

# ANNUAL REPORT 2014

UNITED WAY OF OLMSTED COUNTY

APRIL 1, 2013 – MARCH 31, 2014

United Way  
of Olmsted County  
[uwolmsted.org](http://uwolmsted.org)



## About United Way of Olmsted County

United Way of Olmsted County unites people and resources to improve lives in the community with a focus on education, income, health, and basic needs – the building blocks for a good quality of life. United Way achieves these goals by convening the community to address key issues, collaborating to achieve a measurable impact, and connecting human and financial resources.

## Vision

To be an agent of community change that inspires hope, creates opportunity, and champions people in need.

## Mission

Uniting people and resources to improve people's lives in our community.

## Our Community

Everyone has a stake in creating a prosperous, healthy community and United Way of Olmsted County is honored to work in partnership with so many people and organizations to build a great place for all of us to live and work. Education, income, and health are the building blocks that create the foundation to a good quality of life. Our entire community benefits when a child succeeds in school, when people have good health, and when families are self-sustaining.

In the long term, our community continues to prosper and grow when all families are financially stable – that means starting today to prepare children to start and stay in school, connecting people to appropriate health care access, and building financial stability so families can be self-supporting. In the short term, United Way works to provide a safety net of basics: a place to live, food to eat, and a warm winter coat.

## Board of Directors

### April 2013 – March 2014

Toni Adafin	IBM Corporation
Patricia Barrier	Mayo Clinic, retired
Anne Berberich, <i>Interim President</i>	United Way of Olmsted County
Laura Bowman, <i>President</i>	United Way of Olmsted County
Randy Chapman	Post-Bulletin Company
John Edmonds	Olmsted County
Jeff Elstad	Byron Public Schools
Ken Garetson	McGladery, LLP
Jeff Hazard	McGladery, LLP
Betty Hutchins, <i>Chair</i>	Mayo Clinic
Tory Johnson	IBM
Walt Ling	IBM
Brad Lohrbach	Family Service Rochester
Kelly McDonough	First Alliance Credit Union
Heidi Mestad	Mayo Clinic
Michael Muñoz	Rochester Public Schools
Chris Nelson	Dunlap & Seeger P.A.
Gail Nelson, <i>Treasurer</i>	Associated Bank
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Dave Stenhaus	Wells Fargo Wealth Management Group
David Thompson	Stewartville Schools
Emily Ties	Mayo Clinic
Judy Weller	Marco, Inc.
Diane Wottreng	Mayo Clinic, retired

## Staff

### April 2013 – March 2014

Laura Bowman, President
Anne Berberich, Interim President
Kris Brewer
Dorothy Dallmann
Deneene Graham
Silvana Esposito Hackett
Michelle Jacobson
Matt Knutson
Becky Nahvi
Dale O’Groske
Erin Reidelbach
Bonnie Schultz
April Sutor
Mary Jo Tittl
Pam Wright

## Contact

United Way of Olmsted County  
903 West Center Street, Suite 100  
Rochester, Minnesota 55902  
(507) 287-2000, [uwoc@uwolmsted.org](mailto:uwoc@uwolmsted.org)

## Our Work

Nearly 32,000 people received assistance through United Way initiatives and funded programs throughout 2013, and 1,700 volunteers logged 6,900 hours of work to better our community. Several United Way of Olmsted County initiatives are profiled below.



**Running Start for School** provides free backpacks and school supplies to K-12 students who live in Olmsted County and are eligible for free or reduced lunch. Distribution of supplies occurs every August.



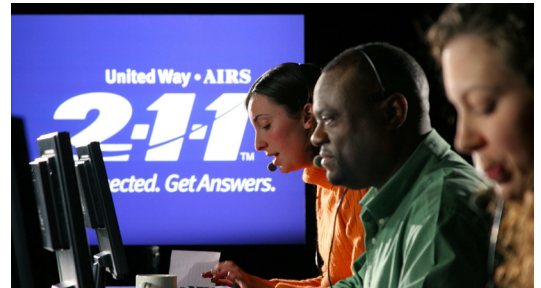
**Imagination Library** is available for all children under five who live in Olmsted County. Each enrolled child receives a free, age-appropriate book in the mail each month. Registration is available at our website.



