

A PUBLICATION OF UNITED WAY OF THE CAPITAL AREA

# Impact

## In this issue

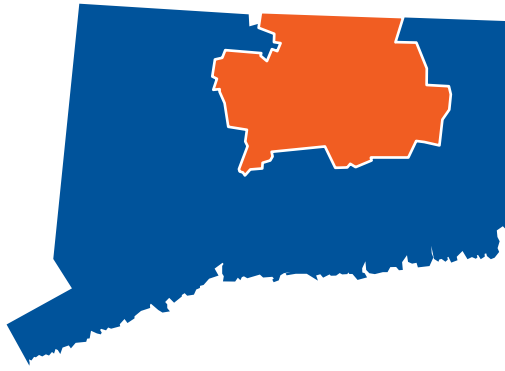
*Record breaking results were achieved in the 2007 United Way Community Campaign!*

**Community Service Award:  
Chandler J. Howard**

**2007 Annual Report**



United Way  
of the Capital Area



United Way of the Capital Area (UWCA) is a nonprofit organization that has been meeting human care needs in the 40 towns throughout north central Connecticut for more than 80 years. With its network of partner agencies, volunteers and community leaders, our United Way takes a leadership role in changing conditions to improve lives in the Greater Hartford region.

The annual United Way Community Campaign provides the opportunity for people in our community to support the causes important to them. Through United Way's *Community Investment*, donors' contributions are invested in programs and initiatives to ensure success for children, strong and healthy families and a safety net of services. Programs and initiatives funded through *Community Investment* are researched and monitored by knowledgeable, experienced volunteers to be certain they result in improved lives. Partner agencies must also meet management, governance, and fiscal accountability standards.

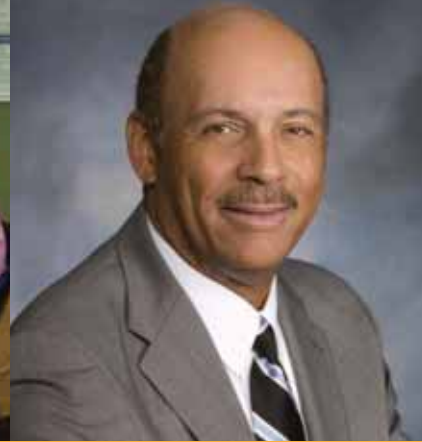
A PUBLICATION OF UNITED WAY OF THE CAPITAL AREA  
**Impact**



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for more information

To comment, please call (860) 493-6800 or visit our website at [www.uwca.org](http://www.uwca.org).

For volunteer opportunities, visit [www.volunteersolutions.org/uwca/volunteer](http://www.volunteersolutions.org/uwca/volunteer)

Cover: 2007 United Way Community Campaign loaned executives celebrate record breaking results. Chuck Shivery, chairman of the Community Campaign declared "victory" to a crowd of nearly 600 people for raising \$27,678,042—the greatest amount in the Campaign's 83 year history. (See page 6)

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United Way of the Capital Area is proud to be part of the Capitol Region Partnership. This alliance, made up of 13 regional organizations, is working to strengthen our region's economy, facilitate inter-town and inter-agency cooperation, and create a recognizable identity for the Greater Hartford region.

# Working Together to Better Serve Our Community



Editor's Note: Manchester Area Conference of Churches (MACC), a United Way *Community Investment* partner, is an excellent example of an organization that is helping people transition from using a safety net of services to greater financial stability.

## for more information

Manchester Area  
Conference of Churches, Inc.  
P.O. Box 3804  
Manchester, CT 06405  
(860) 649-2093  
[www.macc-ct.org](http://www.macc-ct.org)

“Successful nonprofits are sustainable through partnerships,” explains Manchester Area Conference of Churches (MACC Charities) executive director Beth Stafford. Originally founded in 1973 by 14 churches in the Manchester and Bolton area to serve as a center to meet the basic human needs of local residents, MACC is an organization built on partnerships. Today, MACC partners with 25 churches from Manchester, Bolton, Glastonbury and South Windsor, but the partnerships stretch beyond faith-based organizations and into the community as a whole. “In order for us to succeed in this community, I mean really succeed, the community has to be invested in the work we are doing and have a collective will for us to be here,” explains Stafford, “The community is our most valuable partner.”

At first glance, MACC is a shelter, a food pantry, a soup kitchen and a thrift store, just to name a few pieces of its large puzzle. But as you begin to look closer you see it is really an organization committed to creating lasting change in people’s lives, one day at a time and one person at a time, through its partnerships in the community and its partnerships within MACC. The organization has many parts, each with its own responsibilities and needs and yet, what makes MACC so successful are the ways in which these very different parts move together. Deborah Rutledge, the director of advocacy and support services at MACC explains, “None of us can operate successfully alone. I need the other directors and what they do to help me help others.”

Two years ago, MACC shifted its focus and began working to redefine both its role and its perception in the community. Stafford explains, “We are an emergency resource for people, but we needed to think outside the box of responding to emergency needs. We needed to break the cycle of dependency many people had with MACC. The MACC Community Pantry isn’t designed to support a family indefinitely, but rather, it is a stepping stone that can give them the breathing room to get back on their feet. We don’t just feed people, we help give them the tools they need to earn the resources to feed themselves. No one should have to be hungry. If a family can eat a hot meal here or supplement their food expenses with the pantry, then that extra money can allow them to heat their home, pay their rent or purchase a needed prescription.”

In shifting its focus to building lasting change, MACC needed to make some strategic, organizational shifts as well. Robert Olmsted, MACC’s director of finance and facilities says, “We needed to start looking at our agency as a business. We began asking the question ‘How can we make MACC grow and better serve our mission?’” Part of better serving their mission was finding the most effective, efficient way of doing things. “There are many local organizations working to build lasting change in people’s lives, we want to be sure we are working with those organizations instead of duplicating services,” explains Stafford.

*continued on page 2*



“We are an emergency resource for people, but we needed to think outside the box of responding to emergency needs. We needed to break the cycle of dependency many people had with MACC.” **Beth Stafford**



Top: Carman Rodriguez, MACC's soup kitchen cook, prepares meals daily for local residents.

