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United Way of Lancaster County

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COMMUNITY UNITED

MISSION

Mobilize the caring power of our community to achieve impactful, systemic social change within our community.

VISION

Accomplish our Four Bold Goals by 2025:



BY 2025

- 1 100% of our children will enter kindergarten ready to learn.
- 2 100% of students and adults will have post-secondary credentials.
- 3 Decrease individuals and families living in poverty by 50%.
- 4 100% of individuals, children, and families will have a medical home.



Give Back. Win Big!

Thank you to the nine sponsors of our 2016-17 Give Back, Win Big promotion for United Way of Lancaster County donors. A special thank you to Armstrong World Industries and Armstrong Flooring for their generosity in providing our top prizes of \$1,000 a month for a year and a \$10,000 flooring makeover.



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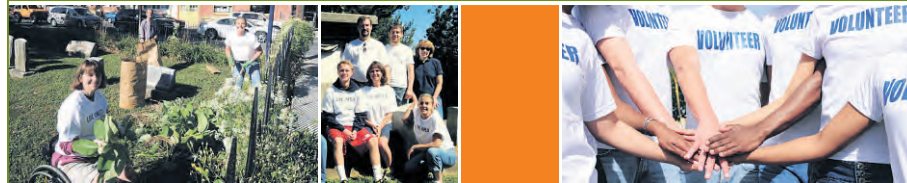
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FROM OUR LEADERS



United Way of Lancaster County

**"ALONE WE CAN DO SO LITTLE;
TOGETHER WE CAN DO SO MUCH."
— HELEN KELLER**

This quote from Helen Keller captures the essence of our collaborative approach to making systemic change here in Lancaster County. We believe that a Collective Impact model is the most effective way to mobilize across our county to

identify problems and to then create permanent solutions to those problems. No single organization has the resources, knowledge or skills to fix the many challenges our neighbors are facing on a daily basis.

At United Way of Lancaster County, we work in all corners of the County and connect with a wide array of nonprofit organizations, government entities, small businesses and large industry, educational institutions, faith based groups, interested individuals, and more. Our work is truly about the community; about bringing traditional and non-traditional resources to the same table to accomplish what none of us can do alone. This collaborative approach is reflected in our mission statement:

Mobilize the caring power of our community to achieve impactful, systemic social change within our community.

United Way of Lancaster County is focused on finding the root causes of specific social problems, identifying the contributing factors to those problems, and then eliminating them...permanently. Through our efforts over the past year to improve people's lives, we have achieved successes and positive outcomes from the Community Impact Partnerships that have been funded by our many generous supporters. For instance, Lancaster Medical Legal Partnership was formed two years ago with a United Way grant, and has enrolled 200 patients in their Care Connections program. The program has reduced the overall healthcare costs of its patients by 50%. And beyond patient savings, in just two years, Lancaster Medical Legal Partnership has saved Lancaster healthcare facilities more than \$46 million as a direct result of its efforts!

In addition to our Community Impact Partnerships, United Way's Programs

are also doing incredible work. The VITA Program had another record-setting year, preparing 8,720 tax returns at 17 sites across the County, an increase of 16% over last year. The VITA Program saved clients \$2.3 million in tax prep fees and returned \$11.4 million in refunds back into the pockets of the people they served.

United Way's Volunteer Center continues to grow, providing more opportunities for volunteers across the County. One great example of the Volunteer Center's growth is the Read Across America event, held this past March. This year, 62 volunteers read to more than 2,300 children in 100 classrooms throughout the County. In addition, more than 100 books were donated to various schools.

United Way's 2-1-1 Information and Referral Service has been serving Lancaster County for 43 years. In 2016, 2-1-1's total contact volume was 51,048, the highest annual number to date. 2-1-1 continues to provide an essential link to social services in the community, and has now added a texting feature to better serve the public.

We believe everyone has a role in building a better future for all and invite everyone to help us shape community-wide change. You are the true heroes of United Way of Lancaster County, and together we have and will continue to make a positive difference in the lives of people throughout Lancaster County. Thank you for always remembering to LIVE UNITED.

SINCERELY,



Sue Suter
President & CEO
United Way of Lancaster County



Kathy Pandelidis Granbois
Board Chair, United Way of Lancaster County
McNees Wallace & Nurick LLC

FROM OUR CAMPAIGN CHAIR

IT IS MY HONOR TO ONCE AGAIN SERVE AS UNITED WAY'S CAMPAIGN CHAIR.

Our United Way of Lancaster County has many moving parts that work together seamlessly through the coordinated efforts of our staff, Community Impact Partnerships, Board of Directors, and all the people who give of their time and dollars. All of this allows our Community Impact Partnerships to make lasting change, which in turn helps people in Lancaster County live a better life.

We could not begin to do what we do without the financial support we receive from the community. Donations from individuals, organizations, foundations and businesses across Lancaster County and beyond are what make it possible for us to improve people's lives and move the needle on issues important to our community.

Because of you, our United Way stands strong and ready to serve anyone seeking a better life. We couldn't be more proud of all we have accomplished together, but we realize there is still much more that needs

be done.

I look forward to meeting with many of you in the coming year to continue our impactful work. Your compassionate and generous support of United Way of Lancaster County will provide the foundation to make lasting and significant change in our community and assist our neighbors on their journey to a better future.

SINCERELY,



Stephen J. Senkowski
2017-2018 Campaign Chair,
United Way of Lancaster County

COMMUNITY UNITED

Collective Impact at Work: The Lancaster County Coalition to End Homelessness

In 2004, the United Way of Lancaster County's Community Needs Committee — consisting of community members, nonprofit employees, homeless service providers, representatives from faith-based organizations, local businesses, local government, and educational institutions — completed the "IMPACT: State of Housing and Homelessness" report. The report's purpose was to "establish a baseline of information regarding Lancaster County's homeless population and to provide a needed benchmark for future planning." The five key recommendations highlighted in the report were:

1. Develop a permanent housing strategy to create an adequate supply of affordable rental housing,
2. Develop a homeless prevention strategy to increase the range of available homeless prevention programs
3. Develop a housing first strategy to shorten the time that people spend homeless,
4. Develop a transitional and permanent supportive housing strategy that defines and develops appropriate types of supportive housing needed and
5. Develop a homeless employment strategy that would increase the employment potential and opportunities for people experiencing homelessness.