**Get Connected** links volunteers to numerous opportunities in our area! Find a need that matches your skills on our website: [volunteer.uwolmsted.org](http://volunteer.uwolmsted.org)



**2-1-1** is a free human service phone resource. Information is available 24 hours a day on a variety of topics including childcare, counseling, food, health services, housing, legal assistance, transportation, volunteering, and more. Just dial 2-1-1!



**Free Tax Preparation** is available between February and April for low-to-moderate income individuals and families. United Way connects people to this service and appointments can be scheduled starting in early January with the help of AARP and the free tax-aid program.



**Community Winter Outerwear** provides winter outerwear items such as coats, mittens/gloves, hats, scarves, and boots to Olmsted County individuals and families who do not have the means to get winter outerwear items. Distribution occurs every October.



## Financials

Statement of Activity and Changes in Net Assets, For the year ending March 31, 2014, with comparative totals for March 31, 2013.

	2014			2013
	Unrestricted	Temporarily Restricted	Totals	Totals
<b>Public Support and Revenue</b>				
Campaign Contributions	\$140,584	\$3,943,716	\$4,084,300	\$4,063,537
Less: Donor Designations		(679,923)	(679,923)	(564,824)
Less: Estimated uncollectible	(31,838)	(167,946)	(199,784)	(142,593)
Program and Grant Income	136,877		136,877	156,659
Contributions - bequests and trusts	51,132		51,132	140,000
Building rental income	8,523		8,523	(1,595)
Uncollected pledges adjustment			-	38,753
Administrative fees	28,866		28,866	35,421
Investment income	241,288		241,288	139,507
Total	575,432	3,095,847	3,671,279	3,864,865
Released from Restrictions	3,212,524	(3,212,524)	-	
Total Public Support and Revenues	3,787,956	(116,677)	3,671,279	3,864,865
<b>Expenses</b>				
Program Services				
Gross distributions to community programs	2,614,736		2,614,736	2,501,455
Less: donor designations	(679,923)		(679,923)	(564,824)
Distributions to community programs, net	1,934,813		1,934,813	1,936,631
Advocacy, grant making and result tracking	408,705		408,705	397,893
Internal community initiatives	489,745		489,745	570,374
Total program services	2,833,263		2,833,263	2,904,898
Supporting Services	742,081		742,081	668,571
United Way Worldwide dues	38,537		38,537	37,521
Total Expenses	3,613,881		3,613,881	3,610,990
Transfer to Endowment	178,759		178,759	-
Increase (Decrease) in Net Assets	(4,684)	(116,677)	(121,361)	253,875
Net Assets April 1, 2013	1,430,320	3,220,024	4,650,344	4,396,469
Net Assets March 31, 2014	\$1,425,636	\$3,103,347	\$4,528,983	\$4,650,344

Visit [www.uwolmsted.org/accountability](http://www.uwolmsted.org/accountability) to view the organization's full audit report.

### Stay Connected to United Way

Keep in the loop with what we're doing at United Way by doing one of the following:



Subscribe to the Newsletter  
[www.uwolmsted.org/newsletter](http://www.uwolmsted.org/newsletter)



Like us on Facebook  
[www.facebook.com/uwolmsted](http://www.facebook.com/uwolmsted)



Follow us on Twitter  
[www.twitter.com/uwolmsted](http://www.twitter.com/uwolmsted)