*continued from page 1*

By partnering with the towns, local senior centers, the State of Connecticut Department of Social Services, area businesses, civic organizations and schools, MACC has been able to expand its efforts far beyond a food pantry and a shelter. They now have a job training program where participants get help writing their resumes, sharpen their interviewing skills, receive advice on how to dress and even gain real work experience, by working at the food pantry and MACC's thrift shop, The Church Mouse Thrift Shoppe. The thrift shop is also working to create change on many levels. In addition to being a place MACC clients can gain valuable on the job experience, shelter guests getting on their feet again receive vouchers from the shop for interview clothes and items that will help them set up their new home. The thrift shop is also open to the public, both as a place to donate clothes and household items and as a place to shop. The revenue earned by the store goes back to help support MACC's programs and services.

Rutledge describes MACC's new focus as a delicate balance between working toward long term, lasting change and responding to emergency needs. "I have been working with a woman recently who can't afford to heat her home this month and she has just given birth to a child. I can't send her home to a freezing house with a newborn. I am working with Operation Fuel to meet her immediate need – that of a warm house for her child. Once we solve that, I can begin to work with her to get her on a more financially stable path," explains Rutledge.

Sarah Melquist, director of emergency shelter and outreach services says MACC's new focus on working toward lasting change for its clients has changed the way she defines the word help. "I no longer think I have to do everything for guests in the shelter. I can provide them with information, but ultimately they have to be the ones to do the work. My definition of help has changed. I want to find out what is causing people to be in the shelter, what is keeping them reliant on the shelter and how can we prevent them from needing to return to the shelter once they have left," says Melquist. The shelter's primary function is to help get individuals the help they need to get back on their feet, not to be a permanent residence.

"We still serve a hot meal six days a week and we have a food pantry to help families put food on their tables, we are just thinking outside the box as to how best to provide this aide," describes Dale Doll, director of food services at MACC. Recently, the food pantry underwent a transformation. It once was located at the back of the soup kitchen as a place families in need could pick up a pre-packed bag of nonperishable groceries. Today, it is a self-choice pantry set up as if it is a small store. Clients come in, get a cart and a list of the types of items and quantities they are eligible for. "It is a great shift for us. People love the choice, it allows them to get food items they need instead of what is handed to them," says Doll who notes that while she has seen an increase of the number of families coming into the pantry, they are coming less often. "Part of our food program is about getting people sustainable help. The pantry isn't designed to be where a family does their regular grocery shopping, but rather an emergency resource to put food on the table when there isn't another way to do so. I encourage



people to take advantage of other resources, such as Mobile Foodshare and we have begun prescreening candidates for food stamps,” Doll explains.



Rounding out MACC’s team is Jacki Campion, director of volunteer services. “Every single department needs volunteers to do the great work they are doing. I get to make that happen,” Campion proudly says. She too is thinking outside the box about how she can partner with local groups and organizations to energize volunteers and keep them excited about the work they are doing. “I work with local scout troops, the area colleges and schools, senior centers and clubs. I know that once people see first hand the work MACC is doing they will want to be a part of it,” Campion explains.



Stafford says MACC’s transition toward building sustainable change in people’s lives takes time. They first had to change how they were operating and they continue to change the community’s perception of MACC as an organization. With their new business model in place, each department is able to work as a stepping stone for families and individuals walking down the path of financial stability. “We care about our clients, but that doesn’t mean we can just take care of everything for them. People will live up or down to whatever is expected of them. I want MACC to be a place of growth, a place of change and most importantly a place of hope.”

Above: Manchester Area Conference of Churches includes a shelter, food pantry, and thrift shop.

With their new business model in place, each department is able to work as a stepping stone for families and individuals walking down the path of financial stability.

# Getting Started on the Right Foot



Above: D'Lan transitioned easily into first grade after getting used to being on a structured school schedule at the Center.

Above right: Colbi excelled in the learning environment set up by his teachers at the YWCA East Hartford Early Learning Center.

“I feel comfortable knowing my children are at the Center. They love being here and I love that,” says Joyce Rivera of the YWCA’s East Hartford Early Learning Center (the Center), a school readiness program primarily serving residents of East Hartford. Rivera’s three youngest children, six-year-old D’Lan, five-year-old Colbi and 14-month-old Kennedy, have either been through or continue to be part of the Center’s programs.

“I had worked in pre-schools and day care facilities while I was in school, so I knew what I wanted for my kids. When I came to the Center I knew this was the right place,” says Rivera. Both D’Lan and Colbi participated in the Center’s year-long full-day school readiness program. Kennedy is currently in the toddler program.

The Center’s director, Deb Coleman, says the school readiness program is designed to prepare children for academic success as they enter kindergarten and first grade. “We use a creative curriculum meshed with the state benchmarks to provide our students the tools they need for future success. We aim to create a strong foundation of learning for our students, one that they can continue to build upon as they grow.”



D’Lan and Colbi have transitioned to elementary school smoothly and their mom believes the Center’s school readiness program played a large role. “The move to elementary school wasn’t a huge jump for either D’Lan or Colbi. They were already used to getting up and getting ready for school, it was already their routine. Plus, they were comfortable being in a classroom with other kids and following a structured schedule. I know the transition was smooth in large part because of the Center,” explains Rivera.

In addition to the educational foundation and support D’Lan and Colbi received at the Center, it is evident ‘mom,’ Rivera, is also a huge part of her children’s success. Coleman says of Rivera, “If a child is going to succeed, there needs to be a partnership between the school and the parent. Joyce [Rivera] understands that. She worked with us and she





Left: Joyce Rivera knows her children are happy and safe when they are at the Center. Pictured: Colbi (in red), D'Lan (in black) and Kennedy (in pink) with mom, Joyce.

“A good education is important and the best way for me to convey that message to my kids is to be involved. We take school seriously in our house.” **Joyce Rivera**

worked with her kids. She would come in on her lunch break for conferences with teachers and updates. She takes her children’s education seriously and it shows.”

Rivera, who is a working single mother of five, makes academics a priority in her home and her day. She is involved with the Parent Teacher Organization at Robert J. O’Brien Elementary School in East Hartford, where D’Lan and Colbi attend. Rivera says, “A good education is important and the best way for me to convey that message to my kids is to be involved. We take school seriously in our house.” With baby Kennedy still at the Center, Rivera remains actively involved there as well. She is part of the Center’s Parent Advisory Committee. “As soon as I heard about the Parent Advisory Committee I knew I wanted to be a part of it. I’ve had three kids grow up at the Center and benefit from the great work they do here. I want to help other families grow into and through the Center too,” says Rivera.