In 2009, the Lancaster County Coalition to End Homelessness (LCCEH) came to fruition as part of Lancaster County's department of BHDS (Behavioral Health and Developmental Services) with the mission to eradicate homelessness in Lancaster County. LCCEH firmly believes that every one of our county's residents deserves access to safe housing and quality resources that will ensure they are healthy, safe, productive members of our community. In that founding year, they drafted a 10-Year Plan to eradicate homelessness, titled "Heading Home." The Plan stated that it was LCCEH's goal to end veteran homelessness in the county by 2015, chronic homelessness by 2016, and family homelessness by 2020.

In 2015, LCCEH merged into Lancaster General Health/Penn Medicine — making them the only Coalition to End Homelessness in the nation to partner with a hospital system. With this exciting, historic collaboration, the Coalition could now dig deeper into the issues affecting the physical and mental health of Lancaster County residents. The Coalition received its 501(c)(3) nonprofit status under the umbrella of Lancaster General Health/Penn Medicine, which opened the door to federal funding and grants they couldn't previously access as a government organization. Churches and faith-based groups could now support the cause; the number of community partners doubled to total 160 organizational partners throughout the County now on board in the mission to end homelessness. That same year, after seeing the work that the Coalition to End Homelessness was already doing, United Way of Lancaster County was eager to bring the LCCEH on as a Community Impact Partner, supporting them with a three-year grant.

Through collaborating together as a united coalition, LCCEH has been able to administer the Housing First approach. In the past, it was thought that emergency shelters were the most cost-efficient method of dealing with the problem. However, research shows that when placed in a stable, permanent environment with the proper resources, individuals who were chronically homeless are much more likely to maintain that housing and stabilize their lives. Lancaster County's Community Homeless Assessment & Referral Team (CHART) is a key part of LCCEH; their coordinated assessment model is designed

to analyze the unique circumstances of each individual homeless case as they arrive in the system, get them to the appropriate resources as quickly as possible, and keep track of the progress they've made. A large piece of CHART's work is diverting homeless individuals from emergency shelters by assessing the

situation and securing an alternative living space.

People experiencing long-term homelessness are three to four times more likely to die prematurely than their housed counterparts, experiencing an average life expectancy as low as 41 years. Because of the medical complications associated with those experiencing long-term homelessness there are significant cost offsets; the use of acute care services diminishes in an environment of housing stability and access to ongoing support services. In other words, it is less expensive for taxpayers in PA to subsidize the rent and provide mobile supportive services to people with disability and long episodes of homelessness than it is to continue to pay the high cost of emergency services such as hospital emergency room visits, inpatient hospitalization, incarceration, and emergency shelter services. On average, each person who

experiences long-term homelessness uses approximately \$40,000 per year in emergency department services paid by tax dollars. Subsidized rent and mobile supportive services, including medical education and connecting to a medical home, has shown to cut these numbers in half. Giving these people a fighting chance to stabilize their lives essentially can pay for itself if we can empower them to become productive members of our community who pay taxes, support our local businesses, and potentially lend their experiences and stories to help others.

In 2015, First Lady Michelle Obama personally recognized Lancaster County for successfully ending veteran homelessness in our community. In the past two years, LCCEH has housed more than 85 individuals who met the Housing and Urban Development's (HUD) definition of chronic homelessness, and in September 2016 officially announced that chronic homelessness had also been successfully eradicated, placing Lancaster County as the first community in the nation to achieve these milestones.

In January of this year, the Point in Time count revealed 349 individuals in shelters or on the streets; this is a 47% reduction from when the Coalition first formed in 2009.

They have enacted a single point of entry to aid assess cases efficiently and track progress once they leave to note the individual's access to Social Security disability, food assistance and other services designed to keep them stable. Thanks to the work of the CHART program, there is now a slower flow of individuals into shelters due to rapid re-housing, and shelter stays are shorter. LCCEH has also strengthened its partnership with the Elizabethtown community to open a new winter shelter.

The reality is that homelessness is not something that you can really end. There will always be people falling on hard times. What matters is that there are highly effective systems standing ready so that when life throws someone a curveball, they have the support they need to help themselves out of trouble and into a safe, sustainable environment. With leadership holding collectively more than 40 years of experience in social services, LCCEH has made history and will continue to break ground to build capacity to provide more permanent, affordable housing to end systemic homelessness.

The Lancaster County Coalition to End Homelessness epitomizes the power of the collective impact model that United Way of Lancaster County has embraced through its funding. United Way's annual investment of \$250,000 over the course of this inaugural 3-year Community Impact grant cycle is our commitment to supporting innovative collaboration in Lancaster County. LCCEH and all our Community Impact Partnerships prove that we all win when we fight together.

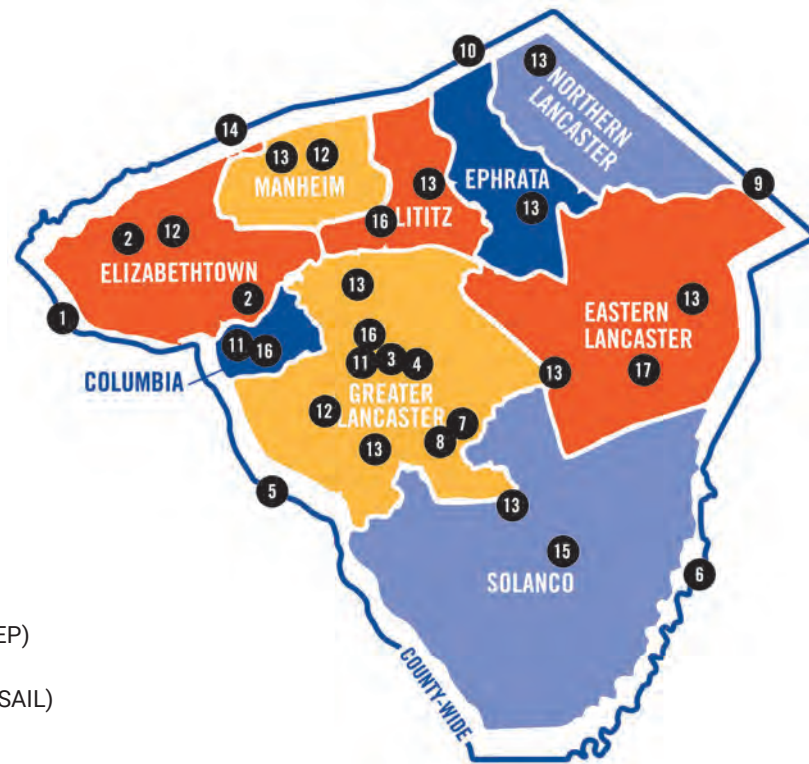


COUNTYWIDE IMPACT

We have you covered, Lancaster County! 17 Community Impact Partnerships are making BOLD change happen across Lancaster County. From Columbia to Paradise and from Adamstown to Quarryville, tens of thousands of lives are being touched and improved, thanks to generous, caring investors in our community.