## Financials

Statements of Financial Position, March 31, 2014 and 2013

<b>Assets</b>	<b>2014</b>	<b>2013</b>
<b>Current Assets</b>		
Cash and Equivalents	\$482,509	\$537,208
Investments	2,380,030	2,149,331
Pledges receivable, less allowance	2,204,352	2,503,232
Prepaid expenses and other assets	178,805	36,344
<b>Total Current Assets</b>	<b>5,245,696</b>	<b>5,226,115</b>
<b>Property and Equipment, at cost</b>		
Land	77,525	77,525
Building and improvements	1,596,772	1,582,178
Furniture and equipment	187,942	194,583
Less: Accumulated depreciation	(1,172,572)	(1,118,468)
<b>Total Property and Equipment</b>	<b>689,667</b>	<b>735,818</b>
<b>Total Assets</b>	<b>\$5,935,363</b>	<b>\$5,961,933</b>
<b>Liabilities and Net Assets</b>	<b>2014</b>	<b>2013</b>
<b>Current Liabilities</b>		
Accounts Payable and accrued expenses	\$105,989	\$42,137
Community Awards Payable	525,543	569,598
Donor Designations Payable	496,451	484,692
Deferred Revenue	135,242	27,677
Funds held for the benefit of other	3,761	18,609
Current maturities of Long-term Debt	30,147	31,718
<b>Total Current Liabilities</b>	<b>1,297,133</b>	<b>1,174,431</b>
Long Term Debt	109,247	137,158
<b>Total Liabilities</b>	<b>1,406,380</b>	<b>1,311,589</b>
<b>Net Assets</b>		
<b>Unrestricted</b>		
General undesignated	221,224	803,300
Invested in property	550,273	566,942
Board Designated	654,139	60,078
Temporarily restricted	3,103,347	3,220,024
<b>Total net assets</b>	<b>4,528,983</b>	<b>4,650,344</b>
<b>Total Liabilities and Net Assets</b>	<b>\$5,935,363</b>	<b>\$5,961,933</b>

United Way of Olmsted County, Inc. is a non-profit charitable corporation 501(c)(3) organized under the laws of the State of Minnesota. It is a community building organization, founded in 1925, and governed by a volunteer board of directors. All gifts are tax deductible to the extent provided by IRS regulations.

## Basic Needs

United Way works to help meet people's basic needs as well as stabilizing lives with a safety net. This work is done through many partners who address people's needs in Olmsted County, including food, shelter, and safety.

In the past year, over 3,000,000 nutritious meals were served, nearly 900 low income people were connected to public benefits, and over 800 seniors were able to maintain their independence.

Additional work included funding legal assistance, hosting a community winter outerwear drive, and creating safe environments.

## Education

Preparing children and youth for school and the community is another priority of United Way. By collaborating with partners, we hope to build up our young people into responsible, contributing citizens.

Children in Success by 6 programming saw an increase to 85% achieving age appropriate developmental milestones. Over 1,100 low income youth participated in quality out of school programming, and 5,500 children received Imagination Library books!

Additional work included providing school supplies to low income children.

## Health

United Way promotes wellness and health care access, allowing people to achieve optimal health through the work of our partners.

Over 1,000 children received preventative dental care, and 2,500 uninsured people received basic health care. Also, over 1,500 people were able to obtain and retain health insurance for their families.

Additional work included focusing on early interventions in mental health care.

## Income

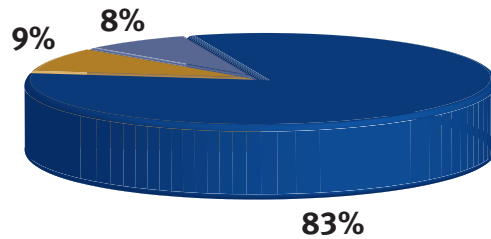
United Way moves people toward financial independence with our partners by helping people in Olmsted County increase their income, assets, and job training for improved financial stability.

Job placement support was provided for over 80 low income people, and over 100 homeless families were assisted with stabilized housing. Nearly 400 people gained financial literacy skills.

Additional work included working with low to moderate income working families to receive Earned Income Tax Credit refund dollars.