The YWCA’s East Hartford Early Learning Center is a program of the YWCA of the Hartford Region, Inc., and is supported by United Way *Community Investment*. United

Way is committed to ensuring children are successful, including preparing them to enter kindergarten ready to learn. The YWCA’s East Hartford Early Learning Center is just one example of how United Way is working toward its goal to ensure that every child in its 40-town region enters kindergarten ready to learn.

United Way *Community Investment* supports early learning centers located in five towns in its region, currently serving children from Ashford, Avon, Berlin, Bloomfield, Bolton, Columbia, Coventry, East Hartford, East Windsor, Ellington, Farmington, Glastonbury, Hartford, Manchester, New Britain, Newington, Rocky Hill, Simsbury, South Windsor, Stafford, Suffield, Tolland, Vernon, West Hartford, Wethersfield, Willington and Windsor. United Way *Community Investment* also supports efforts to improve access to quality childcare in the region through the Hartford Area Childcare Collaborative.

**for more information**

YWCA’s East Hartford  
Early Learning Center  
9 Signor Street  
East Hartford, CT 06108  
(860) 291-2700

# Record Breaking Results



Above: Chuck Shivery, chairman of the campaign and chairman, president and CEO of Northeast Utilities, addresses the audience before announcing the campaign results.

Right: Community Campaign Chairman Chuck Shivery, is pictured with the 2007 class of loaned executives as they announce the record-breaking result to an audience of nearly 600 local community leaders in November.



Some records are meant to be broken, and the 2007 United Way Community Campaign did just that, raising \$27,678,042, the greatest amount in its 83 year history!



The Southwest Sweetheart Cheerleaders from the Southwest Boys and Girls Club in Hartford cheered on the campaign results during the luncheon program.

The result is nearly \$500,000 more than the \$27.2 million goal reported on September 7th, the official Campaign kick-off, and more than \$900,000 over what was announced in the 2006 United Way Community Campaign.

Chuck Shivery, chairman of the 2007 United Way Community Campaign and chairman, president and CEO of Northeast Utilities declared 'victory' to a crowd of nearly 600 campaign volunteers and corporate and community leaders, celebrating the results at a luncheon at Pratt & Whitney, East Hartford on November 14th.

"Once again, this community has shown its generosity and it's been a total team effort. On behalf of those whose lives will be changed by your contributions, thank you very much," Shivery told the crowd.

Many thanks to over 900 organizations representing more than 200,000 employees that participated in the Community Campaign to help change lives and improve conditions in the 40-town Capital Area.

In addition to Shivery, the campaign was guided by a volunteer campaign cabinet of local community leaders (see list, page 14). Additionally, 18 individuals were on "loan" to work on the United Way Community Campaign (see list, page 14).





Dear Friends:

As I reflect on United Way of the Capital Area's year, I'm struck by the recurring themes of change, challenge and opportunity and how the leadership of one volunteer, Chandler J. Howard, was present throughout.

Chandler, president and CEO of Liberty Bank, is the 2007 Community Service Award recipient, the highest honor bestowed on a volunteer by United Way of the Capital Area (UWCA). The article on Chandler (page 25), will give you an appreciation for why he deserves our award including his leadership of the 2002 United Way Community Campaign, a \$27 million effort, heralded at the time as the most successful in our organization's then 78-year history.

And, as records are meant to be broken, the 2007 team rose to the challenge and did just that, raising \$27,678,042 and surpassing the goal by nearly \$500,000. This is the greatest amount raised in United Way's history. A special thank you goes to Chuck Shivery, chairman, president and CEO of Northeast Utilities, the 2007 Community Campaign Chairman, and his team of volunteers, loaned executives, and of course, all of our contributors.

Chandler's influence is still present given his involvement in the smooth transition of leadership following the untimely death of George Bahamonde, president and CEO from 1994-2006. Chandler, chairman of the board from 2005-

**“We will seek opportunities to increase our effectiveness and that of our partners to ensure that your contribution as volunteers and donors is the best investment you will ever make.” Ray Necci**

2006, helped us commemorate the one year anniversary of George's passing on July 20, 2007 with the unveiling at United Way of an Inukshuk, a lifelike stone figure similar to those built by the Inuit people of Canada.

Inukshuks are said to represent safety, trust and reassurance. They provide direction to a safe path and affirmation that the traveler will reach one's goals despite any challenges along the way.

We firmly believe we're on the right path and are energized by the challenges that lie ahead. This includes an expansion of our commitment to helping working families achieve financial stability and providing children and youth with the resources needed to become the qualified, competitive workforce of tomorrow. Accomplishing this will require our collective efforts...donors, community leaders, the public sector and nonprofit organizations.

Who else but Robert Egger, author and social activist and one of this country's top nonprofit leaders, to further motivate us and validate our approach to giving and community change? Egger was the key note speaker at a United Way event on January 31st (see page 20). He challenged us all to demand an integrated approach to addressing community challenges and emphasized that the nonprofit community must be more efficient, more coordinated, and more results-driven.

As I look forward to next year, United Way will continue to challenge itself and its partners to develop and implement the comprehensive strategies needed to not only help individuals but improve the communities in which they live and work. We will seek opportunities to increase our effectiveness and that of our partners to ensure that your contribution as volunteers and donors is the best investment you will ever make. We know that in so doing, we will raise the bar even higher, but we're prepared for that challenge and welcome the opportunity to build a stronger community for all of us.

Sincerely,

A handwritten signature in dark ink that reads "Raymond P. Necci". The signature is fluid and cursive, written over a light-colored background.