KEY

- | | |
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COMMUNITY IMPACT PARTNERSHIPS

UNITED WE FIGHT. UNITED WE ALL WIN.



Thanks to the support of thousands of generous individuals, companies, and foundations, United Way of Lancaster County was able to make three-year investments in these 17 Community Impact Partnerships. All told, they include more than 100 Community Impact Partners. The Partnerships were chosen based on the strength of their proposals and personal interviews, and on the geographic regions and target populations they serve. Organizations listed in bold are the nonprofit, lead organizations in each Partnership. We invite you to review all the different nonprofit organizations, schools and colleges, health care providers, faith-based organizations, businesses and government groups who are Partners in each Partnership. Together, they are working to improve lives here in Lancaster County.

Community Wellness

 The Community Wellness Partnership is removing barriers for community residents looking for health care access by providing a single point of entry for medical, dental and behavioral health care. It is also addressing public health concerns, assisting patients with enrollment in health plans and connecting them to support services.



- **SouthEast Lancaster Health Services**
- Community Services Group
- Partnership for Public Health

Elizabethtown Area Hub

  The Elizabethtown Area Hub is providing low- and low-middle-income families with access to high-quality early childhood education, kindergarten readiness and transition, tax preparation services, food and clothing assistance, financial workshops, job training, and referrals to medical and behavioral health care services. Materials and support increase literacy and help families apply for health insurance and financial assistance.




- **Elizabethtown Child Care Center**
- Community Cupboard of Elizabethtown
- Elizabethtown Area School District
- Elizabethtown College/ECHOS
- Elizabethtown Community Nursery School
- Elizabethtown Public Library
- Hope Within Community Health Center
- Jewel David Ministries
- Milanof-Schock Library

Impacting Generations

  Impacting Generations is supporting at-risk teen parents and their children through innovative services that focus on the educational attainment of both the parents and their children.


- **Pressley Ridge**
- COBYS Family Services
- Community Action Partnership of Lancaster County (CAP)
- Lancaster Recreation Commission
- School District of Lancaster

Integration Services for New Americans

   Integration Services for New Americans is a "one-stop shop of services" at the Refugee Center at Reynolds Middle School in Lancaster. There, it provides education, health and financial services for immigrants, refugees and all School District of Lancaster residents. These services are a much-needed addition to the federally-mandated 90 days of cultural orientation upon arrival in the U.S., expanding and enhancing support of our community's newest members.

- **The Literacy Council of Lancaster-Lebanon**
- Bethany Christian Services
- Church World Service
- Franklin & Marshall College's Ware Institute for Civic Engagement
- Lancaster-Lebanon Intermediate Unit 13
- School District of Lancaster
- SouthEast Lancaster Health Services



Lancaster County Coalition to End Homelessness

 The Lancaster County Coalition to End Homelessness is a cross-functional team made up of local service providers, businesses, churches and community volunteers aligned to serve individuals and families facing or experiencing homelessness. United Way investments are leveraged by Lancaster City and County homelessness funds. This Partnership continues to improve the systemic response to persons experiencing homelessness in Lancaster County. In 2016, Lancaster County gained national recognition for our systemic response. The Coalition is on the cusp of similar success in addressing both chronic and family homelessness.

- **Lancaster General Health/Penn Medicine**
- City of Lancaster
- Lancaster County Domestic Violence Services/CAP
- County of Lancaster
- Elizabethtown Area Hub
- Elizabethtown College/ECHOS
- Lancaster Housing Opportunity Partnership (LHOP)
- MidPenn Legal Services
- Redevelopment Authority
- Tabor Community Services
- United Way's 2-1-1 Information & Referral Services
- Water Street Ministries
- YWCA of Lancaster






Lancaster Medical Legal Partnership

  Lancaster Medical Legal Partnership is advancing the financial stability and health of Lancaster County residents needing frequent health services by integrating civil legal aid and financial case management with an intensive, high-utilization health care treatment model.




- **MidPenn Legal Services**
- Care Connections, Lancaster General Health/Penn Medicine

Lancaster-South

   Lancaster-South is serving as the frontline resource for local families. Providing professional connectors to a variety of organizations throughout the community, this Partnership is reducing barriers and ensuring families can access the support, education and care they need to achieve success.

- **Boys & Girls Club**
- Advantage Lancaster
- ASSETS Lancaster
- Lancaster City Alliance
- Lancaster EMS (LEMSA)
- LHOP
- The Mix at Arbor Place
- School District of Lancaster
- SouthEast Lancaster Health Services

Learning Lancaster Collaborative

   The Learning Lancaster Collaborative is increasing access to high quality, early childhood programming for 3- to 4-year-old children residing in the School District of Lancaster by opening three new classrooms operated by the Collaborative's community partners. Additionally, with the Partners connecting parents to their local elementary school and services, families are now able to access health, dental and eye care, school-based behavioral health services, and financial stability workshops either through their community school or social services.

- **School District of Lancaster**
- Boys & Girls Club
- Lancaster Education Foundation
- Lancaster Recreation Commission
- Lancaster Family YMCA
- Luthercare for Kids



GOAL 1 100% of our children will enter kindergarten ready to learn.



GOAL 2 100% of students and adults will have post-secondary credentials.



GOAL 3 Decrease individuals and families living in poverty by 50%.



GOAL 4 100% of individuals, children and families will have a medical home.

Let's Talk, Lancaster

Let's Talk, Lancaster is improving access and treatment for behavioral health care needs, especially for low-income and minority residents.