## Expenses as Percentage of Revenue

April 2013 – March 2014



### Programs

- Community Fund Awards, \$2,113,572
- Designations, \$679,923
- Community Initiatives, \$489,491
- Advocacy, Capacity Building, Evaluation, and Outcome Measurement, \$480,852

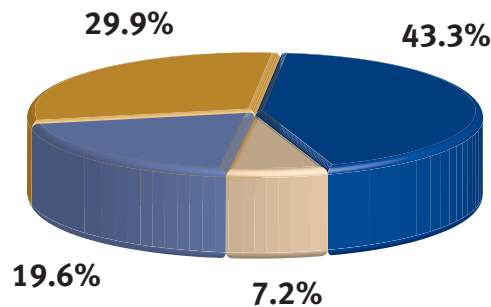
### Fundraising

### Management and General

Updated December 11, 2014

## Community Partner Award Funding Distribution

April 2013 – March 2014



### Education

### Basic Needs

### Health

### Income

## Funded Partners & Initiatives

2-1-1

Ability Building Center

Boys & Girls Club of Rochester

Byron Community Education

Catholic Charities

Channel One Inc.

Center City Housing

Child Care Resource & Referral

Children's Dental Health Services

Civic League Day Nursery

Community Gang Initiative

Elder Network

Family & Children's Center

Family Service Rochester

Get Connected

Girl Scouts of Minnesota and Wisconsin

River Valleys

Good News Children's Center

Hawthorne Education Center – Fast

TRAC Collaboration

Imagination Library

Intercultural Mutual Assistance

Association (IMAA)

Interfaith Hospitality Network

LEAD – Peer Mentorship

Legal Assistance of Olmsted County

Migrant Head Start

MN Reading Corps

NAMI Southeast Minnesota

PossAbilities of Southern Minnesota

Quarry Hill Nature Center

Rochester Area Family YMCA

Running Start for School

SAFE – Students & Families Engagement

Sports Mentorship Academy

The Reading Center

The Salvation Army

Winter OuterWear

Zumbro Valley Mental Health Center

# 2013-2014 COMMUNITY IMPACT RESULTS UNITED WAY OF OLMSTED COUNTY

*“Advancing the Common Good 2015” Year 5 Report  
Based on data collected from July 1, 2013 to June 30, 2014.*

## EDUCATION: Preparing children and youth to succeed in school and the community.

Strategies	Goals	Results
<p><b>School Readiness</b> There are 10,744 children ages 0-5 years in Olmsted County<sup>vi</sup>. Over 1,200 of these children are enrolled in Success by 6 programs to help them prepare for kindergarten in the areas of language and literacy. Early literacy reports have shown Imagination Library drastically improves early childhood literacy for children enrolled in that program.</p>	Children ages 0-5 enrolled in Success By 6 programs achieve age appropriate developmental milestones.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 1288 preschool children enrolled in Success by 6 programs. 85% or 1,096 Success by 6 enrolled children achieved age appropriate developmental milestones.
	75% of children between 0-5 years who live in Olmsted County receive Imagination Library books.	<input type="checkbox"/> <b>Working Towards Goal</b> 51% or 5,500 children between ages 0-5 years living in Olmsted County receive Imagination Library books.
	Imagination Library families receive reminder calls about Early Childhood Developmental Screenings.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 710 families received early childhood developmental screening reminder calls.
	Neighbors Read program is established in local neighborhoods to work with preschool families and build early literacy skills.	<input type="checkbox"/> <b>Working Towards Goal</b> Pilot established in first neighborhood.
<p><b>Youth Success</b> There are 26,413 youth ages 7-18 years in Olmsted County<sup>vii</sup>. Each of these youth has an average of 2,000 hours of discretionary non-school time in a given year<sup>viii</sup>. Every \$1 invested in out-of-school-time programs results in \$10.51 return with the benefits of improved school performance, reduced crime and welfare costs, and increased wages<sup>ix</sup>. High-quality programs include safe and supportive environments, peer interaction, and youth engagement<sup>x</sup>.</p>	1,200 youth participate on a sustained basis in quality out-of-school time programs.	<input type="checkbox"/> <b>Working Towards Goal</b> 1,133 youth participated on a sustained basis in quality out-of-school time programs. 1,047 youth maintained a positive attitude towards school/learning. 1,149 youth maintained positive social skill. 811 youth demonstrated skills mastery.
<p><b>Community Gang Initiative</b> Youth who join gangs experience multiple risk factors such as homelessness. There are 300 homeless youth in Rochester Public Schools<sup>i</sup>.</p>	209 high-risk and or gang-involved youth have access to gang prevention and intervention programs.	<input type="checkbox"/> <b>Working Towards Goal</b> 125 high-risk and or gang-involved youth participated in gang prevention and intervention services.
<p><b>Running Start for School Initiative</b> Being ready for the first day of schools allows kids to be successful. There are 7,467 Olmsted County youth eligible for free and reduced price lunches<sup>xi</sup>, and all of these children are eligible for free backpacks and school supplies with this initiative.</p>	2,408 Olmsted County children and youth eligible for free or reduced lunches receive school supplies.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 4,259 students received school supplies.