Raymond P. Necci  
Chairman

# Statement of Financial Position

June 30, 2007

## Assets

Cash and cash equivalents	\$4,728,983
Short-term investments	1,524,744
Pledges receivable, net of estimated uncollectibles	12,081,752
Other receivables	95,871
Investments	15,566,068
Investments held in trust by others	6,731,523
Prepaid expenses and other assets	281,581
Plant and equipment, net	1,574,152
<b>Total assets</b>	<b>\$42,584,674</b>

## Liabilities

Accounts payable and accrued expenses	\$973,292
Campaign support due to Community Health Charities	2,285,283
Undistributed program support	9,903,987
Donor designations payable	5,807,115
Grants payable	1,270,192
<b>Total liabilities</b>	<b>\$20,239,869</b>

## Net assets

Unrestricted:	
Designated for operations	\$7,371,482
Plant and equipment	1,574,152
Board designated	5,375,807
Total unrestricted	14,321,441
Temporarily restricted	50,021
Permanently restricted	7,973,343
<b>Total net assets</b>	<b>\$22,344,805</b>
<b>Total liabilities and net assets</b>	<b>\$42,584,674</b>

# Statement of Activities

June 30, 2007

Campaign amounts raised .....	\$27,147,939
Add:	
Contributions from other United Way campaigns, net of donor designations .....	482,276
Less:	
Uncollectible pledges .....	(1,058,286)
Community Health Charities' share of campaign (including designations) .....	(3,424,817)
Amounts designated by donors .....	(9,697,776)
Net campaign revenue .....	13,449,336
Other revenue:	
Investment income, net of fees of \$73,848 .....	870,173
Gains from sales of investments .....	119,569
Income from trusts held by others .....	365,521
Legacies and bequests .....	38,919
Community grants, initiatives and service income .....	178,559
Administrative fees on amounts raised on behalf of others .....	298,698
Rental income .....	128,253
Miscellaneous revenues .....	650,514
Total other revenue .....	2,650,206
<b>Total support and revenue .....</b>	<b>\$16,099,542</b>
<i>Community Investment</i> and services:	
Agency support and gross funds distributed .....	\$22,972,593
Less:	
Community Health Charities' share of campaign proceeds .....	(3,424,817)
Amounts designated by donors .....	(9,697,776)
<i>Community Investment</i> (program support) .....	9,850,000
Grants and initiatives .....	148,614
Services— <i>Community Investment</i> .....	1,410,302
Total <i>Community Investment</i> and program services .....	11,408,916
Support services:	
Resource development .....	2,301,957
Management and general .....	942,412
Dues and support to United Way of America .....	260,942
Total support services .....	3,505,311
<b>Total <i>Community Investment</i>, program and support services .....</b>	<b>\$14,914,227</b>
<b>Operating surplus .....</b>	<b>\$1,185,315</b>
Non-operating revenues and expenses:	
Changes in unrealized gains on investments .....	2,127,742
Effect of adoption of recognition provisions of FASB Statement No. 158 .....	122,760
<b>Change in net assets .....</b>	<b>\$3,435,817</b>
Net assets, beginning of year .....	18,908,988
<b>Net assets, end of year .....</b>	<b>\$22,344,805</b>

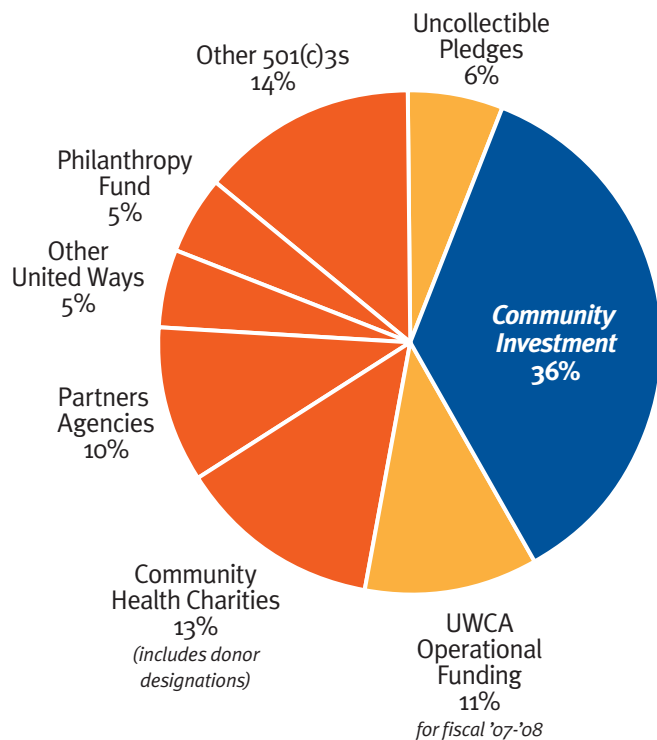


# Community Investment

This annual report reflects how 2006 United Way Community Campaign dollars were disbursed in the fiscal year starting July 1, 2007 and the percentage of dollars available for *Community Investment*.

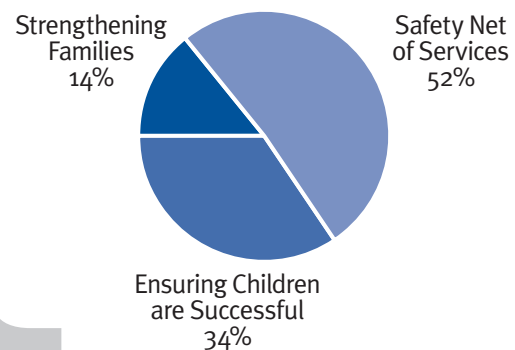
Thanks to a generous community, the 2006 Campaign raised nearly \$26.8 million. Please see the following three pages for details as to how *Community Investment* dollars were invested in our communities.

## 2006 United Way Community Campaign Dollars



The pie chart above provides a breakdown of how contributors chose to direct their gifts through the 2006 United Way Community Campaign.

## 2006 Community Investment Dollars Distribution



The pie chart above illustrates how 2006 *Community Investment* dollars were directed by United Way volunteers to programs and initiatives with a proven track record of ensuring children are successful, strengthening families and providing a safety net of services to those in need.

## Children Ready to Learn and Earn \$3,452,900 *Community Investment* dollars

Initiatives and programs of the non-profit organizations listed below help children gain skills needed to succeed in school and beyond. By supporting these efforts, United Way's goal is to ensure that children enter kindergarten ready to learn; to increase the number of children who meet age-appropriate goals for success by the fourth grade and to help them develop skills needed to become financially stable adults.

