulted in a total increase of $99.5 million in annual earnings for participants, multiplying our investment by 20 times.

► Of those placed in jobs, 72 percent retained their jobs for at least six months. Further, 66 percent retained their jobs for at least one year, which is higher than the Minnesota state average of 52 percent.

► Program participants increased their annual earnings by $23,000 on average.

► As part of the MSPWin coalition, we secured $14 million in additional government funding to support career pathways.

LEVERAGING DATA FOR STRONG RESULTS

For more than 10 years, United Way has focused on building the field of workforce development by harnessing data to fuel better results. We’re helping partners build skills in data and benchmarking to drive effective, responsive programs that are aligned with employers’ needs, the labor market and changing communities. Combined with in-person convenings, data collection and sharing help the field improve outcomes for participants and our Minnesota economy.
workforce readiness

Total Funding: $5.8 M in United Way-directed investments, $4.4 M in donor-directed gifts
36 programs funded
30,353 people served

Multi-Year Investment Results and Trends (2016-2017)

<table>
<thead>
<tr>
<th>Increased Earnings Programs</th>
<th>GOAL</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people that secured a job</td>
<td>4,492</td>
<td>4,321</td>
</tr>
<tr>
<td>Number of people that retained job for 6 months</td>
<td>3,101</td>
<td>3,104</td>
</tr>
<tr>
<td>Number of people that retained job for 12 months</td>
<td>2,643</td>
<td>2,859</td>
</tr>
<tr>
<td>Average increase in annual earnings</td>
<td>$17,483</td>
<td>$23,010</td>
</tr>
<tr>
<td>Total increase in annual earnings for all participants</td>
<td>$75.5 M</td>
<td>$99.5 M</td>
</tr>
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</table>

RACIAL DIVERSITY IN POPULATIONS SERVED

- 14% African American
- 25% Caucasian/White
- 9% Asian/Pacific Islander
- 3% American Indian
- 12% Hispanic/Latino
- 4% other
- 5% Multiracial
“Greater Twin Cities United Way’s support for increased state investments in the Minnesota Working Family Credit and increased funding for free tax programs – at the Minnesota legislature and in Congress – has made a difference in shoring up bipartisan support for these essential and effective programs.”

Tracy Fishman  
Executive Director  
Prepare + Prosper
safety net/basic needs

CHALLENGES

► On any given night in the greater Twin Cities, more than 7,500 people are on the streets and more than 7,000 are “couch surfing” because they don’t have a stable home.

► Emergency food center use has doubled in the past five years in the Twin Cities, with nearly two million visits in 2016.

► Minnesota is rated first in the nation for overall health, yet ranks 25th for health disparities and 46th for public health funding.

► Forty percent of young people experiencing homelessness identify as LGBTQ.

“Systemic poverty is one of the most challenging problems in our community and United Way is doing a terrific job of addressing it.”

Bob Macdonald
Tocqueville Donor

COMMUNITY TRENDS

► In 2015, Minnesota experienced an eight percent reduction in poverty, with the Twin Cities region showing some of the sharpest decreases in poverty rates compared to other regions in Minnesota.

► From 2012 to 2015, homelessness in the metro area declined by four percent. This is the first time we’ve seen a decrease since 2006.

OUR IMPACT

► As part of the Heading Home Minnesota Funder’s Collaborative, we contributed to helping people find homes through nearly $2.5 million in government and private funding.

► In 2017, 3,000 youth and families received shelter and stable housing, and 36,000 people received necessary health services.

► As the largest non-governmental funder of food shelves and meal programs in the Twin Cities region, we help low-income people access healthy and culturally relevant food. From 2016 to 2017, we distributed 20 million pounds of food. We also are building sustainable food systems and advancing efforts that affect how communities grow, access and sell food.

► We referred more than 116,000 people to long-term food support through SNAP in 2017.

► In 2017 we responded to nearly 200,000 calls through our 2-1-1 hotline and website, connecting people to critical resources such as food, shelter and health care.

► We are one of the largest funders of LGBTQ issues in Minnesota. In 2017, in partnership with Minnesota Council on Foundations and PFund Foundation, we launched Better OUTcomes, an initiative focused on increasing resources for LGBTQ communities.