- **Lancaster General Health/Penn Medicine**
- Catholic Charities - Lancaster
- CHI St. Joseph Children's Health
- Community Services Group
- Compass Mark
- Lancaster County Behavioral Health & Developmental Services
- Lancaster County Domestic Violence Services/CAP
- Lancaster Osteopathic Health Foundation
- Lancaster Regional Medical Center
- Mental Health America of Lancaster County
- No Longer Alone Ministries
- Pennsylvania LINK to Aging and Disability Resources
- PerformCare
- Physicians' Alliance, Ltd.
- Project Access Lancaster County (PALCO)
- Pressley Ridge
- Samaritan Counseling Center
- School District of Lancaster
- SouthEast Lancaster Health Services
- Spanish American Civic Association (SACA)
- T.W. Ponezza & Associates Counseling Services, Inc.
- United Way's 2-1-1 Information & Referral Service
- Water Street Ministries
- WellSpan Ephrata Community Hospital
- WellSpan Philhaven
- Welsh Mountain Health Centers
- White Deer Run Treatment Network

Moving Forward

Moving Forward is increasing the safety of survivors of domestic violence by providing integrated emergency services, legal representation during the Protection from Abuse process and workforce training.

- **Community Action Partnership of Lancaster County (CAP)**
- MidPenn Legal Services
- New Choices Career Development
- PA CareerLink of Lancaster County
- Spanish American Civic Association (SACA)

Pathways Out of Poverty

The multi-functional Pathways Out of Poverty alliance is providing guidance and direction to low-income individuals and families as they permanently chart their way out of poverty.

- **Community Action Partnership of Lancaster County (CAP)**
- Central PA Food Bank/Hunger-Free Lancaster County
- Columbia Life Network
- Columbia Presbyterian Church
- First United Methodist Church
- Habitat for Humanity
- Lancaster County Council of Churches
- Wheels to Work Program
- Millersville University School of Social Work
- Tabor Community Services
- Thaddeus Stevens College of Technology

Pinwheel Partners

Pinwheel Partners is providing access to affordable, high-quality early care, allowing families to maintain stable employment while preparing the next generation of Lancasterians for success in school and later life. The Partnership joins high quality early learning facilities together to collaborate, share resources and expertise, as well as provide working families with affordable care. The Partnership aims to revitalize early care and education in Lancaster, advocate for the field of early childhood education, and above all, ensure every child in Lancaster enters kindergarten ready to learn.

- **Lancaster Early Education Center**
- CAP
- Elizabethtown Child Care Center
- Schreiber Pediatric Rehab Center
- Wee Care Day School

Plant the Seed of Learning

Plant the Seed of Learning is engaging, educating and empowering parents of children from birth to age 4 to plant seeds of learning through supportive environments with meaningful activities. We work with local hospitals, school districts and early learning centers to support kindergarten transition. Families are educated about brain development through a playful environment and leave our sessions with developmentally appropriate toys and books.

- **Cocalico School District**
- Conestoga Valley, Eastern Lancaster County, Ephrata Area, Lampeter-Strasburg, Lancaster, Manheim Township, & Pequea Valley School Districts
- Diamond Street Early Childhood Center
- Early Childhood Innovative Connections
- Ephrata Public Library
- Lancaster General Health/Penn Medicine
- Luthercare for Kids
- WellSpan Ephrata Community Hospital

Reunify, Empower, Prevent (REP)

REP is helping parents obtain safe, stable housing in order to regain physical and legal custody of their children, assisting young adults leaving the foster system with housing and employment, and intervening in the event of a possible eviction or separation of a child from their family.

- **CASA of Lancaster County**
- Bethany Christian Services
- Clare House
- Community Services Group
- Lancaster County Children and Youth Social Service Agency
- Lancaster County Coalition to End Homelessness
- Love INC
- Tabor Community Services/TLC

Solanco Family Life Network

Solanco Family Life Network is providing holistic early intervention for students and families in southern Lancaster County who are looking to build a career and get out of poverty. Their services include parenting/family life training, career training, before- and after-school programs, nutrition support, and budgeting/heating bill assistance. With more than 60 organizations within the Network, they collaborate to address their communities' families' financial, educational, relational and emotional barriers to success.

- **New Hope Community Life Ministries**
- COBYS Family Services
- Lancaster General Health/Penn Medicine
- Quarryville Library
- Solanco Neighborhood Ministries
- Solanco School District
- Solid Rock Youth Ministries
- Southern End Community Association (SECA)

Systems Aligned in Learning (SAIL)

SAIL is increasing the quality of home-based child care by providing early learning resources, materials and mentoring directly to home-based child care providers across the County. Early literacy is enhanced by the mobile resource and activity van, the Be READY Rover, staffed with a children's librarian; proper nutrition is reinforced through the provision of healthy meals and snacks; and social-emotional development is supported through evidence-based training and curriculum.

- **Luthercare for Kids**
- COBYS Family Services
- Lancaster County Council of Churches
- The Library System of Lancaster County
- Pennsylvania Early Learning Keys to Quality

Together Initiative Network

Together Initiative Network is a movement that empowers individuals and families who struggle with poverty in eastern Lancaster County. Within the Together Community Center in Paradise, they offer high quality pre-kindergarten education, teen and adult life skills and education, and dental and behavioral health services for community members.

- **The Factory Ministries**
- Bright Horizons
- Community Services Group
- County Line Medical Services
- Grace Point Church of Paradise
- Lancaster General Health/Penn Medicine
- The Literacy Council of Lancaster-Lebanon
- PA CareerLink of Lancaster County
- Pequea Valley School District
- Tabor Community Services



COMMUNITY UNITED

BOLD Goal 1

100% of our children will enter kindergarten ready to learn.



Only 11% of Lancaster County 3- and 4-year-old children are enrolled in quality, publicly funded Pre-K.* The early years of a child's life are the foundation upon which they can build future success. This means that the children whose parents have the resources to send them to a high-quality Pre-K center have a much stronger education foundation for success in school and life than the other 89% of their peers. Not to mention, the waiting list for Lancaster Early Education Center alone has more than 200 children. In the meantime, the parents of those children scramble to find affordable, reliable childcare for their children. These barriers can be overcome by increasing quality of care and access to that care through informed investment. In fact, every dollar invested in quality early education saves at least \$8.60 in increased wages, special education, public assistance, corrections, and lost taxes.*

We fight for a Lancaster County where all children enter kindergarten ready to learn. This is just one of Four BOLD Goals that United Way of Lancaster County is striving to accomplish by 2025. Our Community Impact Partnerships working towards this goal are revolutionizing the early education systems in our communities to ensure that all children have an equal chance to lead happy, fulfilling lives.