### Partners:

ARC of Greater Enfield, Inc.	Community Health Resources	Holcomb Farm Learning Centers	Urban League of Greater Hartford
Nutmeg Big Brothers Big Sisters	Community Mental Health Affiliates	Opportunities Industrialization Center of New Britain, Inc.	The Village for Families & Children, Inc.
Boy Scouts of America, Connecticut Rivers Council	COMPASS Youth Collaborative	Organized Parents Make A Difference, Inc. (OPMAD)	Wheeler Clinic, Inc./ Prevent Child Abuse Connecticut
Boys & Girls Club of New Britain	ConnectiKids	Our Piece of the Pie (OPP)	Women's League, Inc. Child Development Center
Boys & Girls Clubs of Hartford, Inc.	Family Life Education	Salvation Army of Greater Hartford	YMCA of Greater Hartford
Capitol Region Conference of Churches	Girls and Boys Town	South Arsenal Neighborhood Development Corporation (SAND)	YMCA of New Britain- Berlin
Catholic Charities, Inc., Archdiocese of Hartford	Girl Scouts of Connecticut	Trust House Family Learning Center	YWCA of New Britain, Inc.
	Hands on Hartford		YWCA of the Hartford Region
	Hartford Area Child Care Collaborative		
	Hartford Neighborhood Centers		

### Examples of Results:

- 3,993 children in early childhood education programs supported by *Community Investment* were taught skills they need to succeed in school. Nine out of 10 (90%) of children demonstrated success in building skills such as learning to hold a pencil or counting to ten.
- More than four out of five (84%) of 245 youth in career development programs supported by *Community Investment* demonstrated improved computer skills.



# Community Investment

## Improving Financial Stability for Families \$1,409,100 *Community Investment* dollars

Initiatives and programs of the non-profit organizations listed below help adults and families improve their financial stability by developing the skills needed to get a job, increase and maximize income, and gain assets. In addition, communities were also improved through the development and rehabilitation of housing to create safe and stable neighborhoods.

### Partners:

Families In Crisis  
Foodshare, Inc.  
Hartford Areas Rally Together (HART)  
Hartford Asset Building Collaborative  
Hartford Neighborhood Centers  
Hartford Neighborhood Development Support Collaborative  
Literacy Volunteers of America – Northern Connecticut, Inc.  
Literacy Volunteers of Central CT, Inc.

Literacy Volunteers of Greater Hartford  
Mi Casa Family Service & Educational Center  
South Arsenal Neighborhood Development Corporation (SAND)  
United Labor Agency (John J. Driscoll United Labor Agency), Inc.  
Urban League of Greater Hartford  
United Way of Connecticut, Inc/2-1-1



### Examples of Results:

- Of participants enrolled in literacy programs supported by *Community Investment*, nearly nine out of ten demonstrated improved ability to speak English (89% of 806 people) and increased reading skills (88% of 901 people).
- Workforce development programs supported by *Community Investment* helped 1,047 lower income people secure employment.
- Homebuyer education programs and matched savings accounts buyer education programs supported by *Community Investment* helped 323 lower income families purchase a home in 2006.



## Safety Net of Services \$5,186,900 *Community Investment* dollars

Programs and services of the non-profit organizations listed below provide a network of basic services for those most vulnerable or those faced with emergency needs.

### Partners:

American Red Cross – Charter Oak Chapter	Connecticut Legal Services	Hartford Dispensary	MARCH, Inc. of Manchester	United Way of Connecticut, Inc./2-1-1
American Red Cross – Middlesex Central Connecticut Chapter	Connecticut VNA Partners	Hartford Neighborhood Centers	My Sisters' Place	The Village for Families & Children
Catholic Charities & Family Services, Diocese of Norwich	Covenant Soup Kitchen, Inc.	Hispanic Health Council	New Directions, Inc.	Visiting Nurse and Health Services of CT, Inc.
Catholic Charities, Inc., Archdiocese of Hartford	Covenant to Care for Children	Hockanum Industries	New Hope Manor	Visiting Nurse Association of Central Connecticut, Inc.
Central Connecticut ARC (CCARC), Inc.	Farmington Valley ARC, Inc. (FAVARH)	Hockanum Valley Community Council	Perception Programs	VNA East, Inc.
Children's Law Center	Farmington Valley Visiting Nurse Association	Home & Community Health Services	Prudence Crandall Center	VNA Health Care, Inc.
Chrysalis Center	Foodshare, Inc.	InterCommunity Mental Health Group, Inc.	Salvation Army of Greater Hartford	Windham Area Interfaith Ministry
Community Child Guidance Clinic, Inc.	Greater Hartford Legal Aid	Interval House, Inc.	Services for the Elderly of Farmington	Y-US, Inc. (Youth United for Survival)
Community Health Resources	HARC, Inc.	Jewish Family Services of Greater Hartford	Sexual Assault Crisis Center of Eastern CT, Inc.	YWCA of New Britain
Community Mental Health Affiliates	Hartford Collaborative for Community Organizing	Manchester Area Conference of Churches	South Park Inn	
		Mandell Jewish Community Center	True Colors, Inc. Sexual Minority Youth & Family Services of CT	
		MARC, Inc. of Manchester	United Labor Agency (John J. Driscoll United Labor Agency, Inc.)	

### Examples of Results:

- Ninety-nine percent (99%) of 55,472 people seeking some form of crisis services supported by *Community Investment*, such as emergency housing or food, had their needs met.
- Almost three out of four people (74%) among 11,520 who received mental health services supported by *Community Investment* improved and/or stabilized their mental health.



## Board of Directors

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Northeast Utilities System

**Sean T. Egan\***  
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AFSCME, Local 1716

**Betty-Lou Kullas\***  
Avon

**Laurie H. Londergan**  
Deloitte & Touche

**Shawn J. Maynard**  
Windham Community  
Memorial Hospital

**Nancy C. Onken**  
Hartford Steam Boiler

**John J. Patrick, Jr.**  
TD Banknorth

**Paul Pita**  
Pita Communications

**Raquel Rivera**  
UTC Fire & Security

**Earl J. Schofield**  
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**William B. Weber**  
Canton United Fund

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Member*

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**Cindy Cannata**  
Freedom of Information

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Public Works

**Peggy Gray**  
Office of the  
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**Charles Kistler**  
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**Liz Maulucci**  
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Local I-69

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Somers

**Mark J. Errico**  
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Saint Francis Hospital  
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Glastonbury

**Glenn Geathers**  
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**Diana Goode**  
Gifts of Love, Inc.

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Southern New England  
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**Samuel Irizarry**  
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**John A. Kiraly**  
Glastonbury

**Virginia Kiraly**  
Glastonbury

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Northeast Utilities System

**Kevin Lacroix**  
The Hartford

**Rhonda G.  
Leonard-Woods**  
Pratt & Whitney

**Barbara MacFarland**  
Metropolitan District  
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Employees

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Connecticut

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Support, MIS

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**Stephanie Rubenzahl**  
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Community Investment

**Kimberley Russo**  
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Community Investment

**Deirdre Stolte**  
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Coordinator,  
Donor Relations

**Jill Thayer**  
Senior Manager,  
Community Investment

**Lindsey Woodworth**  
Assistant Director,  
Finance

*\*Employed five years or  
more with United Way  
of the Capital Area*



# Working Families Initiative 2008 Report

Our economy and our society benefit when people are able to provide for themselves and their children. This belief is central to our work with volunteers, nonprofit partner agencies, the public sector and community leaders in helping individuals move from financial challenges to independence through our *Working Families Initiative* which was launched in 2007.