BUILDING A SUSTAINABLE FOOD SYSTEM

In 2017, United Way created and launched “Full Lives” to strengthen the North Minneapolis food system, providing residents access to affordable, nutritious food and food-related jobs. Through a generous investment from the General Mills Foundation, 14 projects across 11 organizations are underway, including: North Market grocery store; farm plots for families to grow food; youth-run, vegetable-based bakery located in public housing; corner store makeover with fresh and nutritious choices; and food policy support.
2-1-1 REQUESTS IN 2017

- 32% Housing & Shelter
- 3% Transportation Assistance
- 6% Government & Legal
- 6% Clothing & Household
- 7% Food
- 8% Employment & Income
- 9% Utilities
- 7% Healthcare & Mental Health
- 22% Other
## Safety Net/Basic Needs

**Total Funding:** $22.9M in United Way-directed investments, $12.5M in donor-directed gifts

166 programs funded

713,504 people served

### Multi-Year Investment Results and Trends (2016-2017)

<table>
<thead>
<tr>
<th>Housing Stability</th>
<th>GOAL</th>
<th>ACTUAL</th>
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<tbody>
<tr>
<td>$3 million investment in 24 programs</td>
<td></td>
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<tr>
<td>Number of families that receive housing services</td>
<td>915 families</td>
<td>905 families</td>
</tr>
<tr>
<td></td>
<td>541 families</td>
<td>517 families</td>
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<tr>
<td></td>
<td>1,634 youth</td>
<td>1,904 youth</td>
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<thead>
<tr>
<th>Food Security</th>
<th>GOAL</th>
<th>ACTUAL</th>
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<tbody>
<tr>
<td>$3.5 million investment in 31 programs</td>
<td></td>
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<tr>
<td>Pounds of food distributed</td>
<td>19,278,919</td>
<td>20,034,563</td>
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<tr>
<td>Number of households screened for government benefit eligibility</td>
<td>55,972</td>
<td>43,218</td>
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<tr>
<td>Number of households receiving information and referrals</td>
<td>93,570</td>
<td>124,000</td>
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<tr>
<th>Legal Services</th>
<th>GOAL</th>
<th>ACTUAL</th>
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<tr>
<td>$1 million investment in five programs</td>
<td></td>
<td></td>
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<tr>
<td>Number of closed cases</td>
<td>9,537</td>
<td>12,199</td>
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<tr>
<td>Number of cases resulting in a positive legal outcome because of extended representation</td>
<td>2,250</td>
<td>2,577</td>
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<th>Access to Healthcare</th>
<th>GOAL</th>
<th>ACTUAL</th>
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<tr>
<td>$3.2 million investment in 21 programs</td>
<td></td>
<td></td>
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<tr>
<td>Number of people that received primary medical, behavioral and/or dental services</td>
<td>35,891</td>
<td>36,948</td>
</tr>
<tr>
<td>Number of people that reported having a specific source of ongoing care</td>
<td>23,608</td>
<td>28,474</td>
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“Greater Twin Cities United Way has been an invaluable partner to Pillsbury United Communities for over a century. Some of the most innovative solutions to the most pressing needs in our community have emerged from our partnership. Most recently United Way supported the development of the North Market—an innovative hub for healthy food access, equitable health care and a place to build a thriving community through social connections.”

Adair Mosley
President and CEO
Pillsbury United Communities

RACIAL DIVERSITY IN POPULATIONS SERVED

- 38% Caucasian/White
- 28% African American
- 14% Hispanic/Latino
- 5% African
- 9% Asian/Pacific Islander
- 9% Other
- 5% American Indian
fundraising:
Raise money from:
- Individuals directly, regardless of workplace
- Individuals at workplace
- Fee-based services
- Broad base of high-potential individual and institutional donors

focus areas and approaches:
- Three distinct ecosystems: education, workforce readiness and safety net/basic needs
- Holistic approach to fighting poverty for the most meaningful impact: public policy, volunteer engagement, 2-1-1 resource hotline, nonprofit leadership support, corporate partnerships and grant making
- Co-creation of solutions in partnership with community

“Greater Twin Cities United Way is one of the very few organizations that has the scale and scope to deliver impact across all of the communities we care about.”

Jon Campbell
EVP, Head of Corporate Responsibility and Community Relations
Wells Fargo
2018 GREATER TWIN CITIES UNITED WAY
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Community Leader

Stacy Bogart
Vice President and General Counsel, Winnebago

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Mark Brooks
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Jeanne Crain
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Marnie Wells
President, Campfire USA-MN

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Community Leader

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President & CEO, Allina Health

Koen Wilms
VP & General Manager, 3M

Sri Zaheer
Dean, Carlson School of Management, University of Minnesota

Jim Zappa
EVP and General Counsel, CHS, Inc.

DATA SOURCES:
Decennial Census and American Community Survey
Hunger Solutions
Integrated Public Use Microdata Series
U.S. Census Bureau
Minnesota Compass
Minnesota Department of Education

THE STATE OF THE COMMUNITY 18