Systems Aligned in Learning (SAIL) mentors in-home childcare providers throughout Lancaster County to help them reach a level of quality care that rivals that of a high-quality center. Within this partnership, personal mentorship, nutrition outreach, mobile early literacy education, and more surround our county's in-home childcare providers — along with the children and parents they serve — with a network of support.

Plant the Seed of Learning empowers parents of children up to age 4 to play an active role in the development of their child's brain. Teamed up with local school districts and hospitals, they provide expert-led, no-cost workshops to parents that teach them about intentional play from an early age.

**Kids Count Data Center; PA Depts. of Education, Public Welfare, Child Development Early Learning (2013-2014), Early Childhood Learning, The White House, Education, Early Learning (2013), Pennsylvania Partnerships for Children (2013) and The Economics of Early Childhood Investments (December 2014)*

BOLD Goal 2

100% of students and adults will have post-secondary credentials.

In today's economy, the "college for all" mentality has created a lopsided workforce in our country. While 66% of high school graduates in the U.S. enroll in higher education right after high school, only 25% of those enrolled will finish their degree; a degree that may leave them underemployed in a job that doesn't require their degree.

In 2018, Harvard University predicts that only 33% of all U.S. jobs will require a four-year degree, while 57% will require technical skills and training at the credential or Associate's Degree level. For every one job that requires a Master's degree or higher, there are two jobs require a four-year university degree, and there are seven jobs requiring a one-year certificate or two-year degree in technical training.

We fight for a Lancaster County where everyone can obtain the education needed to get a good job and become financially resilient. This is just one of Four BOLD Goals that United Way of Lancaster County is striving to accomplish by 2025. Our Community Impact Partnerships are identifying community barriers to education and employment and are working with people to help them achieve their goals.

Together Initiative Network, organized by The Factory Ministries, serves individuals and families in eastern Lancaster County. The Partnership's Together Community Center in Paradise is a community hub that houses resources and education workshops, including behavioral healthcare provided by Community Services Group (CSG) and GED courses offered by The Literacy Council of Lancaster-Lebanon.

Integration Services for New Americans supports our community's newest members from around the world through cultural orientation provided by Church World Service, English as a Second Language (ESL) courses provided by The Literacy Council of Lancaster-Lebanon, and houses a Refugee Center at Reynolds Middle School. Illiteracy and underemployment are two main issues that affect the immigrant and refugee population that Integration Services for New Americans helps individuals to overcome, especially as we look to diversify our workforce in Lancaster County.



BOLD Goal 3

Decrease individuals and families living in poverty by 50%.



In the summer months, our fertile farmland floods our markets with fresh produce. However, with school not in session, many of the more than 24,000 food insecure children in Lancaster County go hungry. Even during the school year, those children lack an adequate supply of healthy meals outside of their school lunches. Their parents are possibly working several low-wage jobs as part of the 50% of individuals and families who are paying gross rent greater than 30% of their household income.*

By the year 2025, we have challenged our community to decrease the number of families and individuals living in poverty by half. This goal is BOLD – but not impossible if we're willing to fight for it. Together, we can create lasting systemic change through improved education, better jobs, and good health.

CaseWorthy is a human services database software that is planned to expand countywide with the help of Community Action Partnership (CAP). Our Community Impact Partnerships will use CaseWorthy; the idea is to have one universal point of entry for all health and human services in Lancaster County. That means when a client's information is entered into CaseWorthy by CAP, a caseworker can access the system and already see the client's information. This system will greatly improve efficiency for both agencies and individuals; caseworkers won't have to complete lengthy intakes over and over and can see in the system the progress of that individual, which will save individuals a great deal of "agency time", i.e. hours of waiting rooms and repetitive questioning.

Reunify, Empower, Prevent (REP) combines the foster care system with homeless service providers. Led by CASA (Court Appointed Special Advocates) of Lancaster, REP helps parents experiencing housing difficulties and/or homelessness regain and maintain custody of their children, and always works to stabilize young adults who have aged out of the foster care system – who would often become homeless due to lack of resources – to secure the housing, education, and employment necessary for self-sufficiency.

Elizabethtown Area Hub serves its community by raising awareness of and providing access to local resources and programs. They hope to make stronger connections between all agencies and service providers in Elizabethtown to better serve the needs of the community. During the 2017 tax season, with the help of the Hub, United Way's VITA (Volunteer Income Tax Assistance) filed 349 returns, earned Elizabethtown residents \$420,889 in refunds, and saved them \$94,458 in tax preparation fees.

Lancaster County Coalition to End Homelessness and Elizabethtown Community Housing and Outreach Services (ECHOS) partnered together to address a gap in homeless services in the Elizabethtown area. Together, they opened the first winter shelter in 2015 at St. Paul's United Methodist Church.

*Housing Market Analysis, Summary of Findings; Zimmerman/Volk Associates, Inc. (2013)

BOLD Goal 4

100% of individuals, children and families will have a medical home.

More than 70,000 individuals in our county are uninsured and don't have access to a doctor, dentist, or a mental health professional.

That is unacceptable. Not in Lancaster County.

United Way of Lancaster County set the BOLD goal for our community that by 2025, every individual, child and family in Lancaster County will have a medical home.

As defined by the **Patient-Centered Primary Care Collaborative** (pcpcc.org, 2017), a medical home is:

1. Patient-centered: A partnership among practitioners, patients, and their families ensures that decisions respect patients' wants, needs, and preferences, and that patients have the education and support they need to make decisions and participate in their own care.

2. Comprehensive: A team of care providers is wholly accountable for a patient's physical and mental health care needs, including prevention and wellness, acute care, and chronic care.

3. Coordinated: Care is organized across all elements of the broader health care system, including specialty care, hospital, home health care, community services and supports.

4. Accessible: Patients may access services with shorter waiting times, "after hours" care, 24/7 electronic or telephone access, and strong communication through health IT innovations.