The initiative has three primary goals: raise awareness of the challenges faced by working families, provide volunteers with practical opportunities to assist, and help individuals and families increase their overall income, earning power and savings by integrating a variety of effective, results-oriented services.

## Steps in the Financial Stability Framework

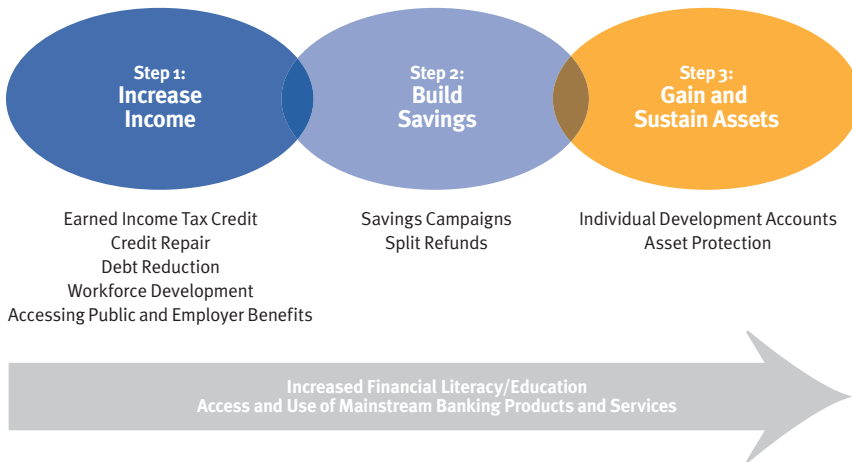


Diagram provided by  
United Way of America

## 2007...A Successful First Year

A key component of the *Working Families Initiative* is budget coaching, where trained volunteers are matched with individuals who are interested in developing realistic spending plans as a first step to financial stability. We asked one of our partners, Hartford Asset Building Collaborative (HABC), to develop and manage this unique program. And, when the *Working Families Initiative* was launched, we issued an appeal to the public to come forward and sign up to be volunteer budget coaches.

We are very pleased to report that as of this publication, 135 volunteers have been recruited and 75 have completed training. Several of the coaches worked with more than one participant which allowed 91 individuals to develop budgets. So far 12 people have successfully completed the entire

program with nearly half reporting that they increased their income and all but one reduced debt. In addition, 80% of these working individuals have reported that they are now paying their bills on time and living within their budgets.

We anticipate that more volunteer budget coaches will be needed as the program is promoted at volunteer income tax assistance centers and through the referrals of nonprofit organizations. If you're interested in volunteering, or learning more about the *Working Families Initiative*, please contact us at WorkingFamilies@uwcaact.org or (860) 493-1125.

## 2008 and Beyond

First, we are pleased to report that we will continue to support expansion of the volunteer budget coaching program in 2008. We also helped establish the first financial resource center in our region, and perhaps, the state. This 'one stop' center, also managed by HABC, was launched in February 2008 and provides working families access to financial education programs, matched savings accounts, credit counseling, volunteer tax preparation assistance and budget coaching, food stamp enrollment information and employment services.

Second, we are partnering with our state association, United Way of Connecticut, to pilot a virtual 'one-stop' center through a specially assigned United Way 2-1-1 call specialist. Callers to 2-1-1 interested in achieving financial stability will participate in a brief assessment to determine eligibility for income supports and interest in financial education and employment programs. Most important, however, will be the personalized follow-up by the 2-1-1 call specialist to ensure satisfaction with services and progress to attaining financial goals.

Third, we are pleased to announce that we are supporting another partner, Foodshare, to train volunteers to conduct food stamp eligibility pre-screening as a means of increasing enrollment of eligible individuals and families. Food stamps add to overall family income, and allow individuals to purchase nutritious and culturally appropriate foods, while area grocery stores benefit from the additional customers.

Lastly, we will be working to strengthen public and private community partnerships in Windham, New Britain, Manchester and Enfield to further help working families achieve financial stability. By supporting efforts to improve coordination among social service providers, chambers of commerce, municipal social services, state agencies and others, we are helping to ensure that more working people will navigate the array of available services and as a result get ahead financially.

# “An Evening with Robert Egger” A Huge Success



## giving matters

Above: seated L-R are Robert Egger, keynote speaker and Tom Condon, Deputy Editorial Page Editor for the *Hartford Courant*.

Nearly 400 top executives, community leaders, and guests turned out on January 31, 2008 to hear Robert Egger, nationally renowned author, social activist and president and founder of D.C. Central Kitchen speak at “An Evening with Robert Egger,” at Saint Joseph College in West Hartford.



L-R: Members of the United Way Tocqueville Society: Susan Dunn, president and CEO of United Way of the Capital Area; Paul Beach from United Technologies Corporation; Earl J. Schofield from District 26, IAWAW; and, Reginald Paige from Pratt & Whitney Power Systems.



L-R: Tocqueville Society members Stephan and Francine Christiansen and Carol Dupuis.



L-R: Gloria McAdam, Foodshare and Judith and Brewster Perkins, United Way Tocqueville Society members.



L-R: Tara Spain, senior community relations manager, Travelers; Susan Dunn, United Way president and CEO; Marlene Ibsen, vice president of community relations and CEO of the Travelers Foundation; Robert Egger, guest speaker and author; Ray Necci, president and COO of CL&P and Yankee Gas, Tocqueville Society member and chairman, United Way board of directors; and, Pamela Trotman Reid, Ph.D., president of Saint Joseph College.



L-R: Tara Spain, from Travelers and member of Hartford Young Professionals & Entrepreneurs (HYPE); Benjamin Jensen from Thelen, Reid, Brown, Raysman, and Stein and a member of HYPE; Julie Daly, HYPE/MetroHartford Alliance; Monica Pereira from Travelers Financial Leadership Development Program; and, Jane Beup from MotleyBeup and also a member of HYPE.



L-R: Robert Egger, guest speaker and author, Pamela Churchill and Claire Pryor, both members of the United Way Tocqueville Society.