## HEALTH: Promoting wellness and health care access to achieve optimal health.

Strategies	Goals	Results
<p><b>Access to Health Insurance</b> Through the partnerships in the community, it is the intent to increase access for low income people to health insurance and maintain their coverage as needed.</p>	People obtain or retain health insurance.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 1,595 low income people obtain and retain health insurance for their families.
<p><b>Basic Health Care</b> There are approximately 11,341 people in Olmsted County who have no health insurance to receive basic health care in order to stabilize and improve health<sup>iii</sup>.</p>	3,700 uninsured people receive basic health care. <i>(Goal created prior to Affordable Care Act).</i>	<input type="checkbox"/> <b>Working Towards Goal</b> 2,554 uninsured people received basic health care.
<p><b>Dental Care</b> Over 20% of 22,000 children living in Olmsted County between the ages of 3-14 years have little or no dental insurance<sup>iii</sup>.</p>	3,520 under or uninsured children and youth ages 3-14 years receive preventative dental care and education.	<input type="checkbox"/> <b>Working Towards Goal</b> 1,077 children and youth ages 3- 14 years received preventative dental care.
<p><b>Mental Health Care</b> Early intervention in community setting rather than hospitalization or institutional treatment is less costly and less stigmatizing for individuals while allowing them to remain integrated in society.</p>	Uninsured and low income people receive early interventions for mental illness in community settings.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 1,047 uninsured and low income people received early intervention for mental health care in local community settings. 1,657 information and referral mental health calls received by trained volunteers.

## INCOME: Moving people toward financial independence.

Strategies	Goals	Results
<b>Family Stabilization</b> People need to establish stable housing, especially for the 200-300 families who are homeless or at risk of being homeless each year in Olmsted County <sup>i</sup> . It is also difficult for families to obtain and retain employment if they are homeless.	65 homeless families achieve housing stabilization and achieve stabilized employment.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 122 homeless families have stabilized housing.  <input type="checkbox"/> <b>Working Towards Goal</b> 43 homeless families now in stabilized housing also obtained stabilized employment.
<b>Financial Literacy</b> Adults and youth need to understand financial budgeting, keeping money safe and secure, using credit wisely, and creating assets by understanding earnings, spending, saving and investing.	132 people gain financial literacy skills.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 379 people gained financial literacy skills.
<b>Job Training and Employment</b> For low income people living in Olmsted County, building job skills and maximizing their potential for living wage employment is key. United Way with the Job Skills Training Collaborative supports FastTrac in providing job readiness training, as well as job placement support services that successfully leads low-income adults to job skill development, permanent employment and self-sufficiency.	67 low income people complete job training and gain employment.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 95 low income people have completed job training and are receiving job placement support through FastTrac. 50 of those trained are employed and have health benefits through their employer.
<b>Earned Income Tax Credit Initiative</b> Over 7000 working families in Olmsted County are eligible to claim the Earned Income Tax Credit <sup>ii</sup> to help offset taxes, to supplement low wages and to provide work incentive. The AARP Tax-Aide Program in partnership with United Way provides free tax preparation opportunities for low to moderate income individuals and families.	\$1,548,000 Earned Income Tax Credit (EITC) dollars refunded for low to moderate working families.	<input type="checkbox"/> <b>Working Towards Goal</b> \$1,399,659 EITC dollars were refunded to 4,004 Olmsted County low to moderate working families.