5. Committed to quality and safety: Clinicians and staff enhance quality improvement to ensure that patients and families make informed decisions about their health.

And we have a plan to make it happen, right here in our community.

Through the collaborative work of our Community Impact Partnerships – involving more than 100 nonprofit agencies, health care providers, schools, libraries, faith-based organizations, businesses, and government entities – United Way is leading the way to reform the health care system in Lancaster County.

Lancaster Medical Legal Partnership saved Lancaster

General Health more than \$46 million in 2016 through intensive financial case management for patients with legal issues related to financial and housing instability.

Let's Talk, Lancaster has begun implementing the PHQ-9 depression screening tool as a routine practice for primary care physicians in the County.

Integration Services for New Americans partners with SouthEast Lancaster Health Services to educate refugees and immigrants about our health care system, such as when to use the emergency room, and how to find a primary health care provider for their family. In addition, SouthEast Lancaster Health Services operates a medical clinic at Integration Services for New Americans' Refugee Center at Reynolds Middle School.

Together Initiative Network has created a referral process with County Line Medical Center, and has Community Services Group (CSG) visit their Together Community Center in Pequea Valley two days a week for behavioral health appointments.





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PILLAR SOCIETY

The Pillar Society salutes organizations that have contributed \$100,000 or more through combined employee and corporate contributions.

- Armstrong Flooring, Inc.
- Armstrong World Industries, Inc.
- Exelon
- Fulton Financial Corp./Fulton Bank
- The Hershey Company
- The High Companies
- Johnson & Johnson
- Kellogg Company
- Lancaster General Health/Penn Medicine
- New Holland North America, Inc.
- The Steinman Foundation

LABOR SUPPORT AWARDS

United Way is proud to have a longstanding partnership with organized labor. Working together, we ensure that working families have access to a wide range of vital community services.

AFSCME Local 1758	GMP Local 36	PSSU Local 668
AFSCME Local 1896	GMP Local 376	Sheetmetal Local 19
AFSCME 2156	IAM Lodge 2367	Teamsters Local 771
AFSCME Local 2421	IBEW Local 743	USW Local 285
AFSCME Local 2540	IBEW Local 1600	USW Local 285 Unit 441*
APSCUF - Millersville University	IBEW Local 1602	USW Local 10-670*
BCTGM Local 374	Mailhandlers Local 308	USW Local 1035
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BCTGM Local 464	Plumbers & Pipefitters Local 520	
CWA Local 13000	Postal Workers Local 95	
Firefighters Local 319	PSEA	

**Indicates unions that also sponsored Loaned Labor Representatives for the 2016-2017 campaign*

CIRCLE OF HONOR

The Circle of Honor applauds businesses that truly support United Way's mission. Inclusion in this Circle of Honor recognizes the quality of their workplace campaigns, employee support of and participation in United Way activities and other non-monetary contributions. The businesses below are star supporters of United Way of Lancaster County and champions of our credo to fight for the health, education and financial stability of every person in Lancaster County.

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County of Lancaster	NXTBook Media
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ITT Engineered Valves	United Way of Lancaster County
	WGAL TV 8

TOCQUEVILLE SOCIETY

Tocqueville Society members are among the United Way movement's most longstanding and engaged partners. Nationally, members collectively invest more than half a billion dollars in community transformation. Locally, our members drive more than \$500,000 into support of BOLD change here in Lancaster County.

La Table Ronde de Millions de Dollars

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Ordre d'Egalite

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Ordre de Liberte

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*Deceased

We apologize if we failed to honor anyone's generous philanthropy.

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LEGACY SOCIETY

The Legacy Society recognizes United Way of Lancaster County investors who have perpetuated their giving past their lifetimes. Their planned gifts "pay it forward," leaving a legacy that will continue to improve lives across Lancaster County. **Gloria E. Degler & Walt Legenstein, Co-Chairs**



There are a variety of ways to include United Way of Lancaster County in your will or estate plans. Some of the most popular options include:

- Naming United Way of Lancaster County as a beneficiary in your will.
- Making an outright gift of cash, appreciated stock or real estate.
- Naming United Way as the beneficiary of a retirement plan.
- Naming United Way as the beneficiary of an existing or new life insurance policy.
- Making a gift through a charitable gift annuity.

We invite you to consider making United Way a part of your legacy. To learn more, please contact our Gift Planning Department at 717.824.8128.

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We apologize if we failed to honor anyone's generous philanthropy.

WOMEN UNITED

Since its formation in 2004, United Way's Women United has invested more than \$1 million in our community and touched the lives of thousands of women and children. **Joan Paxton and Robin Stauffer, Co-Chairs**

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We apologize for any omissions of Gold or Silver members. We also thank supporters who invested gifts under \$500 in Women United's mission.