Named by *NonProfit Times* as one of the 50 Most Powerful and Influential Leaders in 2006 and 2007, Robert Egger, author of *Begging for Change: The Dollars and Sense of Making Nonprofits Responsive, Efficient, and Rewarding for All*, delivered an enlightening and provocative talk to his audience.

Robert Egger highlighted the “ineffectiveness and waste and a startling lack of logic” in the nonprofit sector and called for reform of the \$800 billion industry. “I knew there had to be a better way,” said Egger. In 1989, he started D.C. Central Kitchen by collecting unused food from local restaurants, caterers, and hotels and bringing it back to a central location where hot, nutritious meals were prepared and distributed to agencies around the city. Its highly successful 12-week job-training program equips former homeless transients and drug addicts with culinary and life skills to gain employment in the restaurant business.

Throughout the nation, said Egger, nonprofits control \$3 trillion in assets, receive \$250 billion in annual giving and employ eight percent of the nation’s work force. Yet despite such resources, the problems of hunger, homelessness and poverty persist.

“Poverty and hunger are tied to other battles. It’s about education, child care, job training, AIDS work, drug counseling, affordable housing, and healthcare...It’s about connecting with the people we’re serving and partnering with others who share our vision,” Egger said.

Egger looks for nonprofits to be more innovative and results-driven, for corporate leaders to be more focused and responsible, and for citizens who contribute their time and money to be smarter and more demanding of nonprofits and what they provide in return.

“Don’t give to any organization that sets up the problem and not the solution. Remember, pity isn’t a plan,” said Egger.

Egger told his audience “not to give up on pooled giving. A steady check from a federated giving program like the United Way is an amazing tool that allows nonprofits to be strategic and to budget accordingly.” Egger further stated “...if I had to wait at my mailbox every day for random donations, I’d either be out of business in my first year or still handing out cups of soup...”

Susan B. Dunn, president and CEO of United Way of the Capital Area, spoke after Robert Egger’s address and reminded the audience that “United Way believes it’s time for systemic change on how we and other non-profits do business.

“United Way’s *Working Families Initiative*, which is currently in its second year of existence, continues to raise awareness of the challenges faced by working families while identifying and providing opportunities in which they can achieve financial stability. Since its inception 135 individuals were recruited as volunteer budget coaches and 12 working families have successfully completed the process,” said Dunn.

Dunn further reported that looking ahead to 2008 “United Way will help establish a new one-stop center managed by Hartford Asset Building Collaborative where working families will be able to access financial education programs, volunteer tax assistance, volunteer budget coaching and workforce services. In addition, United Way will pilot a new virtual service model in partnership with United Way of Connecticut featuring a dedicated United Way 211 call specialist that individuals will be able to call for information and assistance.”

# Commitment and Generosity Go Hand-in-Hand

## Leadership matters

United Way's Tocqueville Society recognizes those who give \$10,000 or more each year.

The society is named for Alexis de Tocqueville who wrote of his admiration for Americans' spirit of voluntary effort for the common good during his travels across our country in the 1800s.

Tocqueville Society member Paul Beach describes his commitment to United Way of the Capital Area (UWCA) as being two-fold, "Giving to United Way assures me my charitable dollars are soundly invested to address our region's most pressing human needs and the opportunities as a United Way volunteer are challenging and deeply rewarding." Over the years, Beach has become steadily more involved in the behind the scenes operations of UWCA. A leadership giver for 14 years, Beach joined UWCA's board of directors in 2003 and served on the United Way Community Campaign Cabinet in 2005 and 2006. He became chairman of the *Community Investment Leadership Council* in 2007. As chairman of the Leadership Council, Beach is working with UWCA staff and local volunteers to develop new approaches to creating sustainable change in individual lives and community conditions across our 40-town region.



Beach laughingly credits his increased involvement with UWCA to "loud opinions and an inability to say 'no.' When I joined the board, I didn't know anything, but asked a lot of questions and offered my opinions freely. George [Bahamonde, then president and CEO], Susan [Dunn, current president and CEO] and Paula [Gilberto, senior vice president] probably encouraged me to become more active to harness my mouth to some experience," says Beach. "I'm not sure that has worked yet, but it is wonderful to work with such great leaders, staff and other volunteers.

Beach was raised in the small town of Capleville on the edge of Memphis, Tennessee. He grew up the youngest of five children in the South at the time segregation was ending. His mother was a high school teacher and his father worked for the daily newspaper in Memphis. Beach explains, "My life first found a focus when I joined the ROTC (Reserve Officer Training Corps) program in high school." Following high school, Beach received an Army ROTC scholarship and attended Virginia Military Institute for a year before transferring to Vanderbilt University in Nashville, Tennessee, where he earned a degree in political science. From Vanderbilt, Beach was awarded a Danforth Foundation Fellowship to study at the University of Chicago, where he spent a year and a half in the history department and three years in the law school. He earned his law degree in 1980.



After passing the bar examination, Beach entered the Army and served as a military prosecutor for three years in Germany, followed by an assignment at the Pentagon defending the Army in civil litigation. Beach left active duty in 1987 to step into a civilian role in the Department of Defense General Counsel's office. Soon thereafter, he joined the administration of U.S. President Ronald Reagan as Special Assistant to the Undersecretary of the Navy, and later served in the first Bush Administration consecutively as Principal Deputy General Counsel of the Department of the Navy, an Associate Counsel to the President, and Principal Deputy General Counsel of the Defense Department, including several months as Acting General Counsel during 1992.

Today, 15 years later and following stints as General Counsel at Hamilton Sundstrand and Pratt & Whitney, Beach is an Associate General Counsel for United Technologies Corporation in Hartford and an active member of this community. When asked about why he invests his time and resources into UWCA, Beach passionately explains, "When you invest in United Way through the *Community Investment* process, you really have two levels of assurance your dollars are going to impact change. First, United Way standards assure careful stewardship of funds. Second, the defined goals, objectives and focus of *Community Investment* are maintaining the essential safety net of services



while also providing an opportunity to support new initiatives, such as the *Working Families Initiative*, intended to bring lasting beneficial change to hard-working families and our community."

In addition to his work with UWCA, Beach has been a Trustee of the American Prosecutors' Research Institute of the National District Attorneys' Association since 2003. Located near Washington, D.C., this organization provides America's state and local prosecutors training, technical support and a forum to share best practices. Closer to home, Beach has been a member of the Board of Trustees of the Connecticut Historical Society since 2005, and currently is chairman of its Governance Committee. Beach lives in Collinsville with his wife Pamela, and has two children.