## BASIC NEEDS: Addressing the basic needs of food, shelter, and safety.

Strategies	Goals	Results
<b>Access to Food</b> Every day over 700 people receive food assistance (meals) though United Way partners <sup>iv</sup> . Whether disabled, low-income or homeless, proper nutrition plays an important role in maintaining health.	Vulnerable people have access to 172,500 nutritious meals.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 3,242,829 nutritious meals were served. 18,220 vulnerable people accessed meals.
<b>Access to Public Benefits</b> Low income families are not always aware of additional public benefits for which they may be eligible. Assistance through community non-profits can help a family navigate applying for additional support.	Low income people access additional public benefits for their families.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 888 low income people are assisted with accessing additional public benefits.
<b>Access to Shelter</b> An unexpected expense, a decrease in work hours, a medical emergency all can drastically impact a low income family. Developing a safety net of support for a family when finances may threaten their ability to stay in their home is a fine line between becoming homeless, uprooting their children, losing their employment and adding additional debt.	315 homeless or near homeless people have access to immediate, short-term shelter assistance.	<input type="checkbox"/> <b>Working Towards Goal</b> 257 families received assistance to remain in their homes.
<b>Legal Assistance</b> The basics of our legal system include legal representation and understanding our civil rights. By ensuring free access to legal assistance for low income families, including tenant, family and credit law.	890 low income people have access to basic legal representation and education.	<input checked="" type="checkbox"/> <b>Exceeded Goal</b> 1,116 low income individuals received legal representation and education.
<b>Safe Environments</b> All too often children may be victims of or witness violence. By teaching adults and youth specific skills and attitudes helps build positive relationships.	1,260 children experience safe interactions with caregivers.	<input type="checkbox"/> <b>Working Towards Goal</b> 727 children experienced ongoing safe interactions.
<b>Senior Independence</b> According to the Census Bureau, about one-third of older adults in Minnesota live alone, and may lack built-in support and social interaction necessary for continued well-being. Olmsted County is the home to over 15,000 seniors 65 and older who may need resources to live independently in their home <sup>v</sup> . Spouses and others who serve as caregivers also require support.	1,715 vulnerable seniors remain in their homes longer.	<input type="checkbox"/> <b>Working Towards Goal</b> 814 Seniors remain in their homes longer.
	50% of all service hours provided to help seniors remain in their homes longer are volunteer service hours.	<input type="checkbox"/> <b>Working Towards Goal</b> 15,848 hours or 47% of all service hours were provided by volunteers.
<b>Supported Employment</b> Engaging people with disabilities in supported employment and other life enriching activities provides opportunities for a more productive community life.	1,068 people with disabilities experience increased independence and integration through employment and life skills building.	<input type="checkbox"/> <b>Working Towards Goal</b> 409 disabled adults underwent integration through employment and life skills building. 129 experienced increased independence through the employment.
<b>Winter Outerwear Initiative</b> The average temperature in Olmsted County is 25 degrees for 6 months of the year <sup>vi</sup> . The need for winter clothing for low income families to survive in this environment is an ongoing need.	2,565 low income people of all ages receive winter coats.	<input type="checkbox"/> <b>Working Towards Goal</b> 2,309 low income people of all ages received a winter coat in 2013.