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Durrett Family	Mr. & Mrs. Hockenberry	Brian & Kathleen Massar	Christine T. Sable	John J. Wolfrays
Debra L. Eager	David & Barbara Hornberger	David & Kimberly McCabe	Todd & Angie Sargent	John & Elizabeth Wood
Jeannette & Geoff Eddowes	Kathy Lynn Horne	John McClintock	Sue Savage & Fred Engle	Chun Woytera
Mike & Ann Elliott	Jeffrey & Alicia Horst	Lori McDonald	Jeanine & Jeff Schreiber	Wright Family
Mr. & Mrs. Timothy C. Fake	Paul Hough	Teri R. McHale	Tim & Linda Schuetze	Scott & Holly Zieber
Dan & Claudia Falvey	Sheri Howe	Carl F. McKinney	Gary & Chrstina Seldomridge	Jennifer Zimmerman
Norma J. Ferdinand	Jason Huggins	Steven & Christine McLean	Nicole & J. Seroky	Mark & Mary Zimmerman
Debbi S. Fetter	Richard Hull	Susan McMullen	Mike & Stella Sexton	Scott A. Zimmerman
Scott & Laura Fiore	Grant & Judi Hummer	Julie McNamara	Jane M. Sheckard	Ed & Sonya Zook
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Ms. Lynn R. Florey	Jace A. Ingham	Kristina J. & Henri P. McVey	Robert & Diane Shenk	
Michael D. Flynn	Cheryl Irwin-Bass	Ronnie & Ilse Medlock	Sharon M. Sherban	
Mr. Timothy P. Flynn	Edward & Maria Jablonski	Mary Jo H. Medura	Michael J. Shifflet	
Ann & Ray Foley	Alan Jacobs	Angela Meyers	Elaine & Larry Shirk	
Beth & Mitchell Forry	Andrew & Kara Jones	Jeffrey & Rebecca Middleton	Dr. Hilda Shirk & Dr. Wes Farmer	
James Frain	Parker Jones	Regina Mingle	Felicia & Bob Shoemaker	
David & Jennifer Freedman	Stuart & Veronica Juppenplatz	Aaron Miller	Katherine Shope	
Paul W. Frick	Dan & Rachel Jurman	Elli & Jon Miller	Michael & Wendy Shupp	
Darren & Katrina Fritz	Craig & Kisha Kauffman	Mr. Jeffrey D. Miller	Deidre W. Simmons	
Jean & Jim Fullerton	Andrew Kehl	Michael A. Miller	Chuck Smith	
Mario Gallelo	Ann S. Keim	William T. Miller	Mark & Jennifer Smith	
Steve & Michelle Gallo	Dave & Carol Keller	Claude L. Minnick, Jr.	Philip & Erin Smith	
Mark C. Gangl	Michael J. Kelly	Julie Minnick	Jessica Snyder	
Kenneth Gebhard	Bill & Ellen Kepler	Russ & Susan Mitchell	Tom & Michele Souders	
Dr. Alexandra Gibas & Dr. Paul Casale	Sheila Ketterer	Mr. Paul X. Murphy	Ms. Christina M. Springer	
Henry H. & Joan Gibbel	Bob C. Kim	Anna & Joseph T. Molony	Ellen St. Cyr	
		Mr. Richard R Morrison	Christine Stabler, MD	

***This list was created on June 5, 2017. We apologize if your name was omitted*

INVEST UNITED

EMERGING LEADERS SOCIETY

Lancaster County's future rests in the hands of today's Emerging Leaders Society. These philanthropists, age 40 and under, have actively engaged in their community by investing \$500 or more in United Way of Lancaster County. **Steve & Jessica Nieli, Co-Chairs**

Abbie Acker
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Ashley L. Adams
Thomas F. Adams
William R. Adams
Robert J. Addis
Ryan S. Alleman
Michael S. Axe
Ross Hunter Bailey
Kristin N. Barshinger
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Eric Eckman
Bonnie J. Elliott
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Patricia Espinosa-Vargas
Corey R. Faus
Cristina M. Febus
Dinzey Feliz

Zachary S. Felch
Melissa A. Fisher
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Christopher B. Flowers
Jill A. Fontana
Kyle & Heather Ford
Benjamin Tyler Frank
Jason W. Fuhrman
Courtney N. Funk
Jade M. Gammache
Rachel L. Gatto
Jeanne A. Good
Jason Greenwood
Kyle Grimes
Lindsey Groft
Steven Guenther
Matthew S. Haar
Samuel D. Hamaker
Alison M. Hamby
Cynthia Hart
Lauren E. Hathaway
Josh & Catherine Hauser
Stephanie J. Henrich
Laura E. Herr
Amber R. Hilt
Matthew J. Huber
Michael B. Hummel
Jennifer L. Irizarry
Adel B. Jamus
Yolanda L. Johnson
Uriah E. Jolley
Baron Jones
Andrew D. Kehl
William C. Keiser
Melissa A. Keith
Mrs. Lori A. Hiltz
Peter Kerekgyarto
Penny M. Keys
Derek A. Knepp

Mark Krebs
Arnaldo Lamourt
Sondra J. Laub
Anh K. Le
Mark & Stephanie Legenstein
Ethan T. Lindsey
Shatia R. Linton
Christina L. Livingston
Matthew R. Long
Luis E. Lopez
Ruthy Lopez
Jason A. Lutz
Anthony C. Manara
Daniel & Kristin Marshall
Kelly M. Martin
Jennifer L. Martz
Daniel P. McCauley
James F. McCauley
Tyson McFadden
Michael F. McKenna
Bryan Meier
Jennifer A. Messick
Zachary D. Michon
Dale L. Miller
Keila Y. Montalvo
Amy E. Murdoch
Rob Murphy
Jason D. Murrey
Brian Naff
Craig Nebel
Andrew C. Neider
Krystle L. Nemeth
Scott J. Nemeth
Amanda M. O'Neil
Steve & Jessica Nieli
Justin A. Ostoforoff
Ronald Patterson Christopher
Pedraza
Angel L. Perez-Negron

Joshua K. Perlman
John P. Poma
Mary C. Porter
Amanda E. Prusch
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Alesha N. Rhinier
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Laura S. Rineer
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David A. Williams
Nathan & Michelle Wingert
Missy Wise
Daniel E. Wolford
John & Elizabeth Wood
Tou Xiong
Adam Young
Mrs. Veronica Zalewski
Joshua W. Zeager

*Anonymous (14)

We apologize if we failed to honor anyone's generous philanthropy.



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STATEMENT OF FINANCIAL POSITION

Year ended June 30, 2016

ASSETS

CURRENT ASSETS:

Cash and Cash Equivalents	\$2,035,065
Pledges Receivable	\$1,983,153
(less allowance for uncollectible pledges of \$282,277)	
Accounts Receivable	\$29,107
Grants Receivable	\$98,879
Investment Interest Receivable	\$11,763
Prepaid Expenses/Other	\$52,830
TOTAL CURRENT ASSETS	\$4,210,797

OTHER ASSETS:

Cash - Permanently Restricted	\$25,724
Receivables - Long Term	\$15,000
Investments - Unrestricted	\$1,965,687
Investments - Temporarily Restricted	\$1,741,986
Investments - Permanently Restricted	\$208,096
Investment - Certificate of Participation	\$224,192
TOTAL OTHER ASSETS	\$4,180,685

EQUIPMENT, NET OF ACCUMULATED DEPRECIATION	\$54,653
BENEFICIAL INTEREST IN PERPETUAL TRUST	\$535,624

TOTAL ASSETS	\$8,981,759
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LIABILITIES

CURRENT LIABILITIES:

Partnership Allocations Payable	\$2,435,889
Accounts Payable, Trade	\$74,801
Due to Designated Agencies	\$370,702
Due to Other Organizations and Grantees	\$383,517
Accrued Expenses	\$45,883
Accrued Salaries and Wages	\$52,953
TOTAL CURRENT LIABILITIES	\$3,363,745

LONG-TERM LIABILITIES:

Pension Contribution Payable	\$477,873
TOTAL LIABILITIES	\$3,841,618

NET ASSETS

Unrestricted	\$826,434
Temporarily Restricted	\$3,544,263
Permanently Restricted	\$769,444
TOTAL NET ASSETS	\$5,140,141

TOTAL LIABILITIES AND NET ASSETS	\$8,981,759
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A copy of the financial statement for the fiscal year ended June 30, 2016, audited by certified public accountants engaged by United Way of Lancaster County, is available by request.