L-R: John J. Patrick, Jr., 2006 United Way Community Campaign Chairman and president and CFO of TD Banknorth, presents an appreciation plaque to Paul Beach who served as co-chairman of the professional division.

"Giving to United Way assures me my charitable dollars are soundly invested to address our region's most pressing human needs and the opportunities as a United Way volunteer are challenging and deeply rewarding." Paul Beach

# Technology for Youth

United Way of the Capital Area (UWCA) aims to ensure that every child in our 40-town region has access to quality early childhood education, enabling children to enter kindergarten ready to learn. Once again, thanks to IBM, Gifts-in-Kind and UWCA, dozens of pre-schoolers in the Capital Area are being introduced to technology at an early age.

Since the program's inception in 2000, each year IBM has donated child-friendly Young Explorer computer systems through Gifts-in-Kind to pre-school programs selected by local United Ways, with a mandate that the systems be awarded to agencies that are under-resourced in technology.

At UWCA, a volunteer committee of donors and community members chose several area agencies to receive the donated systems. This year, Young Explorer systems were donated to The Salvation Army's New Life Corps and Community Center, East Hartford and Potters House Child Development Center in Rockville.

Loaded with educational software and housed in Little Tikes furniture, the Young Explorer systems help children develop problem-solving and motor coordination skills, introduce children to computers at an early age, and keep learning fun and engaging. "Our kids love the computers," said Captain Celestin Nkounkou, officer in-charge of The Salvation Army's Hartford Citadel Corps and Community Center located at 225 Washington Street. "I can't believe how eager the children are to show me their computer skills. The IBM Young Explorer units are splendid! They're colorful, built tough to last, well designed and very easy to use. The software is challenging and the children are eager to experiment with colors, shapes and word matching."

In addition to the Young Explorer Systems, IBM donated desktop computers and laptops to four other local organizations who serve youth and families, including Our Piece of the Pie (OPP), specifically the Supplemental Education Program at OPP. The Supplemental Education Program provides Hartford teens struggling with reading a way to improve their literacy skills. The program connects a

"In a very short time, these young people have shown great improvement in their reading skills."

Delia Bello-Davila



Connecticut certified teacher, two additional qualified staff with a nationally proven reading intervention curriculum—READ 180. READ 180's instructional approach and OPP's Supplemental Education Program provide a supportive youth friendly environment where children can enhance academic achievement, increase confidence and motivation for students.

Delia Bello-Davila, OPP's chief operating officer says, "The gift of IBM computers enables us to provide state-of-the-art literacy training to over 35 youth in our Supplemental Education Program. In a very short time, these young people have shown great improvement in their reading skills. Thanks to IBM and the United Way for this wonderful partnership." After learning about how the computers would be used by OPP, IBM decided to donate several additional desktops. "IBM is delighted to partner with United Way of the Capital Area and Our Piece of the Pie in an innovative program with technology that makes a difference in the community," says IBM's Bill MacNamara. Three other local organizations received computers from IBM. Trust House received two desktop computers, Catholic Charities, Inc., Archdiocese of Hartford received a desktop computer and Co-opportunity received a laptop.

Above: Crystobalina Santiago, age 18, improves her literacy skills through OPP's Supplemental Education Program with computers donated by IBM.

# A Man With “Heart”

Chandler J. Howard, president and CEO of Liberty Bank and one of the state’s top banking executives, is the recipient of United Way of the Capital Area’s 2007 Community Service Award, the highest honor that can be bestowed on a volunteer.



He has touched the hearts of many people through his positive influence in nonprofit organizations, and his fostering of diversity throughout the region.

In the early 1970’s, Howard was a Vietnam veteran with no job: then “one guy took a chance” on him and offered him a part-time job as a bank teller. This gesture of friendship and faith not only changed the life of an individual but also the well-being of the communities in which he lived and served.

One of seven children, Howard grew up in a housing project just outside Bridgeport. Although he is president and CEO of Connecticut’s oldest and

largest mutual bank, he retains an emotional connection with low to moderate income individuals.

Well known for his involvement with community organizations, Howard’s public service has earned him numerous awards and accolades including the *Hartford Courant’s* Tapestry Award for his personal and corporate commitment to fostering diversity throughout the community, the Champion of Children Award from The Village for Families and Children, the 2003 Campaign Leadership Award from Community Health Charities of Connecticut, the 2003 Secretary of the State’s Public Service Award and the Urban League of Greater Hartford’s Founder Award in 2005.

He has served as chairman of the board of the Urban League of Greater Hartford, Charter Oak State College, and the Greater Hartford YMCA, and as vice chairman of the Governor’s Council on Economic Competitiveness and Technology. He also chaired the Urban League of Greater Hartford’s 41st Equal Opportunity Dinner.

In addition, Howard chaired the 2002 United Way Community Campaign and served as chairman of United Way of the Capital Area in 2005 and 2006. Howard’s leadership was most evident in helping the organization

through a difficult transition in the aftermath of the untimely death in July 2006 of George Bahamonde, United Way of the Capital Area president and CEO.

In his 33 years of experience in the banking industry, Howard’s passion, dedication, and determination have taken him from the teller’s counter to the executive suite. It started with a part-time position at People’s United Bank, where he was rapidly promoted first to branch management and then to regional management positions. In 1996, he joined Fleet Bank to oversee its consumer banking operation in Connecticut. He was later named chairman and CEO of Fleet Bank–Connecticut.

When Fleet merged with Bank of America in 2004, Howard was named president for Connecticut where he directed consumer banking operations in Connecticut, upstate New York, and northeastern Pennsylvania. He also served as the community reinvestment executive for the entire northeast region. In 2005, he left Bank of America to become president and CEO of Connecticut Innovations, Inc, a quasi-public agency charged with promoting technology growth in the state. In late 2005, he returned to banking as president and CEO of First City Fund Corporation.

Howard, who lives in Farmington, is the father of two daughters, Kate and Morgan, and son, CJ.

making a difference

“A life is not important except in the impact it has on other lives.”

**Jackie Robinson**



“Poverty and hunger are tied to other battles. It’s about education, child care, job training, AIDS work, drug counseling, affordable housing, and healthcare...It’s about connecting with the people we’re serving and partnering with others who share our vision.” Robert Egger



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