# COMMUNITY CAPACITY BUILDING: Providing services to Olmsted County.

Strategies	Results
<b>2-1-1 Information and Referral Line</b> People living in six southeast Minnesota counties (Olmsted, Rice, Steele, Dodge, Freeborn, and Mower) have access to free, confidential and multilingual information and referral resources 24/7/365.	4,297 calls received and referrals made.
<b>Community Information Sharing System</b> Non-profit agencies in Olmsted County utilize a shared online database to record services for people in Olmsted County.	10 county agencies utilize the Community Information Sharing System providing 54,253 services to 21,790 people registered in the database.
<b>Non-Profit Academy</b> Low-cost training provided by experts for Olmsted County non-profits that enhance management skills and growth capacity.	7 leadership and management workshops provided to 176 different professionals from 59 different county agencies.
<b>Volunteer Center</b> People being connected to volunteer opportunities promoted by organizations in Olmsted County.	Last year 104 different community agencies in Olmsted County utilized the Volunteer Solutions database to search and obtain volunteers. 7295 volunteers registered to provide volunteer hours to various events, agency needs and ongoing support for the community.

## Sources

<sup>i</sup> Center City Housing Corporation Families and Youth Without Stable Housing in Rochester, 2012

<sup>ii</sup> IRS, 2012

<sup>iii</sup> MN Compass, 2014

<sup>iv</sup> Pathways Compass Statistical Report, 2014

<sup>v</sup> U.S. Census, 2014

<sup>vi</sup> Weather Channel, 2014

<sup>vii</sup> U.S. Census, 2013

<sup>viii</sup> Commission on Out-of-School Time, 2005

<sup>ix</sup> Center for Youth Development and Policy Research, 2001

<sup>x</sup> Harvard Family Research Project, 2006

<sup>xi</sup> Minnesota Department of Education, 2013

## Volunteers, April 2013 – March 2014

In addition to our Board of Directors, United Way of Olmsted County has standing committees that work to achieve our mission.

### Campaign Cabinet

Audrey Betcher  
Chad DeCook  
Jared Halloran  
Mark Hettinger  
Becky Hinchley  
Alicia Huseth  
Andy Kollengode  
Mark Krupsk  
Walt Ling  
Kelly McDonough, Chair  
Sue Parker  
Mike Prochaska  
Gail Sauter  
Deb Shirley  
Stan Shreve  
Keri Smith-Norman  
Justin Stotts  
Don Supalla

### Finance Committee

Gail Nelson  
Chris Nelson  
Dan Mersel  
Fran Filzen  
Kelly Anderson  
Nancy Orr  
Dan Skinner

### Vision Council

Susan Ahlquist  
Rebecca Blegen  
Steve Conners  
John Edmonds  
Larry Edmonson  
Denise Foy  
Patrick Gannon  
Bruce Gudlin  
Chris Holloway  
Jim Rustad  
Nicole Sandberg  
Dave Thompson  
Emily Ties\*  
Jodi Wentland  
Diane Wottreng\*

### Basic Needs

**Solutions Team**  
Debra Groehler  
Ellen Hamernik  
Abdullah Hared  
Chris Holloway\*  
Carmen Kane  
Regina Seabrook  
Peg Winters  
Diane Wottreng\*

### Education

**Solutions Team**  
Rebecca Blegen\*  
Catherine Davis  
John Edmonds  
Denise Foy\*  
Ganga Gopalkrishnan  
Sam Grant  
John Griffith  
Betty Hutchins  
Jean Locke  
Angie Puffer  
Michon Rogers  
Dave Thompson  
Mark Zobitz

### Health Solutions Team

Will Aguero  
James Colbenson  
Larry Edmonson\*  
Brittany Eppard  
Kari Etrheim  
Jean Gunderson  
Courtney Lawson  
Anthony Mbutia  
Aimee McLendon  
Emily Ties\*

### Income Solutions Team

Wes Brandenburger  
Armin Budimlic  
Bruce Gudlin\*  
Benjamin Guthmiller  
Tom Jiru  
Louise Moe  
Mike O'Fallon  
Gretchen Risdon  
Nicole Sandberg\*  
Sara Schweitzer  
Karel Weigel  
Kevin Worden

### Technology Solutions Team

Stephen Brumm  
Jim Burke  
Steve Conners\*  
Steve Mosing  
Lyle Mullican  
Ursula Olson  
Stephen Rose  
Laura Rud  
Jim Rustad\*  
Sara Walters

\*Co-Chairs