FIND HELP. GET CONNECTED TO SERVICES.

2-1-1 connects you with information about aging services, child and youth services, counseling, education/training, food resources, health services, housing/shelter, parenting, substance abuse, support groups, volunteering, and more. Every year, more than 35,000 Lancaster County individuals and organizations reach out to United Way's 2-1-1 service for free and confidential information and referrals.

Connect with 2-1-1 today:



PHONE
2-1-1



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GIVE HELP. VOLUNTEER IN YOUR COMMUNITY

Looking for a way to share your time and talents as a volunteer?
Seeking a pool of eager volunteers to help your nonprofit organization with a short- or long-term project?

Each year, 15,000 caring individuals and families give back to their Lancaster County community through volunteer service. United Way's Volunteer Center is the one-stop source of volunteer service opportunities from hundreds of organizations. These include nonprofit, health and human service, educational, faith-based, environmental, and animal protection agencies.

Learn more about our Volunteer Center: LIVEUNITEDLANCASTER.ORG/VOLUNTEER



LIVE UNITED

HONORARIA & MEMORIALS

In honor of these very special people:

In honor of **Donald & Susan Maier** of Armstrong Flooring, from:

- Interiors, Inc.

In honor of **Jennifer Craighead Carey & Greg Carey**, from:

- Susan J. and John H. Garofola

- David R. Keller

In memory of these very special people:

In memory of **Elva Boyd Wilson**, from:

- Susan C. Eckert

In memory of **Billy DiGilio**, from:

- Anonymous

- Mic and Laura Bender

- Bright Health Team

- Inez R. Ceci

- Margie, Rob and Lisa Chesko

- Mark Chesko

- Carin and Mark Dietrich

- David, Donna and Michael Dietrich

- Ed Dietrich

- Martin and Susan Dietrich

- William and Karen DiGilio

- Edward and Kathy Dinkel, Jr.

- Dianne D'Souza

- William and Barbara Fauth

- Ruth Ann Walker Gray and Timothy Gray

- Teresa Cushner Hunt and William Hunt

- Robert and Carol Johnson

- Holly Kleimo

- Morris and Sarah LaLonde

- Ronald G. and Leslie K. Lee

- James and Mary Lubas

- John and Sharon McFadden

- Scott and Lisa McNelis

- Ruth Ellen and Michael Ruth

- Eileen Murr-Schoelkopf and Donald Schoelkopf

- Dennis and Marianne Surovcik

- The Loomis Company

In memory of **Robert Farley**, from:

- Donegal Insurance Group

- Katherine & Michael Granbois

Since 2007, United Way of Lancaster County's VITA tax preparation program has been helping put hard-earned money back into the pockets of low- and moderate-income taxpayers. VITA is a national program of the Internal Revenue Service (IRS) that allows any household of one or more persons with a total annual income of \$62,000 or less to have their taxes prepared by community volunteers who are trained and certified by the IRS.



In 2017, VITA saved low- to moderate-income taxpayers \$2.3 million in preparation fees and helped them receive more than \$11.4 million in refunds. More than 200 volunteers worked at 17 sites around Lancaster County, preparing 8,720 tax returns.

To learn more about volunteering or availing yourself of these services, call 717.824.8111 or visit LiveUnitedLancaster.org/VITA.

WHEN WE LIVE UNITED WE CAN MAKE GREAT THINGS HAPPEN

Whether we have big or small roles to play, by working together, we can improve the lives of every child and adult in need throughout Lancaster County.

The law firm of McNeese Wallace & Nurick proudly supports collective impact and the Four Bold Goals of the United Way of Lancaster County to help build a stronger community, our community.



McNeese

www.McNeeseLaw.com



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We Live United. We Give United.



GIVE BACK. It's one small statement that can create a world of difference and one that stands as a core value of Armstrong Flooring. Our mission is to inspire spaces where people live, work, learn, heal and playSM. To that end, we delight in giving back to organizations that make a positive impact in our communities.

We're proud to support the United Way—one of the best investments to drive measurable results and lasting impact in our communities. That's why throughout the year our team members enthusiastically roll up their sleeves, willingly give their time, and cheerfully invest their dollars to support their local United Way.

Please consider a gift to this year's United Way campaign. Together, we can harness the collective power of this wonderfully unique Lancaster County community we love to call home.

GIVE. ADVOCATE. VOLUNTEER. LIVE UNITED™

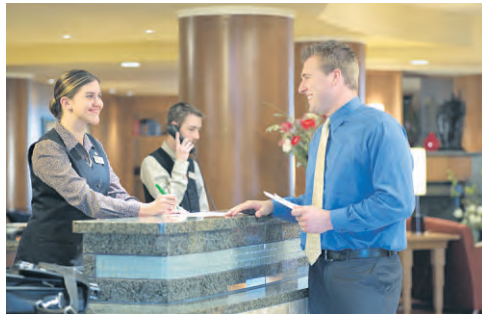


Photo courtesy of the New York State Thruway Authority

The High companies are proud supporters of the United Way of Lancaster County.

High and its co-workers share the United Way vision of a world where all individuals and families achieve their human potential through education, income stability, and healthy lives. Each year, High conducts a co-worker campaign to help United Way partners in the communities in which High co-workers live, work, and play. High co-workers have demonstrated their generosity by giving their time, talent, and financial support for the needs of vulnerable populations.

Thanks to High co-workers, the United Way, and to all in our communities who help us Live United.

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Environmental Stewardship.
Community Commitment.

High *Solutions you can trust.*
www.high.net